

A man with a mustache and glasses, wearing a brown cowboy hat and a tan fringed jacket over a blue shirt and red tie, leads a group of people on a trail. The group includes a person in a green jacket and hat, and another in a blue jacket and white hat. The background is a blurred natural setting with warm bokeh lights.

Theodore Roosevelt

MEDORA FOUNDATION

2021 ANNUAL REPORT

FISCAL YEAR ENDING IN DECEMBER 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 more than 70, 300 seasonal employees, over 500 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

TRMF President Randy Hatzenbuehler sells popcorn at the Medora Musical.



VISION

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

VALUES

Have **fun**.

Show **respect** for people and place.

Live life with an **ownership** mentality.

Always be **grateful**.

Promote **sales**.

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 BOARD CHAIR

Ed Schafer



Dear Friends of Medora,

"It's always nice to get out and around North Dakota!" exclaimed Nancy as we drove across our state on a wonderful spring day in May. After a long cold winter, we were enjoying the sunshine and melting snow water running down the hillsides. There was no field work yet, but the promise of new crops and baby calves lying in the pastures with their mamas standing guard told us a new summer season was on the way!

My thoughts turned to Medora, and I couldn't help but reflect on the new season that would come for me this summer. After the Annual Meeting for the Theodore Roosevelt Medora Foundation in February, I said farewell to my fellow directors thus ending a commitment since the first days of the Foundation.

More than a commitment really—most likely, an addiction!

Having been introduced to the Badlands and the decaying village of Medora as a young boy, I liked it there because my dad did. As I grew older, I understood more the historical significance of the area, and I was drawn to the story of the cowboy life. Soon Theodore Roosevelt showed up on my radar screen, and I started thinking about how his life was changed by his living and working in western North Dakota.

Scraping knuckles, building, learning, playing, maturing and leading illuminated my time in Medora, and I was pulled back over and over again. As I was given the opportunity to join the Board of Directors, I started to absorb a traveler's love for the area and the affinity for a disappearing way of life. I saw how communing with the land generates high character and develops a sense of community and honesty that comes to those who grapple with uncertain provision.

I am addicted—I want more Medora! I need more Medora!

But now, my relationship with the TRMF is changing. Knowing that my term as Chairman would be concluding, we have spent the last two years refining our governance structure. We have transferred more authority to the sub-committees, which gives the board more time for strategic planning. A two-year rotation of officers will lead the board to envision a future presentation of our mission to the traveling public and focus efforts to design and invest and build a stronger future for Medora!

Importantly, visitors will find increasing ways to enjoy their families, discover the spirit of the Badlands, cement in values and generate happiness.

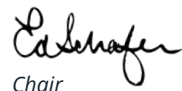
When you read this 2021 Foundation Report, you will see we outperformed our attendance and lodging goals. 2,421 supporters contributed record amounts, and combined with grants, \$11,959,364 was raised to help the TRMF accomplish its mission. A great year indeed!

When our family put the Medora assets into a public foundation, we had no vision of where the pathway would lead. Now we can see: our organization has endured for over 50 years. And our success has been because of people like you. You have volunteered, visited, donated, mentored, visioned and encouraged the organization. And we all came together to present the opportunity for positive, life changing experiences in the place we love so much.

As new seasons come to Medora, I am confident the Theodore Roosevelt Medora Foundation has a bright future. And I am comforted to know each one of you will play an important role in our success.

I wish you Godspeed in the effort!

ED SCHAFER



Chair

2021 BOARD OF DIRECTORS



HAROLD SCHAFER (1912-2001)
SHEILA SCHAFER (1925-2016)

Founders

OFFICERS



ED SCHAFER

Chair



TIM O'KEEFE

Vice Chair



LEVI ANDRIST

Secretary



MICHAEL ZAUN

Treasurer

MEMBERS



RICH BECKER

Board Member



TWYLAH BLOTSKY

Board Member



DON CLEMENT

Board Member



BRUCE FURNESS

Board Member



TOM GERHARDT

Board Member



KRISTI HANSON

Board Member



JODY HODGSON

Board Member



DOUG MARK

Board Member



DR. TRACY MARTIN

Board Member



LAUREL NELSON

Board Member



KATHY NESET

Board Member



LINDA PANCRA TZ

Board Member



BARRY SCHA FER

Board Member



MEDORA SLETTEN

Board Member



ROLF SLETTEN

Board Member

COMPLETED TERM ON BOARD



GREG TSCHETTER

Former Vice Chair



GRETCHEN STENEHJEM

Former Secretary



CLAUDIA ANDERSON

Former Board Member

THE BULLY SPIRIT OF THE MARCILS



"WE'LL MEET YOU OVER AT BILL AND JANE'S."

That's how folks in Medora sometimes describe the Bill and Jane Marcil Life Skills Center—the namesake of two very special people to Medora.

"When we go to Medora, we see what we've done there—and we see every day how this facility has improved the performance of all those involved," says Bill Marcil. "And that's fulfilling."

"I think about Bill and Jane every single day I come to work," TRMF President Randy Hatzenbuehler says. "The Life Skills Center doesn't happen without Bill and Jane's support."

Their financial support gave the Theodore Roosevelt Medora Foundation the lift it needed to construct the Life Skills Center: the central hub of operations for TRMF in Medora, and a space for employees and volunteers to work, grow, and thrive. But the Marcils' influence and impact in Medora—and all of North Dakota—goes even farther than that.

Their positive influence began in the pages of the newspaper. Bill joined Forum Communications in 1960 as an ad man. He met Jane at college, on the way to a get-together with friends.

"Jane answered the door, and I said 'Where'd you come from?' And that was it," Bill says with a laugh. "We were married seven months later."

So began a marriage—and a partnership—that quickly made a positive impact. Bill became President and Publisher of the Forum,

where he recognized the challenge the job posed.

"When you publish a newspaper, you can make a difference in people's lives—good or bad," he says. "So there's a real challenge, I think."

It's a challenge he and Jane met time and time again. According to Bill, their best work would sometime occur in the middle of the night.

"I'd wake her up at 3 o'clock in the morning and say, 'Honey, what do you think of [an idea for the company]?' If she jabbed me and said, 'No, we're not doing that,' then the thing went away. If she said, 'Yeah, that's a good idea!' then we did it the next day!" he laughs.

Together, the Marcils oversaw a period of tremendous growth at Forum Communications: from a single newspaper to 25 Midwest newspapers, plus a few broadcasting companies.

But journalism was not their only shared passion. They developed a love for Medora. They began taking trips there in the family RV in the 1970s.

"The atmosphere is so relaxing," Bill says. "It's North Dakota. It's the Old West. It's a delightful, comfortable place."

Bill joined the Theodore Roosevelt Medora Foundation Board of Directors in 1996. From that vantage point, he and Jane got a clearer view of the magic of Medora—and how it could grow and improve.



Best job the world'

"As the Foundation expanded Medora, there was never any central location for training and for volunteers and hired hands; a place to hang out and centralize their training."

Such a facility was also an aspiration of the late First Lady of Medora: Sheila Schafer. "You have to teach the kids more," she used to say before her passing in March of 2016.

As the idea began to take shape, the Marcils were quick to respond. They made a \$1 million gift to get the Life Skills Center project moving—and in the summer of 2016, the ribbon was cut on the Bull and Jane Marcil Life Skills Center in Medora. To this day, it's a fabulous space for employees and volunteers to learn, work, and eat; a space for the Burning Hills Singers to prepare for the Medora Musical; a space where individuals can become their best selves.

Dru Brown is an employee who frequently utilizes the facility's music rooms between his shifts at work. "It's nice to be able to use music as an outlet," Brown says.

Bill and Jane say since the Life Skills Center's construction, their visits to Medora are even more meaningful. "We go over there and have breakfast or lunch with the volunteers and the young people working there," Bill says. "It rejuvenates us both. We're real proud of it."

So why do Bill and Jane Marcil embody the Bully Spirit? Because from the pages of the newspaper to the hearts and minds of Medora, they sought to make a positive difference in people's lives—and saw that mission through.

In Bill Sorensen's words:

"I remember how excited Harold Schafer was when the Marcils purchased land in Medora in the 1990s. He said, 'It's great to have doers and thinkers like them here in Medora.'"

"I also remember the words of our CEO, Randy Hatzenbuehler, as we left Bill and Jane Marcil's home in Arizona. We had just asked them if they would chip in a million dollars and help us build the Life Skills Center.

I remember getting to the car, and hearing Randy say, 'Wow!' And I looked at him with great anticipation, thinking he was going to give me some insight—'Are we going to get the money?!' I thought.

His 'wow' was followed by these words: 'If they aren't some of the most thoughtful, kind, generous, nice people that I've ever met.' And I guess that's the important part of it.

What makes Medora so special is the people. Those who are willing to peel back another layer, beyond what the casual tourist may find in Medora, to explore what really makes it work. How foreign employees come early and stay late. How hundreds of volunteers spend thousands of hours doing jobs that otherwise couldn't get done. How seasonal staff come back year after year because of their love for the place. How a management team that's capable well beyond an organization of this size stays here because of their belief in what happens here.

People are the heart of Medora. And Bill and Jane Marcil are very much a part of the heart of Medora—and are so deserving of this award."



GRATITUDE FOR A RECORD YEAR OF FUNDRAISING FOR TRMF

Like the year before it, 2021 was a unique year for businesses and nonprofits alike. The Theodore Roosevelt Medora Foundation saw a tremendous return to activity in Medora, and likewise saw a record year of philanthropy.

In total, \$11,959,634 worth of contributions were collected in the 2021 fiscal year. It was a banner year for our development efforts broadly; more than 2,400 individual gifts were recorded. Our organization is grateful for the enthusiasm and support so many showed for Medora.

TRMF also found nearly \$5 million worth of opportunities from state and federal government sources that bolstered the already great year of fundraising.

One such opportunity emerged during the 2021 North Dakota Legislative Session. TRMF was awarded a \$1 million North Dakota Tourism Transportation Grant to be applied to our Access Medora initiative. Those funds go a great length toward funding a high-capacity elevator at the Burning Hills Amphitheatre, which will make for a safer and more efficient experience for guests with mobility and disability challenges. (Read more about the progress we've made on this project on page 28.)

Our organization was also the beneficiary of a Paycheck Protection Program (PPP) loan in 2020. Because we utilized those funds as directed, the U.S. Small Business Administration forgave \$1 million of our original loan in 2021.

This fall TRMF was granted approximately \$3 million by the Small Business Administration's Shuttered Venue Operators Grant program. This program awards grant money to eligible live venue and museum operators who saw a loss in revenue due to the COVID-19 pandemic in 2020.

In total, these three opportunities accounted for almost \$5 million of support for the continued growth of the Theodore Roosevelt Medora Foundation.

For a detailed look at our financial position, turn to page 26 of this report. And to better understand the tremendous positive impact of philanthropy in Medora, read on!



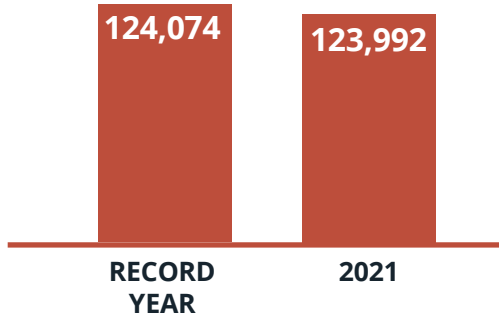
Photos right page:

*North Dakota State Capitol
building. Photo By Bobak
Ha'Eri*

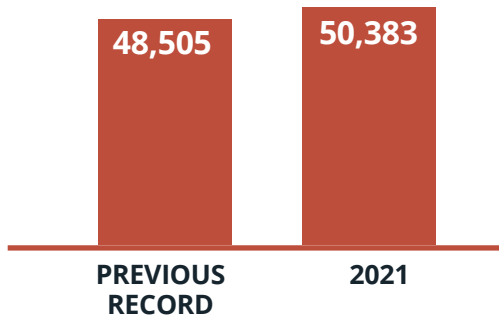


RECORD YEAR AT VENUES

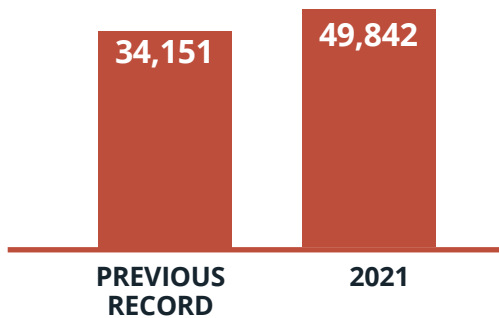
Medora Musical™



PITCHFORK STEAK FONDUE



LODGING AND CAMPSITES



POINT TO POINT PARK REACHES FUNDING FINISH LINE

Teddy Roosevelt's favorite game, "point to point," is all about going over, under, or through your obstacles—never sidestepping them. So when we set out to raise enough money to create a brand-new park for families in Medora to enjoy, we hoped our generous supporters would help us rise to that challenge.

How right we were!

2021 was a record year of philanthropy for the Theodore Roosevelt Medora Foundation—and much of that generosity was directed at completing Point to Point Park.

In late June, a few hundred of Medora's most ardent supporters gathered downtown for our Black Tie and Spurs gala: a social, a great meal, and a silent and live auction.

Generous partners donated a whole host of items and gift packages to be auctioned off—from an antique safe to a trip to Las Vegas and everything in between. And even after the live auction was complete, supporters kept raising their paddles to make cash donations to the cause. Altogether, more than \$464,000 was raised in that single night!

But our journey toward completing Point to Point Park didn't end there. Marlene Hoffart, a longtime volunteer, supporter, former board member of TRMF, and great friend of Medora, made a generous donation to get Point to Point Park over the finish line.

Now that we've accomplished our fundraising goal, all that's left is the fun. The final phase of the park—a swimming pool, lazy river, shaded area, pickleball courts, and more—will open to the public during the summer of 2022. It will be an amazing new source of memories for families in Medora, made possible by so many of our dearest friends. Bully!



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

Musical guests standing for the national anthem.

A pitchfork loaded with steaks being checked.

The Rough Riders Hotel Exterior.



Photos right page. From top to bottom:

A bid is placed at Black Tie and Spurs 2021.

Auctioneer Kevin Pifer at Black Tie and Spurs 2021.

Early-June 2022 state of the Point to Point aquatic areas.



THE STRENUOUS LIFE: POINT TO POINT TRAILS WOW HIKERS

As the terrain under Chas Bettendorf's feet turns from dirt to pavement, his mind turns to breakfast.

"When I would come off the trail by the Little Bully Pulpit Mini Golf area, I could smell the bacon cooking at the Cowboy Café," he says. "That was good incentive for me to finish my morning workout!"

Chas and his wife Christine are TRMF volunteers who hail from Park Rapids, Minnesota. "We were 'green vesters' for the past few years," Christine says.



In 2021, they spent five weeks in the late summer volunteering at the Medora Musical Welcome Center. The extended stay gave them time to develop rituals in Medora. For Christine, that meant a run along Medora's bike trail. And for Chas, it meant daily hikes along the brand-new Point to Point Trails.

"It was great exercise!" he says. "It's a rigorous hike; the ups and downs are genuine. And the views are great."

The top of the butte offers clear sightlines of Medora's most notable landmarks. For that reason, Chas says he invited his friends and family to hike with him upon arriving in town. "You can point out the town hall. The Gospel Brunch. The Burning Hills Amphitheatre across the river," he says. "It's a great place to get oriented."

Chas and Christine say the Point to Point Trail experience rivals what can be found within the bounds of Theodore Roosevelt National Park.

"It's an authentic Badlands hiking experience—and you don't have to leave town to get it," Chas says.





The instinct to scramble up the butte overlooking Medora is not new; for years, adventurous nature lovers would find their own way up the steep terrain.

Point to Point Trails are purpose-built—not just to give hikers a safer path to that historic spot, but to give visitors and community members alike yet another way to connect to Theodore Roosevelt’s transformative time in the Badlands.

It was here that Roosevelt found strength and solace. After the deaths of his mother and his wife on the same day in 1884, Roosevelt immersed himself in “the strenuous life:” hunting, ranching, and exploring in the Badlands. Those experiences turned a scrawny New Yorker into a go-getting future President of the United States — and inspired a game he called Point to Point.

“The game has one rule: to go ‘over, under or through – but never around an obstacle,’” says Linda Pancratz, who along with her daughter Lizzy, made a generous gift to TRMF to allow the trail system to be built and maintained. “Our family was inspired by the opportunity to bring the liveliness of TR’s spirited game, Point to Point, to Medora.”

“We hope these trails create a compelling invitation for all of us to be active and play hard,” Linda says. “To explore the beauty and adventure of the Badlands and to create a place for families to enjoy the great outdoors and ‘the strenuous life!’”

Perhaps no one knows Point to Point Trails as intimately as Medora’s own Theodore Roosevelt repressor, Joe Wiegand.

Six mornings a week in the summer of 2021, Joe began his day with a guided hike—sharing stories of TR’s life, identifying plants and animals, and getting to know Medora’s guests. “It was a wonderful way to meet people from all over the United States and even the world,” Joe says. “Seeing all of Medora down below us in the quiet of the morning is a special experience.”

Joe says the gift of Point to Point Trails from Linda and Lizzy Pancratz will have an immeasurable impact on Medora.

“Generations will hike the Point to Point Trails. The stories of their joy and playfulness on those trails will be woven in to the happy fabric of family memories,” Joe says.

He recalls one of his many hikes this summer—this one with Linda and another character passing through town. “It was an honor to see Linda’s genuine interest in a young scientist who was just beginning her career as a student at Linda’s alma mater, the University of North Dakota,” he says. “It was just the sort of sincere interest that we know Theodore Roosevelt took in the young people he met.”

“Linda is an inspiration—a leader by example,” he says.



*Photos left page.
From left to right.*

*Christine Bettendorf braves
the ladder on the Point to
Point Trails.*

*Chas Bettendorf, Joe
Wiegand, Austin Artz, and
Christine Bettendorf enjoy
a hike.*

ACCOMPLISHMENTS

The vision and generosity of Linda and Lizzy Pancratz doesn't just offer an authentic (and free!) outdoor experience for visitors to Medora; it's also a new treasure for those who call Medora home, like Karen Witchey.

"I try to hike the trail nightly during the offseason," she says. Karen operates the Theodore Roosevelt Medora Foundation's childcare center. She says Point to Point Trails have become a favorite destination for the kids she cares for.

"During the summer, they usually ask to visit the trail every day," she says. "We try to make the whole loop with the older kids. Sometimes we only get halfway," she laughs.

Karen says the trails offer kids an up-close look at the natural world. "We've seen owls, deer, and rabbits," she says. "It's more exciting than seeing them in a textbook."

She says free outdoor resources like Point to Point Trails make living and working in Medora even more fulfilling. "The proximity is so nice. You don't have to travel to a more distant trailhead—you can just stay in town."

The Theodore Roosevelt Medora Foundation is dedicated to crafting a world-class outdoor experience in Medora—and Point to Point Trails are an essential part of that plan. Our organization has plans to develop even more routes and adventures along Point to Point Trails in the years ahead. For now, our resident trail enthusiast and expert, Joe Wiegand, says there's all sorts of fun to be found on the trails in Theodore Roosevelt's old stomping grounds:

"Bring water and a sense of adventure. Fill your lungs with fresh air, smell the sage, feel the sunshine, and enjoy the views. Enjoy getting off trail and playing and exploring along the way. You just may find a little treasure—some mica or coal or sage or arrowheads—or you just might find that inner child you put away someplace—to be found again hiking the Point to Point Trails in TR's beautiful Badlands."



Photos left page.

"Children attending TRMF's childcare center enjoy the trails."



ENDOWMENTS AT WORK

MEDORA WISH

Hundreds of children saw the Medora Musical and attended other attractions at no cost during Medora WISH Kids Free Week in 2021. 1,573 Medora Musical tickets were fully funded by WISH Endowment funds!

“During WISH Week, I probably had five or six families who rather emotionally told me they couldn’t have come to Medora if it wasn’t for the WISH,” says TRMF President Randy Hatzenbuehler. “You feel that, and you feel really good about it.”

Plus: in July of 2021, the Theodore Roosevelt Medora Foundation was thrilled to welcome 20-year-old Melissa Smette, her mother Pamela, and her grandfather David to Medora for a VIP experience as part of Medora WISH. Melissa, a music lover, had a great time seeing the Medora Musical for the first time—not to mention meeting some of the Burning Hills Singers!

“It’s something she’s going to look back on and remember for the rest of her life, even if she’s unable to do something like this again,” says Monica Schlenker, Melissa’s direct support professional at the Anne Carlsen Center.



ENDOWMENTS AT WORK

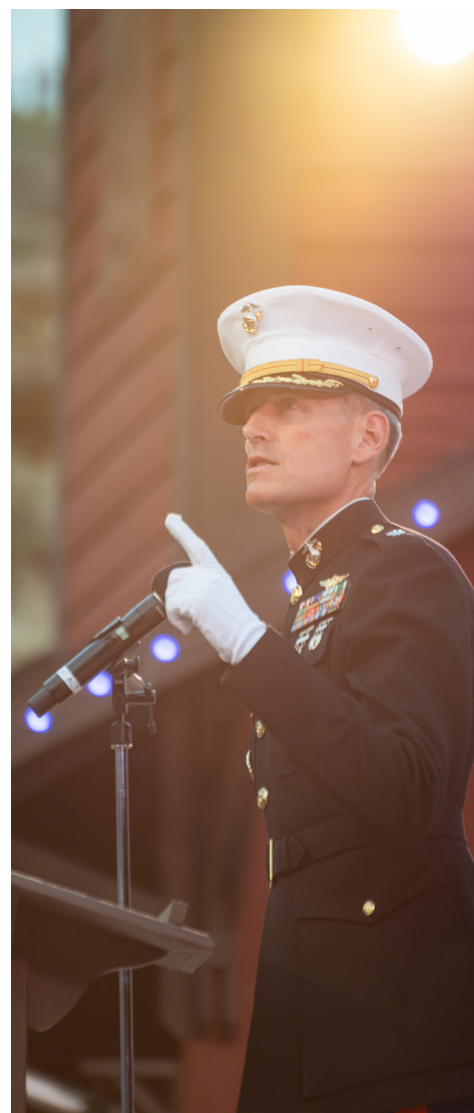
VETERANS WRAPPED IN SUPPORT

Sunday, July 11th, 2021 marked our annual Veterans' Day in Medora Endowment. An audience of nearly 3,000 Medora Musical attendees was able to say thank you to heroes past and present. Here's what made the day so special:

The Veterans of Foreign Wars and American Legion Color Guard from Mandan presented the colors as the Medora Musical began.

Guest of honor Lt. Col. Nathan E. Huntington, retired, addressed the audience. He's a western North Dakota native, a veteran of combat tours in Iraq and Afghanistan, a Presidential Helicopter Pilot in Washington, D.C., and a military attaché posted at the U.S. Embassy in Moscow.

Four local veterans received honorary quilts from Missouri River Quilts of Valor in a special presentation during the Pitchfork Steak Fondue dinner.



ENDOWMENTS AT WORK

DOWNTOWN ENTERTAINMENT MADE FREE BY ANDRIST ENDOWMENT

2021 was a banner year for free entertainment in downtown Medora, courtesy of the Andrist Endowment for the Performing Arts.

Audiences of all ages enjoyed a great mix of folk music by Tom Brosseau and his Great American Folk Show on the Townsquare Patio. Often joined by guest performers, he took listeners on a journey through the American songbook in a perfect Old West setting!

A brand-new original stage production, *Legendary: A Campfire Tale*, made its debut on the Andrist Stage! Kids and their families heard all about the larger-than-life people who roamed Medora throughout history.

Children howled at the moon, tweeted with the birds, and went wild with Wild & The Animal Band on the Andrist Stage. Part book reading, part musical performance, all delivered by real-life North Dakota artist Max Patzner—the show received rave reviews from kids and parents!



LEGACY BULLY PULPIT

MAJOR PROGRESS IN 2021 PUTS US ON THE RIGHT COURSE FOR YEARS TO COME

2021 was a year filled with progress in our major effort to ensure Bully Pulpit Golf Course remains the crown jewel of golf in North Dakota.

Legacy Bully Pulpit—our plan to innovate, repair, replace, and preserve our beloved course—is a multiyear, multistep process. But the vision for the project is already paying dividends. Here are the highlights from 2021:

- **Four new golf holes were constructed.** These new holes were designed in coordination with Dr. Michael Hurzdan, the original Bully Pulpit Golf Course designer. In turn, we gave four holes back to the land.
- **Significant improvements to the cart path.** A smoother, more pleasant experience for cart drivers all around.
- **Irrigation and seeding work.** While the weather is always a major factor, we put in the work to make our grass a little greener on the other side of this project.
- **Flood mitigation.** As a result of this work and work completed in 2020, Bully Pulpit is at a near-zero risk of flooding in the future.

We are grateful for the flexibility and understanding on the part of our golfers in 2021. And we're thrilled to announce that, thanks to the work completed so far, golfers can expect an improved, championship-level experience at Bully Pulpit in the years ahead.



SLAATEN COMMONS

Dr. Doris Slaaten, a lifelong educator and community leader in Minot, had a strong interest in investing in young people. It's for that reason that students and workers spending their summers in Medora have a new place to recreate and relax.

- Slaaten Commons, located on the grounds of Elkhorn Quarters, is a space for our employees to relax and refresh. It includes space for yard games and sports as well as shaded pavilions—perfect for afternoon soccer games or peaceful reflection.
- “Slaaten Commons is an exciting project for the team who serves Medora’s visitors,” says Kinley Slauter, TRMF’s Properties and Attractions Director. “Dr. Slaaten was very excited to do something nice for our employees. It’s been great fun seeing the project come to life.”
- Plans for Slaaten Commons began in early 2021, and construction was completed in August. 2022 will bring the first full summer for our hard-working staff to enjoy the recreational space. We’re deeply moved by Dr. Slaaten’s philanthropy, and grateful that such a special place will bear her name and legacy for years to come in Medora.



THE SUPPORTERS
OF OUR SHOWS

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

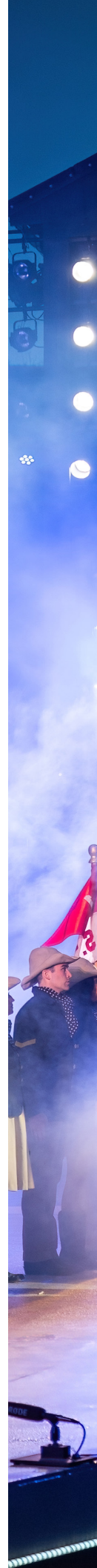
NORTH AMERICAN
COAL

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 ~ North Dakota Association of Rural Electric Cooperatives
Northern Plains Electric Cooperative ~ Roughrider Electric Cooperative ~ Slope Electric Cooperative
Upper Missouri Power Cooperative ~ Verendrye Electric Cooperative





Gospel Brunch

Rich & Joanne Becker
Fred & Joyce Evans
Marlene Hoffart



Bully Pulpit[™] GOLF COURSE

KIDS GOLF



**Anonymous
Donor**



THE TEDDY ROOSEVELT SHOW



**NORTH DAKOTA
PETROLEUM
FOUNDATION**



TTT Ranch
Fred & Joyce Evans

Marlene Hoffart



**BASIN ELECTRIC
POWER COOPERATIVE**
A Touchstone Energy[®] Cooperative

NEWMAN



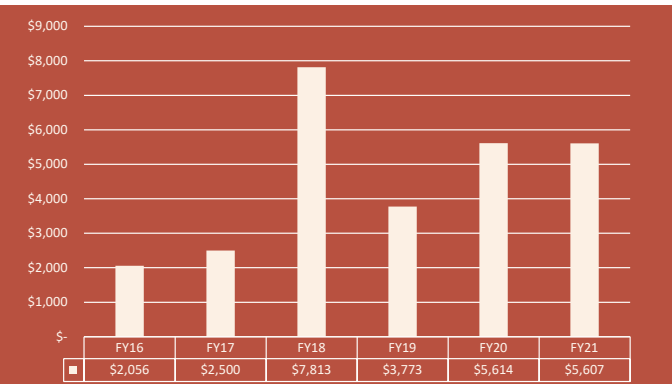
FINANCIAL REPORT

REVENUE PIE CHART

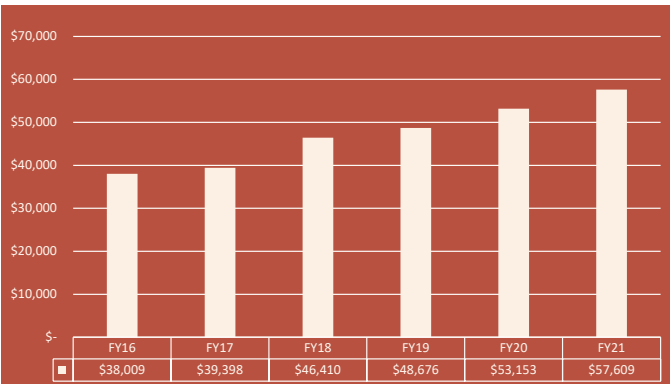


DEVELOPMENT REPORT

CONTRIBUTIONS



NET ASSETS



ENDOWMENT SUMMARY

ENDOWMENT OPPORTUNITIES

13

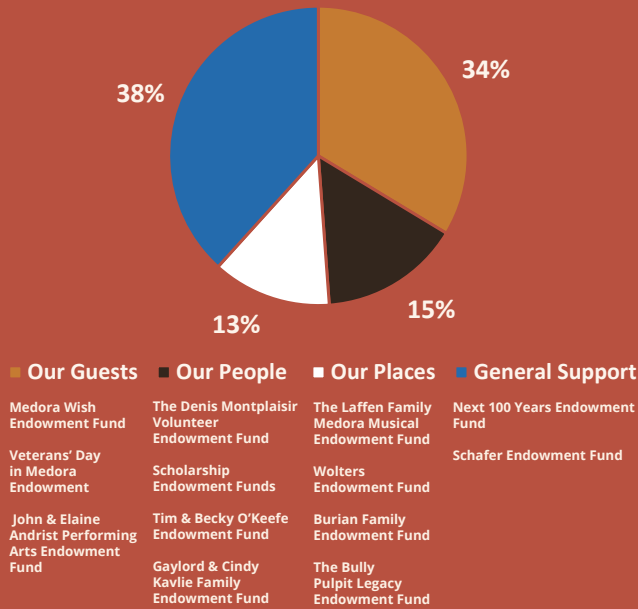
CURRENT TOTAL ENDOWMENT

\$12,263,850

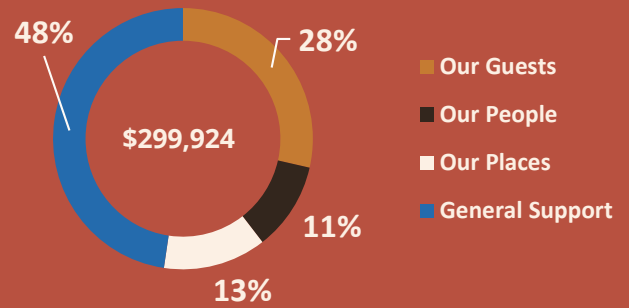
ENDOWMENT GIFTS IN 2021

295

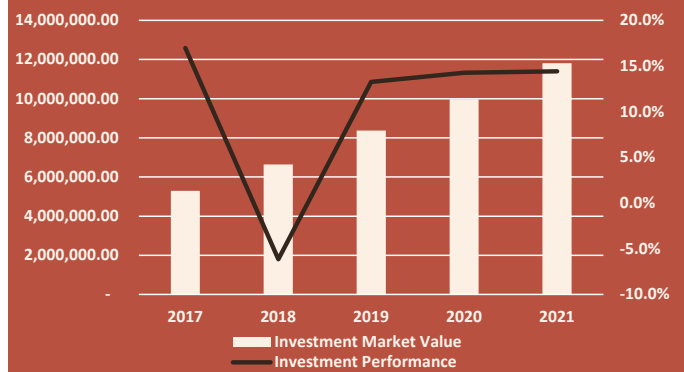
CURRENT ENDOWMENTS



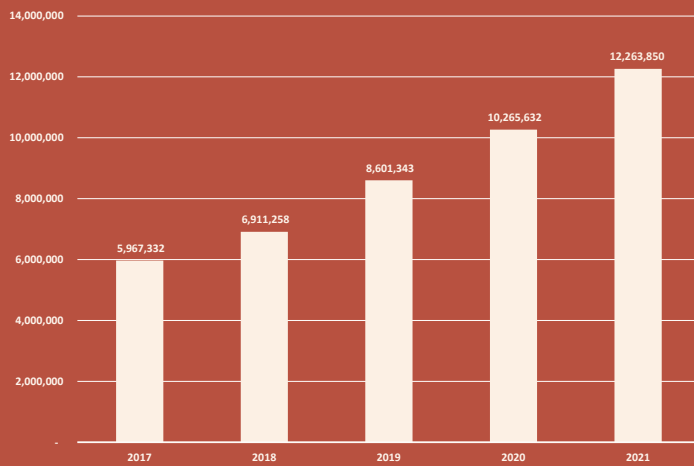
IMPACT DOLLARS USED 2021



INVESTMENT PERFORMANCE

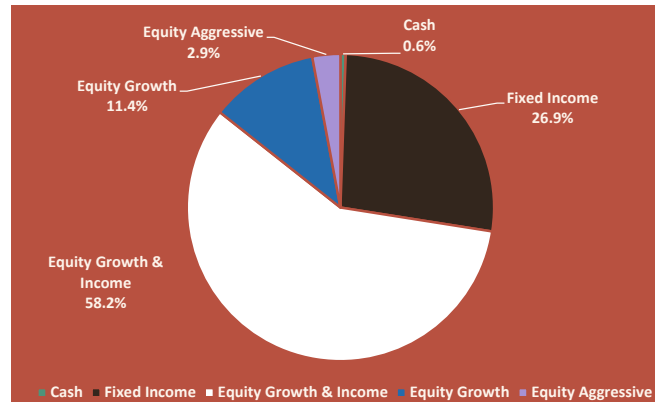


ENDOWMENT ASSETS



* Due to change in accounting policy, pledge receivables are not included in endowment fund balance as of 01/31/21.

INVESTMENT PORTFOLIO ALLOCATION



ELEVATOR CONSTRUCTION UNDERWAY

ACCESSIBLE ELEVATOR TAKING SHAPE

This high-capacity elevator is a major piece of our Access Medora initiative: an ongoing effort to ensure the Medora experience is positive for guests with mobility and sensory challenges.

We're grateful to the Engelstad Foundation for providing us with a \$1 million grant to get this project off the ground. We also owe a big "thank you" to the State of North Dakota, which awarded us a \$1 million Tourism Transportation Grant during the 2021 Legislative Session in support of Access Medora.

We can't wait to see families, like Valerie Addicott and her daughter, utilize this new feature. "I have a little girl in a wheelchair, and she loves the Medora Musical, but we've only seen it once due to it being difficult to get her to and from the amphitheatre," she says. "This will be a Godsend to so many people and their friends and family!"

Access *Medora*™



THE SPIRIT OF WORK LODGE: IMPROVING OUR VOLUNTEER EXPERIENCE

The Theodore Roosevelt Medora Foundation volunteer program launched in 1998. Since then, thousands of kindhearted and dedicated people have given of their time and energy to make Medora a better place for everyone who visits.

Among those volunteers are Dr. Lana and Warren Schlecht. “We want to share the love we feel for Medora,” Lana says. “It’s such an uplifting place. We need places like it.”

The Schlechts have long loved Medora. “We’ve been visiting for nearly fifty years,” Lana says. But after hearing from friends about the volunteer experience a few years ago, they got involved with the program—and their love of this place deepened.

Part of the experience is returning to the Spirit of Work Lodge at the end of each day to unwind with fellow volunteers. The Spirit of Work Lodge opened in 2008, and features sixteen rooms for volunteers, plus common areas and a private patio.

Our volunteers are irreplaceable—but the time has come to replace some of the more well-loved parts of the Spirit of Work Lodge. So we’ve begun raising money to refresh our volunteer quarters: fresh paint, new carpet and furniture, better lighting, and upgraded heating and cooling systems.



Thanks to Lana and Warren Schlecht, we’ve gotten a big head start on that work. In the fall of 2021, the Schlechts committed a \$100,000 matching gift toward the Spirit of Work renovation effort.

“Medora volunteers come from all over—places like Colorado, Idaho, and Arizona,” Lana says. “When they go home, they get to say they stayed at a beautiful facility.” The Schlechts’ generosity will help us ensure the Spirit of Work lodge remains a special place for our beloved volunteers.



THE PEOPLE OF TRMF



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President



CLARENCE SITTER
Chief Operating Officer



EMILY KLYM
Chief Financial Officer



KINLEY SLAUTER
Properties & Attractions Director



LYUBOMYR SHKANDRIY
Director of Food & Lodging



SHEILA STROMMEN
Human Resources Director



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 Elijah Kordonowy
 Bima Mahreza
 Madi Lee
 Derek Tester
 Van Stephen Rolle
 McKenna Thompson
 Kaitlyn Dodos
 Seth Herner
 Charity Logemann
 Anthony Olson
 Caleb Clark
 Anna Fogavi
 Magdalena Alfonso
 Brooklin Cattoor
 Longo Huhane

Alixandra Johnson
 Krisitin Kaipust
 Troy King
 Nick Mathsen
 Abby Schiltz
 Mele Taufa
 Dylan Vanderschaaf

Ambassador Awards

Diana Alfonso
 Jacoby Antoine
 Dewayne Barrett
 Layne Braswell
 Lea Brucker
 Liviu Cadar
 Ana Carillo
 Daritza Decena Beltre
 Mike Fitch
 Deb Gray
 Paul Gray
 Richard Hamilton
 Ivan Kereziev
 Annika Kovar
 Ryan Miller
 Daniela Morelos

Justin Morales
 Dan Paniente
 Christina Purcell
 Mary Reid
 Marythssa Rivera
 Fayth Rohr
 Marsha Sauer
 Mikki Schlosser
 Michele Seadeek
 Melvin Shepard
 Sue Smith
 Beth Valdepena
 Colleen Ward
 Reagan Mayer
 Jhon Ward



A LIFETIME OF GIVING

THE FOLLOWING CONTRIBUTORS REPRESENT ALL CUMULATIVE GIVING OF \$5,000 AND ABOVE TO THE THEODORE ROOSEVELT MEDORA FOUNDATION

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Alwin Carus Mineral Trust
Harold (dec.) & Sheila (dec.) Schafer

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 Lorina Zuern Revocable Trust

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 AE2S
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 Amvets Post #9 - Bismarck
 Earl & Bunny Anderson
 Loren Anderson
 Sonjia Anderson
 Levi & Bethany Andrist
 Anonymous
 Aspen Group LLP
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 Athwin Foundation
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- Theodore Roosevelt, 1910

President Theodore Roosevelt was a practical conservationist. Today, we strive to follow his lead. To help celebrate the National Park Service that he helped shape so significantly, we've reignited our efforts to help ensure that our children, and our children's children, can enjoy our nation's wonders, too.

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