

Theodore Roosevelt

MEDORA FOUNDATION

2020 ANNUAL REPORT



FISCAL YEAR ENDING JANUARY 31, 2021



Theodore Roosevelt
MEDORA FOUNDATION

Medora
EXPLORE IT. ADORE IT.

Medora Musical

Bully Pulpit
GOLF COURSE

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THEODORE ROOSEVELT MEDORA FOUNDATION

ABOUT THE FOUNDATION

MEDORA

The Theodore Roosevelt Medora Foundation (TRMF) is a public non-profit organization that was formed in 1986 by a multi-million dollar gift from Harold Schafer and his family – most famously known as the founders of the Gold Seal Company, the maker of Mr. Bubble, Glass Wax and other nationally-known household products.

“THE BEAUTY AND HISTORY OF MEDORA AND THE BADLANDS WAS JUST TOO MUCH TO LET DISAPPEAR”

For Harold and his wife Sheila, the beauty and history of Medora and the Badlands was just too much to let disappear with the sands of time – so he made it his life's work to save it for generations to come. He began his labor of love in 1962 with the renovation of the Rough Riders Hotel and revitalized what we know today as the *Medora Musical* in 1965.

Harold continued giving to the historic cow town frequented by Theodore Roosevelt, the Marquis de Mores, and many-a rough-and-tumble westerner until his passing in 2001.

Today, we at TRMF strive to accomplish our mission to preserve, present, and serve all that Harold loved about Medora by operating history, education, and entertainment businesses that allow the traveling public to fully enjoy the beautiful North Dakota Badlands.

Through the contributions and teamwork of a board of directors, a full time staff of 50, 300 seasonal employees, over 600 seasonal volunteers, and financial backing from generous supporters, TRMF connects people to Medora for positive, life-changing experiences.

Photo top

Harold and Sheila Schafer

Photo bottom

Family posing in front of the iconic Medora sign at the Medora Musical.



VISION

We connect people to Medora for positive, life-changing experiences.

VALUES

We show respect for people and place.

We deliver excellence in hospitality.

We work with creativity and integrity.

We are a family who values family.

MISSION

Preserve the experience of the Badlands, the historic character of Medora and the heritage of Theodore Roosevelt and Harold Schafer.

Present opportunities for our guests to be educated and inspired through interpretive programs, museums and attractions that focus on the Old West, our patriotic heritage, and the life of Theodore Roosevelt in the Badlands.

Serve the traveling public, providing for their comfort while visiting historic Medora, the Badlands, and Theodore Roosevelt National Park.



THEODORE ROOSEVELT MEDORA FOUNDATION

MESSAGE FROM THE CHAIR & PRESIDENT

Ed Schafer & Randy Hatzenbuhler



WOW! What a year. Everyone is saying it, and there's no way around it: 2020 was a year full of challenges that will be remembered for decades. When we reflect on the year, it's hard not to think of Harold Schafer.

Our founder had many, many hurdles along his path and we find ourselves wondering how he would have approached everything thrown at Medora, and the world, this last year. The truth is: we don't know for sure. But we think he'd start by finding guidance in a Theodore Roosevelt quote like, "Do what you can, with what you have, where you are." and then he would have worked harder than anyone to keep things going and to help those all around him.

One thing we're absolutely certain of, though, is that Harold and Sheila would have been proud, grateful, and even humbled by the way our staff, customers, and supporters came together to provide an experience in this incredible place in the Badlands. For some, it was needed more than ever.

The team figured out a way to operate and our beloved guests enjoyed the *Medora Musical*, Bully Pulpit Golf Course, and more, while also getting some time away from hectic lives. They were so gracious while they were here, and we were warmed by their presence. And our wonderful donors offered support that not only helped sustain TRMF, but helped position us for an even brighter, more optimistic future.

From everyone on the Board of Directors and from our entire TRMF Team, thank you!

In the pages that follow we share some of the big accomplishments of 2020; some of the great stories of our people; and we give thanks.

Simultaneously, as an organization we are looking forward. Now is a time where we can learn from our colorful past, share and build upon the very best of it, keep serving employees and guests from around the world and strive to preserve our western spirit of hard work, honesty and connection to the land around us.

One of our favorite things to hear from long-time guests – usually those now bringing grandkids to visit – is when they say, "I just love that Medora hasn't changed. It's just how it was when I was child."

However, since 1965, Medora has changed a lot! Restored hotels, new theaters and restaurants, new programming, trails, parks, events and more. But through it all, the charm of this old west town, the hospitality of Harold and Sheila, and the undeniable spirit of the Badlands remains – and today it touches people the same way it did when Theodore Roosevelt first visited in 1883.

We're working on plans that build upon what we've learned and guide our efforts toward 2065 – the 100th anniversary of the *Medora Musical* and beginning of Medora as a tourist destination. They're exciting plans that will feature improvements and additions that are still in the early stages of development. But at the center of all that planning will be a core goal to stay true to the charm of Medora – the charm that has always made it such a wonderful place for families to enjoy together.

We're enthusiastically planning for the future of Medora and TRMF so that when we're all gone, our favorite place on earth, that Harold could tell was made by the good Lord, is here for our children, and our children's children – and it's a place which all of us can be proud of.

On behalf of the entire Theodore Roosevelt Medora Foundation,

ED SCHAFER

Chair

RANDY HATZENBUHLER

President

Photos left to right:

Medora as it once was.

Dirt and wooden benches at the original theater.

Modern seats and stairs at the current Amphitheatre.

Guest overlooking modern Medora from the Pancratz Trail.



BOARD OF DIRECTORS

WE ARE IMMENSELY GRATEFUL TO OUR VOLUNTEER BOARD WHO HAVE GENEROUSLY SUPPORTED OUR MISSION.



HAROLD SCHAFER (1912-2001)
Founder

OFFICERS



ED SCHAFER
Chair



GREG TSCHETTER
Vice Chair



GRETCHEN STENEHJEM
Secretary



MICHAEL ZAUN
Treasurer

MEMBERS



CLAUDIA ANDERSON
Board Member



LEVI ANDRIST
Board Member



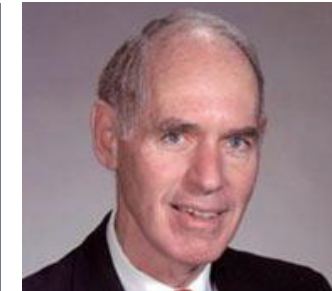
RICH BECKER
Board Member



TWYLAH BLOTSKY
Board Member



DON CLEMENT
Board Member



BRUCE FURNESS
Board Member



TOM GERHARDT
Board Member



DOUG MARK
Board Member



DR. TRACY MARTIN
Board Member



LAUREL NELSON
Board Member



TIM O'KEEFE
Board Member



LINDA PANCRATZ
Board Member



BARRY SCHAFER
Board Member

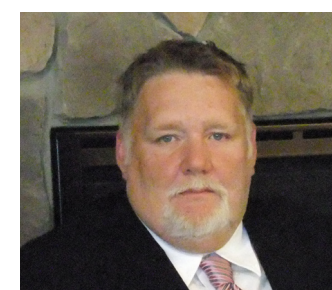


MEDORA SLETTEN
Board Member



ROLF SLETTEN
Board Member

COMPLETED TERM ON BOARD



AL CHRISTIANSON
Former Board Member



MARLENE HOFFART
Former Board Member

BULLY PULPIT BOARD MEMBERS

- PAT WEIR** CHAIR
- GUY MOOS** VICE CHAIR
- DR. BILL ALTRINGER** SECRETARY
- MICHAEL ZAUN** TREASURER
- KJERSTI ARMSTRONG**
- AL CHRISTIANSON**
- ED SCHAFER**
- TAMA SMITH**

THE BULLY SPIRIT OF JIM & JOANNE KACK

ROLF'S RECOGNITION

REMARKS BY ROLF SLETTEN WHEN HE PRESENTED THE AWARD, JUNE 2020

Jim and Joanne, in this world there are people who give and there are people who take.

Some people are scared to death that they might give more than they get and consequently, they almost never give anything of themselves, not of their time, their talents, or their money. If on rare occasion, they do give something of themselves, and are not generously and immediately rewarded, they feel that life is unfair, and they are victims cheated out of something they had coming. I think, "What's in it for me" is a pretty common attitude. Those are words to live by for too many people.

On the other hand, we have people who give willingly, cheerfully, and are generously wonderful people. People with soul and conscience who are not afraid to be generous, people who want to give back to other people and to the community. They are people who don't worry that they might be giving more than they get.

These are people who understand that giving is its own reward. The Medora we all know and love today, could not have been built and it could not function without those generous giving people. YOU are those people (Rough Rider Members). Thank you for that.

There is a third group, a part of that second group. These are the people who give when no one is looking. They give generously, quietly, and anonymously. Now I'm talking about people like Jim and Joanne Kack.

Actually, I'm talking about Jim and Joanne. Their contributions to Medora have been huge. Their financial gifts have been extremely generous. I won't be any more specific than that, but they have been very, very generous and they have given much more in time and talent.

Everybody knows that when things were stressful, Sheila would occasionally go over to the laundry to help out, but who knew that Joanne and her sister Dianne would also go over there and do the same thing. Almost no one knew that until right now and that is the real point here.

If I was going to describe Jim and Joanne's contributions to Medora in just three words those words would be "generous", "humble" and "gracious". Gracious generosity and humility.

Jim and Joanne have been contributing to Medora, throughout the entire 34-year history of the TRMF and long before that and very few people are aware of what they have done. The truth is there are only two people in this room who know the full extent of their contributions and unfortunately, those two people are Jim and Joanne and I know, they aren't talking so we will never really know all that they have done.



They have always stayed in the background, never seeking any attention for themselves and never wanting any. They have NEVER wanted any attention focused on themselves. In fact, they have worked hard to avoid it. The truth is that any attention makes them very uncomfortable.

Well, BUMMER ABOUT THAT, we are all here today to say "Thank You" Jim and Joanne. **I only wish that Harold could be here to participate in this event. He would be misty-eyed, brimming over with enthusiasm, and grinning from ear to ear.** He would be so proud of what has been accomplished in Medora and he would be deeeelighted in his daughter and his son-in-law. He would be standing here instead of me and Jim, Joanne he would be so very very proud of you.

REMARKS FROM FRIENDS AND FAMILY

A lot of people are very proud of you. Look at the people who have come here to see you today. The Schafers are here, the O'Keefe's are here. Many friends, some of them from far-away places, are here. The Medora Founders are here, the TRMF membership is here.

A lot of people are proud of you and a lot of people love you.

Randy talks passionately, about the way the two of you guided the difficult transition from a family run business to an organization that could stand alone and how you did it with infinite grace. That is huge. If you had done nothing more, then that in itself, would be reason enough to give you the Bully Spirit Award but, of course, there is much more.

Bill Sorensen describes you as "people who have shown for decades that your love for Medora never fades".

Tim O'Keefe says that "Jim and Joanne are the philanthropists we all should be". And he will talk at great length about your gracious generosity.

Ed Schafer said, "Theirs is the glory of work and the joy of living". He said that quote from TR, describes Jim and Joanne perfectly hard work and the joy of living and he points out that your joy of living is centered in family a point that many people were quick to make. Actually, almost everyone I talked to, spoke of your deep commitment to family.

Brandy Minick says, they are "Stewards of the land" and she explains that she considers that to be one of the greatest compliments that can ever be bestowed on anyone. For the past 40 or more years you have certainly been faithful stewards of Medora and that stewardship has inspired many other people including me. There are people in this room who have become involved in Medora only because they have been inspired by your example and your commitment.

Concho Minick says, "If they were trees, Jim and Joanne would be willows – obviously and distinctly different than the common form there is a wisdom there, an insight, and a warm glow of love and inclusion that radiates out in an unmistakable aura of difference that you can't miss".

Sandy Tjaden Myers says, "Jim and Joanne are kind, giving, and willing and Medora has been the fortunate recipient of all of that."

Medora Sletten says, quote: "my mother says they're the most normal people in our family". I THINK that's a compliment.

Mark Limond says, "Wonderful (he's quoting Harold). They are wonderful, the happiest people I know."

Elmer Knutson said "What?...Who are these people anyway?" Ok, I just made that up.

And Dianne Schafer. Maybe Dianne said it best of all. She simply said "They are the kindest, most considerate people I know". Tough to top that, I think.

Dianne also said "you can't think about Jim without thinking about Joanne and you can't think about Joanne without thinking about Jim". That is the truth. She pointed out that you even share the same email. I said "How can you possibly carry on an affair if you share your email with your spouse?" no secrets there.

Photos left to right:

Rolf Sletten presenting the Bully Spirit Award to Jim and Joanne Kack.

Jim and Joanne Kack with family and freinds.

You may not know it but we nearly lost Jim to a career in show business. It's true. At one point in the 1970s, Jim and Joanne were in Vail. They went to see a stand-up comic. The comedian chose someone in the crowd to pick on. He chose Jim. That was a mistake. Every time the comedian fired off a zinger, Jim fired back with his own and Jim was winning. He soon had the crowd in the palm of his hand they were eating it up. The comedian called Jim up on the stage to play the drums. Jim was a drummer and the whole thing was wildly successful. The next morning the comedian called Jim and asked him to go on the road with him. Jim said, "naaaw, If I drank that much every day, I'd be dead in a month I better not go."

It's difficult and dangerous to start listing Jim and Joanne's contributions to Medora because there is no way to make the list complete. It will always be inadequate but with that understanding, I want to mention just a couple of things.

The first is that, as Randy said, the TRMF had to go through a difficult transition period as the Medora operations evolved from a family business to a Foundation that in the very early days was often focused on "what does Harold want?" or "what would Harold do?", and then, from there to a strong, dynamic and independent, stand-alone organization. Jim and Joanne played a very big role in guiding that transition. Always very quietly, and very graciously.

The importance of that guidance would be hard to exaggerate. Randy describes Jim as the "anchor" during those first twenty years the connecting point between this fledgling organization and the family. He tells how during the early board meetings Jim wouldn't say too much because he wanted the organization to find its own way but once in a while, he would quietly say "you might want to think about this", and Randy quickly came to understand and appreciate the wisdom in that gentle advice. He figured out that if Jim said "you might want to think about this or that then it was time to give this or that some serious thought".

Both Ed and Randy make a big point of stressing how, during the Foundations formative years, Jim and Joanne played a huge role in keeping the Foundation focused on the ideals and values that Harold stood for. Their loyalty to Harold was steadfast. That's

important. We still stand for those same values and if we ever lose sight of those values then, unfortunately, Medora will become a very different place.

I have to mention the Schafer Center. Everyone agrees that Jim and Joanne were at the very center of that project. Would it have been built without them? Some people in the family say most likely not, some say "yes probably yes" but everyone agrees that without Jim and Joanne it certainly would not have turned out to be the beautiful expression of Harold's life that it is today.

This was a huge task, not the least of which was to get the family corralled and pointed in one direction.

There were all kinds of ideas about how we might honor Harold. Some people wanted to illuminate the buttes on the east side of town. Dramatic for sure, but a bit problematic.

Another idea was to build display cases along the walkways leading down to the amphitheater. This was in the days before the escalator when everyone had to walk up and down the hill.

In any event, the decision to build a brick and mortar museum won out, and then most of the work fell on Jim and Joanne. They hired the architects, and the curators, and the contractors. They gathered the artifacts and memorabilia.

At one point they sent out a call to all ships at sea asking everyone to send in all the Gold Seal memorabilia that could be found. This stuff had been stored away for years, in attics and cellars, garages and warehouses all across the country. Boxes of stuff came from far and wide. A huge amount of stuff that all had to be sorted out and organized, by you guessed it - Jim and Joanne.

And there were boxes of files, and boxes of files, and did I mention, boxes of files, that all had to be read and evaluated and organized and yes, once again the task fell on Jim and Joanne.

And then after all that, they donated a beautiful old-west bar which now stands in the Schafer Center.

Finally, I want to mention one of Jim and Joanne's smaller contributions to Medora. Please go to the Roughriders Hotel. Look in the lobby, in the restaurant, and in the bar. In all those places you will find beautiful stained-glass windows. Those were all gifts from Jim and Joanne.

They represent a tiny fraction of their giving in Medora but they are very beautiful and very visible and I hope that every time you look at those windows you will think of Jim and Joanne Kack and you will remember that they have spent much of their lives quietly making Medora a much better place.

At this point I will ask Jim and Joanne to step up here on the stage.

The Bully Spirit Award is the highest honor bestowed by the Theodore Roosevelt Medora Foundation. The heart of the Bully Spirit is the allure of the Badlands and the landscape's capacity for healing, inspiration and, the expansion of one's soul. The life of the Bully Spirit is seen in the human capacity for goodness and achievement. That goodness and achievement is represented in the lives of Theodore Roosevelt and Harold Schafer. Each was touched by their love for Medora and the Badlands, and each had an extraordinary life of positive, life-changing impact.

On behalf of the Theodore Roosevelt Medora Foundation, its Board of Directors, our Founders, and our entire membership it is my great honor to present to you the Bully Spirit Award. It is most certainly so very well deserved.

*Photos left to right:
2020 Rough Rider Roundup
Luncheon*

*Jim and Joanne Kack, 2020
Bully Spirit Award Recipient.*



ENGELSTAD FOUNDATION GRANT TO ACCESS MEDORA

A GIFT TO THE THEODORE ROOSEVELT MEDORA FOUNDATION KICKS OFF NEW EFFORTS TO IMPROVE THE MEDORA EXPERIENCE FOR PEOPLE WITH DISABILITIES.

The Theodore Roosevelt Medora Foundation (TRMF) is pleased and humbled to announce the receipt of a \$1 million kick-starting gift from the Engelstad Foundation to support a new "Access Medora" initiative – an initiative aimed at improving the Medora experience for guests with disabilities through creative, adaptive solutions and unique amenities in North Dakota's #1 Tourist Destination.

"Theatrical and musical arts are vital, cultural components of our society and should be enjoyed by all," said Kris Engelstad McGarry, Trustee of the Engelstad Foundation. "This grant will provide those with disabilities seamless access to the Theodore Roosevelt Medora Foundation's dynamic and incredible programming for years to come."

The first project of the initiative is a pair of high-capacity elevators at the Burning Hills Amphitheatre dedicated to guests with mobility challenges. Currently, guests who require mobility assistance are shuttled in golf carts on a walkway shared with pedestrians, and on busy nights, can experience up to an hour wait for a ride out of the theater. These new, high-capacity elevators will take up to 12 guests from the top level of the theater to the midlevel plaza, and back, and should reduce wait times to just a few minutes.

Thanks to the Engelstad Foundation grant, construction on this elevator will begin this year and will be ready to provide safer, faster access in time for the 2022 Medora Musical season.

In a video statement TRMF President, Randy Hatzenbuhler, remembered the leap forward that the opening of the outdoor escalator provided for guests 30 years ago at the Medora Musical, and shared his gratitude for this next major improvement thanks to the Engelstad Foundation.



EVEN MORE WITH ACCESS MEDORA

Other potential Access Medora projects and programming have been outlined for future implementation. Future projects include, but are not limited to:

- Partner driven camps hosted in our accessible facilities.
- TRMF staff dedicated as an ambassador and advocate, and to assist in providing individual trip planning for guests with special needs.
- Establish an Access Medora endowment to maintain access-focused capital improvements and support partner programming.
- Summer employment opportunities for people with disabilities.
- Adaptive solutions for mountain biking and hiking as well as horseback riding.

The high-capacity elevators at the Burning Hills Amphitheatre are just the first of many improvements and advancements TRMF will be implementing as part of the Access Medora initiative to help this cherished place be more inclusive to all.

The Engelstad Foundation's generous gift will create a wonderful opportunity for even more families to enjoy the Medora Musical and experience the Badlands for positive, life-changing experiences.

The Access Medora initiative is our opportunity to improve experiences for guests by raising our standards through creative, adaptive solutions and unique amenities for people with disabilities.

Additional research will identify future opportunities and partnerships. We look forward to engaging philanthropic partners to accomplish our full vision.

Photos left to right:
Birds eye view of the Burning Hills Amphitheatre.

Proposed layout of the new elevator.



OPENING OF POINT TO POINT PARK

WHEN YOU PLAY, PLAY HARD.

Each year thousands of families travel to and through Medora to take in all sorts of entertainment and adventure. This year, guests especially loved the outdoor activities and the fresh air.

Phase 1 of our new Point to Point Park -- Manitou the Zipline and Little Bully Pulpit -- proved to be a hit for families while in town visiting Medora. And the numbers show it!

11,836 guests took a high-flying ride on Manitou the Zipline. Guests played 27,144 rounds of golf at Little Bully Pulpit in three less weeks, compared to 17,914 rounds played in all of 2019.

This summer, you will see work begin on phase 2, the aquatics phase, of Point to Point Park, with the goal to open in 2022.

THANK YOU FOR YOUR IMPACTFUL GIFT

With the generous lead gift of \$2,000,000 from the Matt and JoAnn Butler Foundation as a matching grant challenge, we raised \$6,114,227 toward our \$8 Million goal to complete funding of Point to Point Park. Through everyone's combined efforts, the matching grant challenge was fulfilled and phase 2 of the project will start construction in spring-summer of 2021.

An exciting naming opportunity remains at Point to Point Park, and supporters can also sponsor bricks of varying sizes at the welcome pavilion to help fully fund Medora's next favorite family attraction. Ask one of our team for more info.

When you choose to get in the arena, together we accomplish big things in Medora!

In our annual, end of year survey, we asked the question: "To help us do more things that you like, what would you enjoy in Medora?"

Of a list that included numerous options, 42% of respondents said they would like to spend the day on the "Lazy Lil Mo" lazy river and in the new pool planned for construction of phase 2 this summer. It was the highest single activity respondents selected and the response means families are excited for the work to come at Point to Point Park!



Photos left page. From left to right, top to bottom:

The Fisk family enjoying a day of mini golf!

The Zipline gets a thumbs up from the Sitter family.

Family enjoying the "Badlands" holes of the new mini golf course.

Kids enjoying the thrill of Manitou the Zipline.

Photos right page:

The Grand Opening of Little Bully Pulpit Mini Golf Course.

The Manitou the Point to Point Zipline at its highest before the big drop!



IMPACT OF MEDORA WISH

**"WE MUST TRY TO FIND WAYS TO KEEP COSTS LOW FOR FAMILIES TO ATTEND MEDORA ACTIVITIES."
- HAROLD SCHAFER**

Finding inspiration through Harold Schafer's desire to help people enjoy Medora and driven by two board members the Medora Wish was created.

Since its inception 3,366 kids have attended the Medora Musical for free thanks to funding from the Medora Wish Endowment.

Created and initially funded by Don & Pat Clement and Michael & Vicki Zaun this endowment has two priorities:

- To help fund additional "Kids FREE" days at various Medora attractions and/or events each year
- And to periodically help cover the cost of travel, ticketing, lodging and/or other expenses related to sponsoring an inspirational trip to Medora for a person or people who could not otherwise experience it for physical, mental, or monetary limitations.

Each year, hundreds of thousands of people from around the world visit Medora -- taking in all different kinds of entertainment, events, attractions and family experiences in the Badlands that inspired Theodore Roosevelt and Harold Schafer.



IMPACT THIS YEAR

Hosted two Medora Wish Weeks this summer: July 5 - 12 and September 9 - 12.

Sent a total of 1,338 kids free to the Medora Musical.

Participated in Giving Hearts Day for the first time ever and raised over \$30,000 for the Medora Wish Endowment.



ENDOWMENT IMPACT



322

VOLUNTEERS HOSTED IN MEDORA AND SUPPORTED BY THE DENIS MONTPLAISIR VOLUNTEER ENDOWMENT



262

VETERANS WENT FREE TO THE MEDORA MUSICAL THANKS TO THE HELP OF THE VETERANS ENDOWMENT



3435

FLOWERS PLANTED THANKS TO THE ERMA WOLTERS BEAUTIFICATION ENDOWMENT

ACCOMPLISHMENTS

THANK YOU FOR BEING TOUGH

Thank you, not only for coming to Medora this summer with a few "ND Smart Restart" changes, but for your support, and for the courage you showed to help us all continue doing our good work here in Medora this year.

Theodore Roosevelt also said that "People don't care how much you know until they know how much you care."

We're not going to look at 2020 as the year of COVID-19. We're going to look at this year as the time when TRMF started to

become a better, stronger version of itself. When it evolved to be even better than before. When we dared more greatly, thought more boldly, lived more passionately, and cared more deeply.

That's the TRMF of tomorrow we are excited to be a part of. And we invite you to be a part of this wonderful, next chapter of our journey.

Thank you to those who helped make 2020 a success!

Medora Musical™

KIDS DAY

Peder Rice
FIRST CABLE ADVERTISING

WEST ACRES



Arthur & Edith
PEARSON FOUNDATION

SETS

The Dickinson
Press

FIREWORKS DISPLAY

PRAIRIE HILLS
MALL

THE COAL DIGGERS BAND

NORTH AMERICAN
COAL

THE BURNING HILLS SINGERS



Touchstone Energy® Cooperatives
The power of human connections®

Basin Electric Power Cooperative - Burke-Divide Electric Cooperative - Capital Electric Cooperative
Goldenwest Electric Cooperative - KEM Electric Cooperative - Lower Yellowstone Electric Cooperative
McKenzie Electric Cooperative - McLean Electric Cooperative - MorGranSou Electric Cooperative
Mountrail-Williams Electric Cooperative - ND Association of Rural Electric Cooperatives
Northern Plains Electric Cooperative - Roughrider Electric Cooperative - Slope Electric Cooperative
Upper Missouri Power Cooperative - Verendrye Electric Cooperative



THE MEDORA
Gospel Brunch

FRED & JOYCE EVANS



Bully Pulpit
GOLF COURSE

KIDS GOLF



THE TEDDY ROOSEVELT SHOW



A Magical
BADLANDS CHRISTMAS

FRED & JOYCE EVANS
LIVEWIRE



TRMF CONSOLIDATED FINANCIAL REPORT

CONSOLIDATED BALANCE SHEET

| ASSETS | 1/31/21 | 1/31/20 |
|------------------------|---------------------|---------------------|
| Cash | \$6,443,351 | \$4,941,170 |
| Receivables | \$4,796,694 | \$4,513,347 |
| Investments | \$11,103,916 | \$7,544,320 |
| Property and Equipment | \$45,187,260 | \$46,030,424 |
| Other Assets | \$1,197,368 | \$986,353 |
| Total | \$68,728,589 | \$64,015,614 |

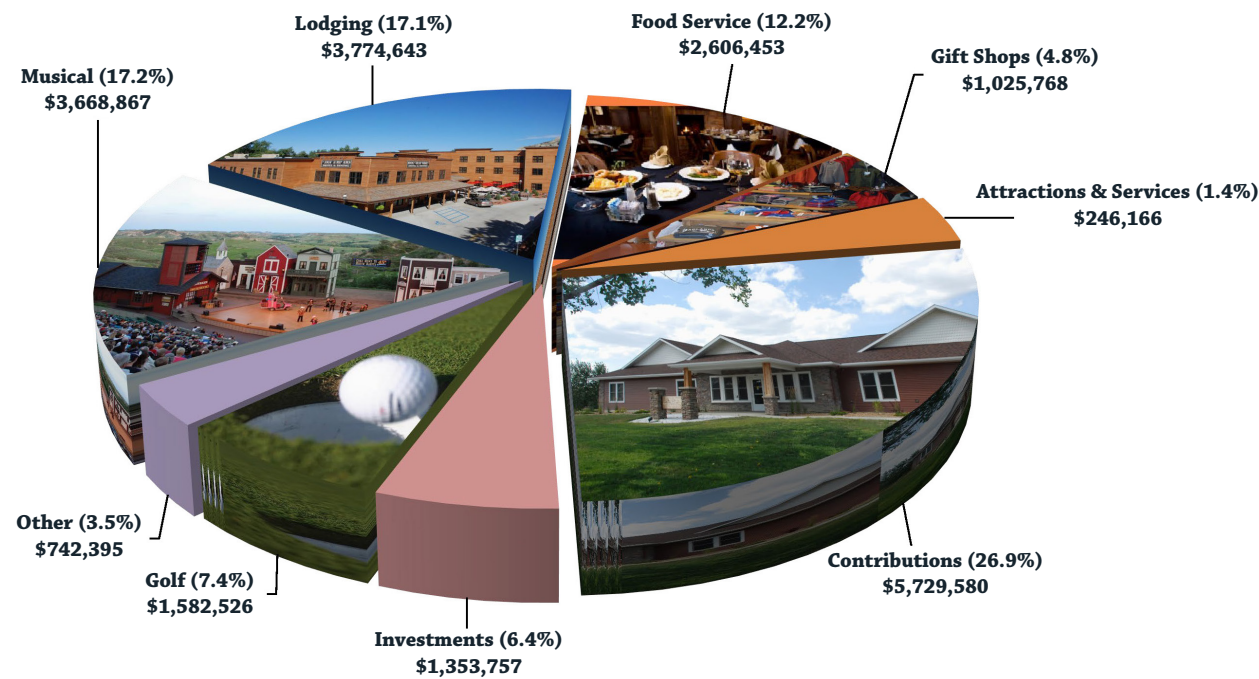
| LIABILITIES | 1/31/21 | 1/31/20 |
|-----------------------|---------------------|---------------------|
| Interest-Bearing Debt | \$9,089,446 | \$8,990,765 |
| Other Liabilities | \$1,966,664 | \$1,871,573 |
| Total | \$11,056,110 | \$10,862,338 |

| Net Assets | 1/31/21 | 1/31/20 |
|--------------|---------------------|---------------------|
| Total | \$57,672,479 | \$53,153,276 |

CONSOLIDATED STATEMENT OF ACTIVITIES

| | 2020 | 2019 |
|-----------------------------|---------------------|---------------------|
| Operating Revenues | \$13,981,295 | \$16,893,827 |
| Operating Expenses | \$16,945,660 | \$19,353,327 |
| Net Operating Income | -\$2,964,365 | -\$2,459,500 |
| Contributions | \$5,729,580 | \$5,613,610 |
| Investment and Other Income | \$1,753,988 | \$1,322,920 |
| Change in Net Assets | \$4,519,203 | \$4,477,030 |

REVENUE PIE CHART



2020 ENDOWMENT SUMMARY

AS OF JANUARY 31, 2021

12

ENDOWMENT OPPORTUNITIES

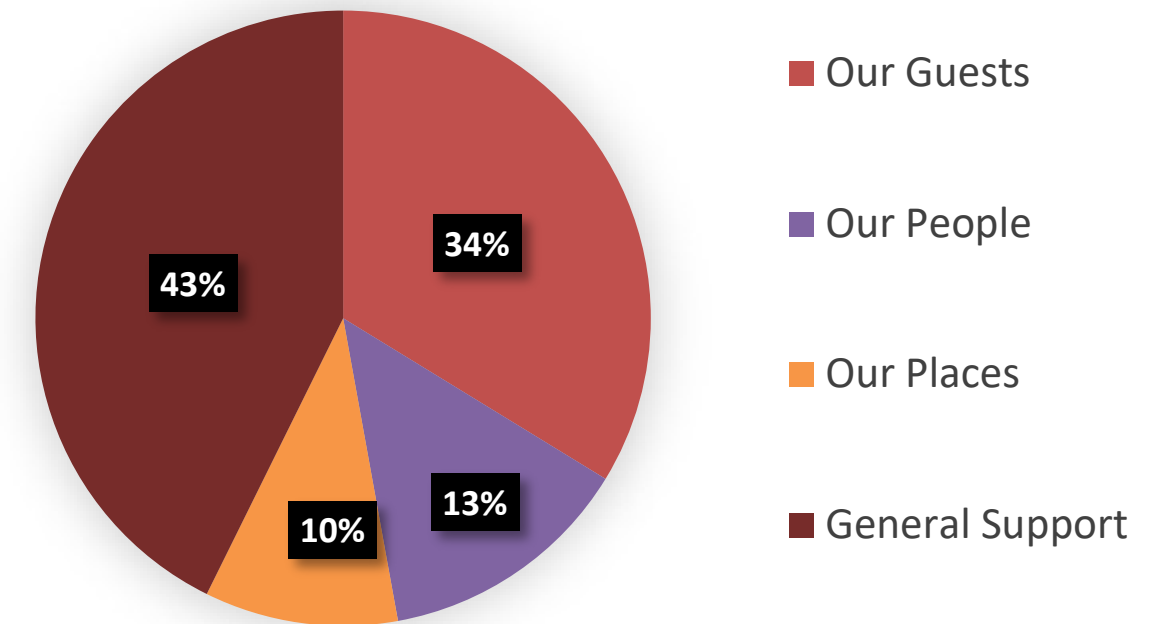
\$10,290,021

CURRENT TOTAL ENDOWMENT

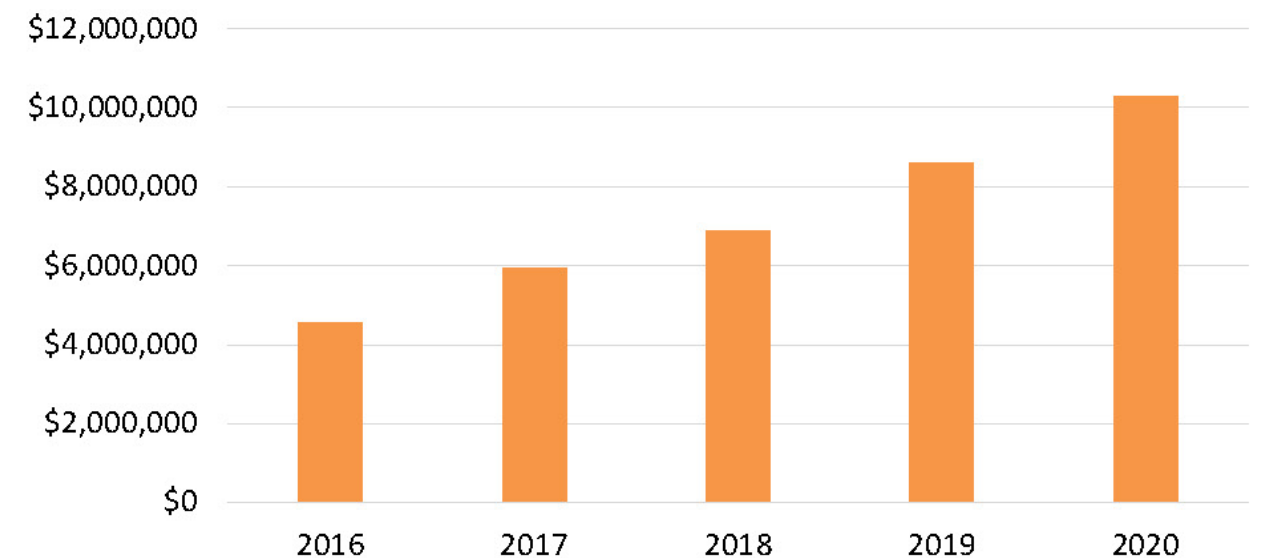
318

ENDOWMENT GIFTS IN 2020

Current Endowments



Endowment Assets



STORY OF THE BULLINGERS & LITTLE BULLY

FAMILY SUPPORT FOR A FAMILY ATTRACTION IN A FAMILY TOWN



Mike and Peggy Bullinger have been making the long drive from Fargo to Medora for many years. About 20 years ago, they decided it would be nice to have their own place to stay when they brought their three daughters (and eventually their 10 grandchildren) west for a weekend. They bought and eventually completely restored the house on property once owned by the family of Medora von Hoffman. Now they spend many summer days there with their family.

And they have become among the best supporters of TRMF, making major gifts to the Bully Pulpit Golf Course, the Life Skills Center, the Sorensen Stage in the Old Town Hall Theater, and other Medora projects.



Now the Bullingers, who own Western Products Company and are involved in real estate ventures in Fargo, have made a \$500,000 lead gift to build the Little Bully Pulpit Miniature Golf Course in downtown Medora.

The wonderful thing about the Bullinger family is that over the years they've volunteered to make their gifts without being asked. It's that habit that led the North Dakota Association of Fundraising Professionals to name Mike and Peggy their 2016 Philanthropists of the Year in North Dakota.

When we finally decided to ask Mike and Peggy, who served on our board of directors for nine years, to help us build our new miniature golf course, they responded with a resounding "Yes!" Construction began fall of 2019 and finished last summer, with the "back nine" completed in the bluffs behind the Badlands Motel.

"Randy and his staff are so passionate about Medora," Mike says. "We are grateful to be a part of that, and excited to be a part of this new attraction."

Thank you, Mike and Peggy, for all your support over the years.

COMING 2021 PANCRATZ TRAIL

A NEW WAY TO EXPLORE MEDORA

Theodore Roosevelt's game of Point to Point led dizzy children on roving adventures all over the grounds of the White House, a French ambassador directly through Rock Creek wearing little but his signature lavender gloves, and set Teddy on many other adventures.

Pancratz Trail, the trail system associated with Point to Point Park, will bring the liveliness of TR's spirited game to go over, under, through, but never around an obstacle as a new, fun way for families to experience the "strenuous life" together.

We are working with champion partners to create, build, and preserve the butte and overall trail system.

On this trail hikers will be greeted by interpretive boards, unique obstacles, wildlife, and a taste of the game Teddy held so dear to his heart. Plus, upon accomplishing the trail system hikers will be greeted by "Schafer Point" and stand where Harold stood when he first dreamed up the destiny for this Wild West town.

Phase 1 of Pancratz Trail is open now to hike. Phase 2 and 3 are under design and aims to welcome guests as soon as 2022.

*Photos top to bottom:
Overlooking Medora from the side of the hiking trail.*

Rock formation makes for a perfect photo stop along the trail.

The trail is cut right into the side of buttes for amazing views and a natural feel.



STORY OF LEGACY BP

IN THE HEART OF THE BADLANDS

Bully Pulpit golfers are going to start noticing something new about the course as they make their way around this spring. We're making some big changes at the course, and we're about as excited as we were 16 years ago when we opened the tee boxes for the first time.

We know that Bully Pulpit offers a world-class golfing experience, and we know that it is likely the most beautiful course in North Dakota, or anywhere in the upper Midwest. We're not going to change either of those things. We're just going to make them better.

WHAT'S NEXT FOR BULLY PULPIT

In 2004, we unveiled a new wonder to the golfing world, built right into the natural North Dakota Badlands, Bully Pulpit quickly became an international golfing destination. No other course looked or played anything like it, and the golfers were irresistibly drawn to it. The Bully Pulpit experience soon brought in players, the press, and many accolades.

As one of the crown jewels of the Medora experience, Bully Pulpit has served us well, and now it is our turn to return the favor and protect, innovate and preserve its legacy for today, tomorrow and forever.

Bully Pulpit is smack in the middle of North Dakota's Badlands, and one of the challenges facing us is the Badlands themselves. This is a land of extremes, both in geography and weather, and such a combination takes its toll over time. Weather affects everything, whether it's a majestic butte, sheer cliff face, or a man-made golf course.



A RE-DESIGN IN MIND

Bully Pulpit is also riparian, with both Davis Creek and the Little Missouri River adding to the allure of the golf course, and also adding to its challenges. We've experienced several impactful floods since Bully Pulpit's inception, affecting the play of the Front Nine. Course corrections have been made, but now it's time for longer-lasting solutions.

"In 2004, Bully Pulpit was the 'Next Big Thing' in the golf world," says Patrick Rominger, head pro at Bully Pulpit. "But it won't stay the 'Next Big Thing' forever. Bully Pulpit is still an unforgettable and beloved golfing experience, but its 'early glory' has faded a bit over time. Free press and awards have slowed. Player expectations continue to rise, and new courses continue to be built elsewhere."

"It's time to add to the Bully Pulpit experience," Patrick says. "Quite simply, it is time to act, to bring Bully Pulpit back to its former glory, with a few changes, and to work even more closely with nature, enhance conservation practices and take steps to reduce flooding disruptions."

Bully Pulpit Superintendent, Kyle Fick, consulted with the original course designer, Dr. Michael Hurdzan, to ensure Bully Pulpit will continue as a top-level golf destination.

Photos from left to right, top to bottom:

Photos featuring damaged paths vs new paths.

Two photos featuring the construction of one new hole.

Birdseye view of the work done in the fall of 2020.

A "HOLE" NEW COURSE!

In the spring of 2021, golfers will begin seeing the changes as they approach the number three tee box—a new hole using an area that has been undeveloped so far. Then holes four through seven are being completely redesigned, moving them away from the Little Missouri flood plain, which will allow the river to do what rivers do in the spring without affecting the golf course.

It's not an inexpensive undertaking. TRMF's development staff have produced a four-phase Gift Plan to provide funding for the project, called "Legacy Bully Pulpit: Today, Tomorrow, Forever."

The four key elements in the plan are:

- Innovation: Restoring riparian ground and developing sustainable energy resources
- Enhancement: New practice areas including a putting and chipping green, sand practice area, clubhouse expansion and new greens on holes 14 and 16 (which will really get golfers cheering!) And we're adding a 19th hole to be used when other holes are under repair, to really let the ground heal and to always have a fully playable course. The 19th hole may also be used for special events or lessons.
- Repair: Flood mitigation, new golf cart paths, and a new water intake system
- Endowment: A fund to build annual reserves

If you have an interest in learning more and joining the legacy contact Daniel Gannarelli at danielg@medora.com or by calling (701) 223-4800



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CLARENCE SITTER
Chief Financial Officer



KINLEY SLAUTER
Properties & Attractions Director



SHEILA STROMMEN
Human Resources Director



JOSLYN TOOZ
Donor Relations

COLTON KEIGHTLEY

"I LOVE MEDORA"

In 2019, after finishing high school and a year of college, he applied at several national park sites for summer employment. He was offered a job at Bryce Canyon in Utah, but chose Medora instead.

Now he's completed his second summer minding the counter and the cash register at the Joe Ferris Store. If he has his way, he'll be doing that for many years, or working at some other job in Medora.

"I love it here," Colton says. "I love North Dakota."

Colton could be found most days last summer at the Ferris Store, although he helped out at other stores around town when he's not on duty—or when he was not working out at the gym at the Life Skills Center.

Working with customers is his first love, but keeping physically fit through a weight training program is his passion. It doesn't take more than a quick glance to see that his fitness program works.

Not only does Colton love Medora, but Medora loves Colton as well. "If I were to describe Colton in one word it would be 'Good,'" says Daniel Gannarelli, TRMF's Annual Giving Director. "He is a good friend. A good employee. And most importantly, a good person. His enthusiasm for Medora and the wit he provides as he does his job makes the last two summers in Medora a true joy."

Daniel also praised Colton's generosity as "inspiring."

"His gift is inspiring on two levels. First, the generosity of his donation to the LSC fitness room from a percentage of his book sales is really inspiring for someone so young. Second, Colton's philanthropy inspired two others to join him in supporting the fitness room."

"TRMF will continue to go far because of wonderful Rough Rider members like Colton." We hope Colton chooses Medora as his permanent home, and is with us for many more years.



SEASONAL EMPLOYEE AWARDS

Scholarship Recipients

- Madgalena Alfonso
- Katerina Black
- Kirstyn Bohn
- Claire Chevalier
- Alicia Louters
- Sam Merrell
- Jack Moimoi
- Kayla Parisien
- Mary Ried
- Andy Soloviov
- Jacob Wadzinske
- Devin Cloonan
- Nolan de Bruijin
- Jordan Diehl
- John Doty

- Medinat Jolayemi
- Colton Keightley
- Madi Lee
- Taylor Ludwig
- Lesieli Ohuafi
- Mikaela Schindler
- Annamarie Schlecht
- Naomi Uwagbai
- Sasha Voitcekhovskaia
- Casey Wyrwas

Ambassador Awards

- Drury Brown
- Dylan Fick
- Diana Alfonso
- Kelly Hollister
- Emily Morgan
- Donna Muckle
- Kara Winkelman
- DeWayne Barrett
- Deb Gray
- Justin Morales
- Karen Runge
- Vicente Valenzuela
- Alix Johnson
- Liza Reid
- Nick Staffileno
- Magdalena Benton
- Sam Trizza
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- Jacob Harding
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| Abrasives, Inc. | First International Bank & Trust | Northwest Tire, Inc. |
| Advanced Collision Center, Inc. | First Western Bank & Trust | Nova Fire Protection |
| AE2S | Floor to Ceiling Carpet One | Paramount Builders, Inc. |
| All American Travel | GA Group, PC | Paramount Real Estate - Kyle Leftwich |
| Amdak Productions | Garage Logic, Inc. | Petro-Hunt LLC |
| American Legion Carl E. Rogen Post #29 | Gary & Patsy Levang | Plains Ag LLC |
| Aspen Group LLP | Gasal Feedlot | Prairie Engineering, PC |
| Baker Boy | Gene & Connie Nicholas | Prairie Lumber |
| Baranko Brothers, Inc. | Golf Etc. | Railway Credit Union |
| Be More Colorful LLC | Gooseneck Implement | Reservation Telephone Cooperative |
| Berg Group/Alliance Management | Guaranty & Title Co. | Rolf Sletten & Emily Walter |
| Berger Electric, Inc. | Hatlee & Brae Ice Cream Shop | Rud Oil & Gas - Center, ND |
| Blake Krabseth, Comedian-Magician | Heart River Hearing/Healthcare | Sax Motor Co. |
| BNC National Bank | Hodges Farms | Schafer Ranch |
| Border Plains Equipment | Huck Financial | Scheels |
| Border States Electric Supply | Iggy Weigel Insurance | Schmitz-Holmstrom CPA |
| Brady, Martz & Associates, P.C. | Jerome Distributing, Inc. | Thorsteinson & Sons Construction LLP |
| Braun Intertec Corporation | JLG Architects | Tooz Construction, Inc. |
| Buffalo Gap Gift Shop | Joe & Jenny Wiegand | Trial Runners |
| Butler Machinery Company | Kent & Jodi Carlson | Twin City Roofing LLC |
| Case Electric LLC | KK Bold | Union State Bank |
| Clempro LLC | KLJ | United Printing |
| ConocoPhillips | Knife River - ND Division | Vogel Law Firm |
| Consolidated Telcom | Kovash Furniture, Inc. | White Owl Ranch- B, J, & L |
| Coschedule | Kyllo Trucking, Inc. | Window & Door Store |
| Creedence Energy Services | Leftwich Homes, Inc. - Kyle Leftwich | Winn Construction, Inc. |
| Dacotah Bank | Liberty Business Systems, Inc. | |
| Dacotah Paper Co. | Lignite Energy Council | |
| Dakota Insurance - Dan Farstveet | Magi Touch Carpet One | |
| Dakota Specialty Milling, Inc. | Marathon Oil Corporation | |
| Dakota Western Bank | Medora Area Convention & Visitors Bureau | |
| Dan Porter Motors | Medora UNCORK`d | |
| Dean & Debbie Rodne | ND Hoopster | |
| Doosan Bobcat Company | ND Petroleum Foundation | |
| Edward Jones - Nathan Dvorak | Neset Consulting Service | |
| Edward Jones - Nick Lonski | North Dakota Cowboy Hall of Fame | |
| Farm Credit Services of Mandan | North Dakota Newspaper Association | |
| Farmers & Merchants Bank of ND - Tolna, McVile, & Binford | Northern Improvement Company | |
| | Northland Health Centers | |

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