Our Mission

EASTERN NATIONAL promotes the public’s understanding and support of America’s national parks and other public trust partners by providing quality educational experiences, products, and services.
Our Contribution

THROUGH THE YEARS, Eastern National’s support to America’s national parks has enabled the purchase of such critical items as land, artifacts, media for park libraries, period costumes for living history demonstrations and reenactments, signage and exhibits, facility renovations and upgrades, interpretive tools and programs, staff training programs, and much more. Eastern National has also provided funding for archeological, historical, and cultural research programs that have had a direct impact on the parks and their interpretive programs.

Our Reach

TODAY WE SERVE over 170 national parks and other public trusts across 33 states, the District of Columbia, Puerto Rico, and the US Virgin Islands. Since our founding in 1947, we have provided more than $163 million in direct and in-kind aid to parks.
As we look back on 2019, we reflect on a year in which Eastern National experienced both challenges and successes. The year began with an unprecedented 35-day federal government shutdown, causing substantial operational disruptions throughout the company. Additional shutdowns from prior years—along with a devastating hurricane season—took a toll on our people and on revenue, and we made the difficult decision to limit donations to parks. This action, along with raising our cash reserves, will ensure Eastern National’s long-term health while providing a strong foundation for future support of our public-lands partners and visitors. We are proud of and thankful for the resiliency and commitment shown by our staff during a trying portion of our year.

There was good news and growth as well in 2019. It was the third year of our current strategic plan, which features a central strategic challenge to strengthen Eastern National’s foundation to accelerate mission delivery and growth. Hundreds of Eastern National team members completed Reach for the Summit!, our strategic plan game that helped track the progress of our strategic goals while recognizing team members for the inspired work they do every day to reach those goals. We made significant strides in strengthening relationships with partners and staff, increasing field and HQ support, adopting new tools to help us do our jobs better, developing our staff’s skills and growth potential, updating our inventory management processes, and much more.

In 2019, we launched Outer Banks Forever—our first philanthropic branch—to support the three National Park Service units in eastern North Carolina. We rebranded 275 of our stores that are located at national parks under the new America’s National Parks™ brand name. In October, we selected Erply as our next retail Point-of-Sale software provider, and we will begin to implement Erply in our stores in 2020.

This three-year period of strengthening our infrastructure has set the stage for increased financial and mission support for our partners, team members, and customers.

While we made considerable progress over the past three years, a few unfinished strategic objectives remain; we are extending our strategic journey beyond 2019 to complete these remaining goals. In 2020, we begin planning the next chapter of Eastern National’s future.

We thank our Eastern National team members, our public-lands partners, and the many visitors who supported us throughout the year. We look forward to continuing the valuable work we do to support the interpretive, educational, scientific, and historical projects and programs of our partners. Together, we are providing inspiring experiences for millions of visitors to America’s national parks and other public trusts.

Deborah Yandala
BOARD CHAIR

Kevin C. Kissling
PRESIDENT & CEO
FY19 At-A-Glance

- 291,771 interpretive interactions
- 275 stores rebranded as America’s National Parks™ stores
- Percentage of new sales items developed in fiscal year 2019: 27%
- $163+ million in aid to parks since our founding in 1947
- $6.7 million in direct and in-kind aid to parks
- Our staff worked 647,500 hours in support of our mission.
- 276,893 park visitors chose to reuse by purchasing reusable tote bags and eliminating single-use plastic bags.
- 14 park stores participated in a yearlong Grow Sales Evaluation measuring internal factors that affect our retail business.
OVER THE LAST THREE YEARS, our strategic plan has successfully strengthened our foundation. With most of our strategic objectives operationalized and a few left to finalize, we are well on our way to use our improved tools, processes, and infrastructure throughout the organization. We are now extending our strategic plan journey beyond 2019, and the remaining key objectives that we are pursuing will continue to improve business operations, helping us to meet the current and future needs of our staff, partners, and customers. This long-term approach positions Eastern National for sustained, healthy growth, leading in turn to increased mission delivery and partner support.

PARTNERSHIPS
We will strengthen working relationships, communications, and partner orientation programs, while developing a strategy to define, articulate, and live the EN brand.

Strengthen Relationships
- Enhance Relationships
- Develop Training Programs

Increase Brand Awareness
- Develop Brand Strategy
- Develop Marketing Plan

PEOPLE
We will increase support to our field and park partners, support a high-performing and highly accountable workforce, and help our staff succeed in current and future roles.

Increase Field Support
- Adjust Field Reporting
- Align HQ Departments

Support High-Performance Culture
- Improve Performance Management
- Update Compensation Model
- Increase Employee Engagement

Develop Talent
- Develop Current Talent
- Acquire Additional Talent
- Develop Succession Plans

“Jordan Klatt, at the register, was absolutely wonderful. He was helpful and gave us great suggestions as well as giving my husband specific instructions as to how to get to the Highland Light in Truro. Jordan had a wonderful personality, and our friends from England and the Netherlands were very impressed with him. He was funny, kind, and helpful!”
**OPERATIONS**

We will improve our core work processes, streamline inventory management procedures, update our current POS platform, and consolidate or eliminate legacy IT systems.

- **Strengthen Infrastructure**
  - Document Key Processes
  - Streamline Processes
  - Implement Collaboration Tool

- **Improve Inventory Management**
  - Centralize Vendor Management
  - Strengthen Merchandise Lifecycle
  - Develop O.T.B. Guidelines

- **Update Retail Technology**
  - Replace P.O.S. System
  - Develop Recovery Strategy
  - Integrate Technology Systems

“The Chickamauga Battlefield offers the most courteous and knowledgeable staff. I have purchased books from their store for well over 20 years. I go not only for the books but also for the informative conversations and superb customer service.”

**FINANCES**

We will develop in-kind services programs, maximize our retail revenue and donations, and develop fundraising capabilities for the parks we serve.

- **Build Capacity**
  - Develop In-Kind Services

- **Improve Financial Return**
  - Grow Sales
  - Improve Operating Income
  - Increase Partner Donations

- **Fundraise for Parks**
  - Support Fundraising Partners
  - Launch Checkout Donations
  - Develop Grant Capabilities
  - Explore Fundraising Role

“The Flight 93 National Memorial store was well stocked with many different types of items. High quality. The employees were extremely nice and helpful. They told me that proceeds go back to the park. That is important to me.”
For the past three years, Eastern National has been actively working through a strategic plan to strengthen our foundation to accelerate mission delivery and growth. Together, we have been climbing and taking giant steps up the proverbial mountain as we Reach for the Summit. As hikers and mountaineers approaching Mount Everest get ready for their epic climb, they spend time at base camp to ensure they have the necessary tools and supplies to prepare for their ultimate goal: the summit! Similarly, throughout 2019, the retail operations staff spent some time at our “base camp” getting equipped for our final ascent in our strategic plan.

Despite some setbacks throughout the year—the longest federal government shutdown in history, construction delays that affected store operations, and store closures due to Hurricane Dorian—our time at base camp primed us to achieve results in our retail operations that will benefit our partners and park visitors well into the future.

Throughout 2019, Eastern National staff interacted with well over two million park visitors in our retail stores, providing excellent customer service; featuring quality, educational products; reminding them that their purchase supports the park, forest, or cultural institution they are visiting; and enhancing their park experience for future park enthusiasts. And, thanks to our strategic plan initiatives—which are now being put into use across the organization—Eastern National’s foundation is stronger than ever.

Just wait until you see the view from this summit. It looks fantastic from where I’m standing! Together We Climb!
SOME OF THE 2019 KEY RESULTS:

- Integrated the Office 365 suite of collaborative tools throughout the entire organization.
- Expanded the Choose to Reuse program to 235 park stores, eliminating plastic shopping bags from 160 national parks.
- Completed nine park store renovations enhancing the shopping experience for park visitors.
- Selected and began a long-term partnership with Erply, a new Point-of-Sale software provider that will transform our future store operations.
- Managed the Grow Sales Evaluation—a yearlong program review gathering data, measuring the internal variables that have an impact upon our retail business, and planning a road map for the future of our park stores.
- Exceeded 2018 sales by 2.8 percent and had the highest sales results in our history.

“The mountains are calling and I must go.”
- John Muir

Megan Shelley
CHIEF OPERATING OFFICER
Our Products

Our America’s National Parks™ stores invite park lovers of all ages and backgrounds to enhance and share their national park visit by offering them a selection of the highest-quality educational and commemorative products. For fiscal year 2019, we developed an array of new product offerings that continue to fulfill this mission, including product collections created as part of Eastern National’s Grow Sales Evaluation, a new line of Passport To Your National Parks® Single Stickers, and a Civil War Mascots product line.

Grow Sales Evaluation Products

These product collections were developed as part of Eastern National’s 2019 Grow Sales Evaluation. One measurement made in the evaluation was how product mix assortment planning and new item development influenced the growth of sales of the stores in the study.

Through a product control group, new product development workflows were tested that kept all of our staff and park partners involved in the brainstorming process but centralized the product development work through a single buyer. We incorporated market trends like word art and quotes on multiple items to create cohesive product collections. The Abraham Lincoln “Word Art” and Frederick Douglass quote art combine designs that are on trend but also educate our customers about these important words from history. This creates a stronger impact through visual merchandising and gives the customers that connect with the art many options.

As with all of our products, these items extend the park experience into the park store. The Harriet Tubman quote collection, for example, features art panels from the visitor center at Harriet Tubman Underground Railroad NHP as a backdrop to the inspiring Harriet Tubman quotes that can be found throughout the exhibits. Visitors can take this inspiration home with them and share the story of their park experience with anyone that sees the sticker on their water bottle, the magnet on their refrigerator, or the print hanging in their home.

Passport To Your National Parks® Single Stickers

Eastern National introduced Passport To Your National Parks® Single Stickers at 11 pilot locations in 2019. The Passport Single Stickers are individual, self-adhesive stickers that have select park photos and interpretive text that aren’t available in the annual Passport To Your National Parks commemorative stamp sets.

Visitor experience is a top priority for the Passport program, and a key consideration in the development of the Single Stickers was offering customers more choices in how they interact with the program. Though the annual stamp set can be a cost-effective way to kickstart a Passport collection, many customers look for stickers and other Passport accessories that directly reflect their current adventure. Passport Single Stickers are also more customizable, offering fans the option of sticking just the photo, just the interpretive text, or both in their Passports or other sticker collections.
Product collections that were developed as part of Eastern National’s Grow Sales Evaluation. 1. Abraham Lincoln “Word Art” for Lincoln Home NHS. 2. The Harriet Tubman Underground Railroad NHP quote collection. 3. The “Night Sky” collection, developed from a letter from Frederick Douglass to Harriet Tubman, allows us to sell the products at both Harriet Tubman

Civil War Mascots

Animals held important roles during the Civil War—transportation and hauling supplies to communication and serving as morale-boosting mascots. EN released a new line of Civil War Mascots products in FY19 that helps to tell the stories of these mascots to kids. To create this kid-friendly line of educational Civil War products, our product development team worked closely with the interpretive staff at Stones River NB. The products feature a coloring and activity book about many of the different animal mascots of the Civil War, along with plush finger puppets that represent four of the mascots from the book.

Underground Railroad NHP and Frederick Douglass NHS. 4. Each year, bluebells mark the beginning of spring at Manassas NBP and to pull more nature themes into the park store, this product line that features the flowers was developed so that visitors who come to admire them can bring those memories home.
Our Stores

At our National Park Service locations on July 1, 2019, we opened our doors to visitors under the new America’s National Parks™ brand name. Branded in-store signage better tells the story of how our park stores support America’s national parks. Improvements were made to a handful of stores—including those featured here—as a result of visitor center renovations and as part of Eastern National’s Grow Sales Evaluation.

Following visitor center renovations and enhanced store designs with increased sales areas and new product assortments, the stores at Acadia NP and Cape Hatteras NS reopened in late June. The space at Lincoln Home NHS was updated with new fixtures and the register area was moved to allow for an improved ability to engage with customers. The visitor center at Allegheny Portage Railroad NHS was remodeled, new exhibits were installed, and a relocated EN sales area was created with all new fixtures and improved merchandising. At Rock Creek Park, the Old Stone House underwent major renovations and the store was upgraded with custom-made fixtures that provide an attractive way to merchandise new product lines. Renovations to the Faneuil Hall Marketplace that were completed in 2018 led to the park store getting a major facelift and reopening in 2019 with a dramatically enhanced floor plan, new fixtures, increased lighting, and better traffic flow that has vastly improved the visitor experience at this Faneuil Hall, Boston NHP location.

An enhanced store design for the America’s National Parks Store at Acadia National Park (top left) incorporates the park’s scenic views. Special merchandise to support Outer Banks Forever was developed for the America’s National Parks Store at Cape Hatteras National Seashore (bottom left).
1. The America’s National Parks Store at Allegheny Portage Railroad National Historic Site
2. The America’s National Parks Store at Lincoln Home National Historic Site
3. The America’s National Parks Store at Cape Hatteras National Seashore
4. The America’s National Parks Store at Faneuil Hall in Boston National Historical Park
5. The America’s National Parks Store at Old Stone House in Rock Creek Park
In 2016, our team at Eastern National began to explore ways to adopt a greater role in fundraising to support our park partners. We decided our pilot philanthropic branch would support the three national parks in the Outer Banks: Cape Hatteras National Seashore, Wright Brothers National Memorial, and Fort Raleigh National Historic Site.

It was an exciting year leading this initiative. We publicly launched during National Park Week in April 2019, and I am happy to report that in just eight months, Outer Banks Forever built a strong foundation of support for these amazing parks that includes:

- Raising $35,000 to protect and enhance our Outer Banks national parks.
- Growing a supporter base of nearly 150 donors, more than 750 email subscribers, and 3,000 social media followers who are passionate about their Outer Banks national parks.
- Recruiting and engaging a founding Board of Directors—comprised of six community leaders—who provide strategic direction and opportunities for continued growth.
- Establishing a young professionals committee, led by board member Nick Graham, who is engaging a new generation of leaders.
- Launching Outer Banks Forever merchandise at the America’s National Parks™ Store at Cape Hatteras National Seashore, including the popular Adopt A Turtle plush program.

While building this foundation, we led two key projects that raised funds and visibility for the parks in the local community: the Adopt A Pony program and the Love the Beach, Respect the Ocean campaign. Through the Adopt A Pony program, visitors can symbolically adopt one of the 14 ponies who live on Ocracoke Island and receive a photo and adoption certificate for their pony. These donations support the care and maintenance of the beloved island residents. Outer Banks Forever also played a key role in growing the Love the Beach, Respect the Ocean campaign. A collaboration between the National Park Service, local municipalities, and local life-saving services, this community campaign provides education on ocean safety to reduce the number of ocean-related fatalities in our coastal community.

Along with raising funds and awareness for the Outer Banks national parks, we helped raise their visibility around the region. We were invited to submit a nomination to The Cultural Landscape Foundation’s Landslide 2019 program, which highlights important cultural landscapes in the United States that are threatened by climate change. It was an honor to be featured in the report, which explains the threat sea-level rise has on our Outer Banks national parks. We collaborated with the foundation on a press release that was picked up by media outlets across the country, including the Charlotte Observer, the Atlanta Journal-Constitution, and the Chicago Tribune.
The Outer Banks Forever founding Board of Directors with Dave Hallac, superintendent of National Parks of Eastern North Carolina (far left), and Jessica Green, Outer Banks Forever director (fourth from right). The six founding board members shown are (left to right) Bob Woodard, Mike Smith, Mary Helen Goodloe-Murphy, Beth Midgett, Nick Graham, and Trip Forman.

We look forward to making an even bigger impact in the upcoming year. Our vision is to be the premier philanthropic partner of our national parks, giving them support that allows them to achieve a margin of excellence in their work and flexibility to respond to ever-changing visitor and community needs.

The focus of our work in 2020 includes:

• Expansion of the Board of Directors to encompass community and business leaders from around the region that represent the diverse visitors who enjoy these parks.

• Growing our presence in the parks and the community to increase our reach to new supporters.

• Funding projects at all of the three parks that will include partnering with the Outer Banks Visitors Bureau to install webcams, launching an Artist-in-Residence program, and kicking off a campaign to build new multi-use paths.

• Hosting events off the islands to engage visitors in key cities who have strong connections to the Outer Banks.

I am incredibly grateful to the National Park Service leadership and staff here in the Outer Banks for fully embracing Outer Banks Forever and working side by side with us to make our first year a success.

Jessica Green
DIRECTOR, OUTER BANKS FOREVER
What We Achieved in FY19

76 pony adoptions

500 turtle adoptions

146 donors

100,000 ocean safety cards distributed

3,000 social media followers

6 founding board members
OBX Forever 2019 Donors

Forever Founders $1,000+
Dare County Gifts in Honor of Edward and Rebecca Boone-Masterka Brandt Hart Kevin and Michele Kissling Linda Meyers National Park Foundation Ocean Atlantic Rentals Outer Banks Visitors Bureau Jason Scarpello Michael “Moose” Smith*

$500-999
Mary Helen Goodloe-Murphy* Cat and Charlie Lineberry Bob Woodard*

$100-499
Joseph Abell Carol Bauer Shanna Blanchard Brian and Julie Claydon Brian Doyle Trip Forman* Gerry Gabrys** Lloyd Godwin Nick Graham* Kimberly Harris Stephen Jones Frances March William McKindree** Beth Midgett* Paul Mortensen Nancy Myers Katherine Nelson Paul Orser Tom and Sue Phalen Julia, Tegan, and Kylie Royster Jason Sartori Susan Schroeder** Megan Shelley Dusty Shultz** Tom Sterzel Christine Tripel McGrew Peter Vankevich Joan Watts Richard Weaver

$1-99

“We are so fortunate to have three historic and beautiful parks on the Outer Banks! All of them are quite unique…. I believe our three national parks—Cape Hatteras National Seashore, Wright Brothers National Memorial, and Fort Raleigh National Historic Site—are such treasures, worthy of support from all of us.”

Mike Smith, Outer Banks Forever Board Member and Forever Founder

OBX Forever 2019 Donors
Cathy Riddell Daniel Ryman Daniel Schmoyer Jeff, Jennifer, and Kaitlyn Schwartzenberg Barbara Schwegman Sherry Scott Susan Sherman Thomas and Susan Shulthise Julie Shuren Vera Smith Marshall Smith Daniel Song** Stack ‘Em High Pancakes Henry Steiger Vicky Steiger and Jack Schaefer Richard Stillman Martin Stoyanov Greg Taylor Melissa Thompkins Judy Topper Melissa Totten April Valentine Daniel Vallandingham Chris Van Alstyne Peggy and Bruce Wackelin Sarah Welch William Wherry Mason Wickline David Wigglesworth Terri Williams and Hubert King Lance Wines Gwen Wright Arthur Young Kimberly Zippay

“The more visible supporters a national park has, the better chance it will thrive. Outer Banks Forever has put OBX on the map when it comes to regular people like me being able to support our area’s national parks. The most immediate way I could make an impact to protect and preserve our OBX national parks was to become a Forever Founder. I am proud to be a Forever Founder and look forward to seeing the impact my investment will make to protect and enhance these amazing parks.”

Bridget Hart, Forever Founder

*Outer Banks Forever board member
**Eastern National board member
Note: This list includes donors through end of calendar year 2019.
Regional Highlights

DURING THIS MOMENTOUS YEAR, 275 of our stores located in nearly 170 national parks opened their doors to visitors under the name America’s National Parks™. This represents the first phase of a rebranding effort for Eastern National to strengthen visitor awareness about the connection between the park, the park store, and the support their purchases provide for educational programming at that site. In addition to a new look and logo, the America’s National Parks brand brings a renewed emphasis on extending the park experience for visitors. New store signage makes it clear that the interpretive programs they experienced were funded by purchases made in the America’s National Parks store.

Each year, these purchases that visitors make at our park stores—in person or online—enable Eastern National to provide aid to parks to our partners in support of the interpretive, historical, and educational mission of the National Park Service. Here are some examples of this aid to parks in action and other highlights about our park stores and partners from fiscal year 2019.

At Abraham Lincoln Birthplace NHP, EN funding supported a number of park events such as the annual Walk Through Lincoln’s Life event—a two-day educational program that connected over 1,000 children with the site and Lincoln’s life. EN funded honorariums for blacksmith demonstrations and musical performances as well as living history portrayals of Abraham Lincoln, Mary Todd Lincoln, and Frederick Douglass for this event. A volunteer appreciation gathering, a night sky program, and a naturalization ceremony were also supported with EN funding.

EN funds totaling $20,700 were used for numerous projects and events at Acadia NP. Support was provided for internships and for a stipend for volunteers who assisted with the park’s night sky programming.

Several key programs brought visitors to Allegheny Portage Railroad NHS this year, with more than 300 attending the annual Living History Day in July and more than 200 attending the 14th annual Spirits of Staple Bend Tunnel tours in the fall. These events—in addition to the summer’s Evening on the Summit series, which is supported with EN funding—helped boost store sales for an increase over FY18. New items, including T-shirts, hoodies, baseball caps, pins, patches, hiking medallions, keychains, magnets, stickers, mugs, and tin signs were added to the store’s inventory in FY19 to coincide with the renovation of the visitor center and store.

At Andrew Johnson NHS, a new roof was installed at the visitor center and the America’s National Parks store was remodeled. New sales items were introduced including pins, patches, and magnets featuring a brand-new design highlighting Greenville, Tennessee. The store experienced a 7.3 percent sales increase in FY19. Yearly sales have increased from $16K in 2016 to $34K in 2019.

A significant highlight for the year at Antietam NB was beginning the process for the upcoming complete rehabilitation of the visitor center, and EN funding directly supported these efforts. This included a one-day historians’ round table held to discuss and refine park themes and goals for new exhibits and funding for an intern to research the Battle of Antietam. EN operates the Antietam Battlefield Guide program, which continues to thrive. Three new Antietam Guides made it through the extensive application, selection, and approval process, and 981 private guided tours were presented in FY19. EN funding supported volunteer appreciation efforts for the 1,148 volunteers who contributed 20,449 hours of service during the year.

EN provided funding assistance to Apostle Islands NL for various educational purposes, including support for the Junior Ranger program.

Appomattox Court House NHP used $10,300 in EN funding in FY19, much of which was used to support the living history program at the park.

Arkansas Post N MEM used more than $10,900 of EN funding to purchase two new museum display cases with humidity control, which are used to

“Eastern National’s funding provides George Washington Memorial Parkway with increased capabilities that support and sustain our interpretive experience. Each year, we extend a special thanks to our EN partners for their commitment and diligence in guiding our retail operations.”

Charles Cuvelier, Superintendent, George Washington Memorial Parkway
display a collection of Quapaw Pottery and arrowheads and European artifacts from the first Arkansas Post, dating from the late 1600s to mid-1700.

With EN support totaling $47,400, Assateague Island NS was able to fund a number of park projects and other operational necessities throughout FY19. Highlights include translating park brochures and maps into Spanish, support for summer interns who performed resource management monitoring services for threatened and endangered species, obtaining supplies to provide a healthy aquatic environment for the visitor center aquaria displays, and having aerial photography taken of the shoreline and infrastructure for a new wayside exhibit. EN funding of over $92,000 supported Blue Ridge Parkway in multiple ways, including for video production and animation services as part of interpretive product development and for park programming such as apple-butter-making demonstrations.

New sales items were added to the park store at Booker T. Washington NM, including water bottles that enabled visitors to purchase one bottle and refill it in the park to reduce the use of plastic water bottles. The park was excited to be a participant in the Choose to Reuse tote bag program and reduce the use of plastic shopping bags.

Over $68,000 in EN funding supported various park needs at Boston NHP. This included upgrades at Faneuil Hall, where these funds were used for construction work as well as for building a new visitor information desk to provide improved visitor services.

Cape Cod NS used $25,500 in EN funding in FY19 in support of park events and programs. This included two different events held at the Salt Pond Amphitheater: the fourth annual free Cape Symphony summer concert and the Mosquito Story Slam, an annual storytelling event. Both events were offered free to the public. Over $9,700 funded printing of the summer trip planner and the activity guide, which provide visitors with important visitation information and a schedule of park interpretive activities.

At Carl Sandburg Home NHS, $4,500 in EN support enabled the park to continue offering to the public free summer performances of plays based on Carl Sandburg’s Rootabaga Stories in partnership with the Flat Rock Playhouse. EN funding also contributed to the park’s volunteer recognition event—held to thank the more than 200 adult volunteers who provide over 11,000 hours of service to the park each year.

Castillo de San Marcos NM used $28,600 in EN funding, including over $13,500 for historic research services and park library management.

With EN funding support, Catoctin Mountain Park was able to organize and catalog its electronic photograph collection. Over 23,000 images were cataloged and organized in a way that makes them retrievable by staff for programs, program promotion, and research. New exhibits were opened in the visitor center, and new inventory items were added to the America’s National Parks store supporting the themes of these exhibits giving visitors the opportunity to purchase books and learn more.

In FY19, Chickamauga and Chattanooga NMP used $24,900 in EN funding support. EN provided support for the park’s Junior Ranger program with $8,850 to print a new
Where We Operated in FY19

APPALACHIA REGION

KENTUCKY
Abraham Lincoln Birthplace National Historical Park
Cumberland Gap National Historical Park (KY, TN, & VA)
Mammoth Cave National Park

TENNESSEE
Andrew Johnson National Historic Site
Big South Fork National River and Recreation Area (TN & KY)
Fort Donelson National Battlefield
Fort Loudoun State Historic Area*
Johnsonville State Historic Park*
Obed Wild and Scenic River
Parkers Crossroads*
Shiloh National Military Park (TN & MS)
Stones River National Battlefield

WEST VIRGINIA
New River Gorge National River

BLUE RIDGE REGION

NORTH CAROLINA
Blue Ridge Parkway (NC & VA)
Carl Sandburg Home National Historic Site

VIRGINIA
George Washington and Jefferson National Forests* (also in Virginia Region)

CAROLINAS REGION

GEORGIA
Fort Pulaski National Monument

NORTH CAROLINA
Cape Lookout National Seashore
Fort Macon State Park*
Guilford Courthouse National Military Park
Moores Creek National Battlefield

SOUTH CAROLINA
Charles Pinckney National Historic Site
Congaree National Park
Cowpens National Battlefield
Fort Sumter and Fort Moultrie National Historical Park
Kings Mountain National Military Park
Ninety Six National Historic Site
Reconstruction Era National Historical Park

COASTAL MID-ATLANTIC REGION

MARYLAND
Assateague Island National Seashore (MD & VA)
Harriet Tubman Underground Railroad National Historical Park

NORTH CAROLINA
Cape Hatteras National Seashore
Fort Raleigh National Historic Site
Wright Brothers National Memorial

VIRGINIA
Colonial National Historical Park/Jamestown Glasshouse

COASTAL SOUTHEAST REGION

FLORIDA
Canaveral National Seashore
Castillo de San Marcos National Monument
De Soto National Memorial
Fort Caroline National Memorial
Gulf Islands National Seashore (FL & MS)
Timucuan Ecological and Historic Preserve

GEORGIA
Cumberland Island National Seashore

PUERTO RICO
El Yunque National Forest*
San Juan National Historic Site

US VIRGIN ISLANDS
Christiansted National Historic Site

GREAT LAKES REGION

ILLINOIS
Illinois Waterway – US Army Corps of Engineers*
Lincoln Home National Historic Site

INDIANA
George Rogers Clark National Historical Park
Indiana Dunes National Park
Lincoln Boyhood National Memorial

MICHIGAN
Pictured Rocks National Lakeshore
Sleeping Bear Dunes National Lakeshore

MINNESOTA
Grand Portage National Monument

Junior Ranger booklet. This hands-on activity guide was designed to reach multiple age groups and connect kids with the park.

Over $37,000 in EN funding made a variety of interpretive activities possible at Colonial NHP. These funds supported the park’s living history program, holiday events, and more.

EN’s support helped Cumberland Gap NHP preserve stories and places, offer creative programming, and commemorate two historic events that illuminated “An Iron Will” – the 200th anniversary of the Iron Furnace (1819-2019) and the 250th anniversary of Boone’s long hunt through Cumberland Gap (1769-2019). EN funding provided support for living historians, brochures, and more for these anniversary events. In addition, EN funds were used to support associated costs for housing Amish volunteers who contributed 2,000 hours to help restore historic log buildings at the settlement.

At Cumberland Island NS, EN funding supported the 2018 Plum Christmas event and was used to purchase atlatls for the historic weapons segment of a new archeology program at the island. Reimbursement for bus transportation to bring 8th grade students to the park for this archeology program was also funded by EN.

EN helped Fort Pulaski NM achieve its mission of providing quality interpretation and education experiences for a variety of audiences. EN funding supported the 48th New York Infantry Volunteer Regiment during Veterans Day weekend, the holiday Candle Lantern event, an intern research trip to the National Archives, visitor and volunteer events such as National Public Lands Day, volunteer recognition efforts, and membership in local organizations to increase awareness of the park and community support.
In Memoriam: David Wagner (1963-2020)

Eastern National is sad to say goodbye to EN Mid-Atlantic Regional Manager David Wagner, who passed away suddenly on January 27, 2020. Dave was a beloved member of our EN family for more than two decades. He left a legacy of partnership and goodwill with the National Park Service and will be missed deeply by all of us who had the pleasure of working with him. Dave will be remembered for his dedication to America’s public lands but, more importantly, for being a fun, generous, and inspirational colleague and a good friend.

“Over the past 20 years, Dave’s dedication, desire to help, and pleasant personality had a positive impact on many. Dave was a true leader—always looking to teach others to help them grow personally and professionally. Dave was a strong team member—ready to assist others as needed to provide help. Dave was a true partner to the National Park Service—with a strong understanding of the Park Service’s mission and how his role supported it. But most importantly—Dave was a great friend to many. He will be sorely missed, but he will never be forgotten. Rest in peace my friend.”

Kevin C. Kissling, President & CEO

“The great thing about Eastern National is that we have wonderful colleagues, and we all care about our mission. The downside of this is that saying goodbye to a member of the team is a profound loss. It was such a joy to work with such a great guy, and Dave is missed every day.”

Megan Shelley, Chief Operating Officer

At Fort Sumter and Fort Moultrie NHP, a production of a theatrical immersion experience entitled Osceola’s Muse and a Transit of Mercury educational astronomy program for the visiting public were made possible with EN support. In addition, EN provided funding support for the 2019 naturalization ceremony at Charles Pinckney NHS—an annual signature event that has been held since 1997.

At George Washington Memorial Parkway, $97,600 in EN funding supported a variety of needs, including more than $50,000 to complete a new sales outlet at Arlington House, The Robert E. Lee Memorial, which opens in 2020. In addition, funding was used to support volunteer appreciation events, performer recitals held throughout the summer at the Netherlands Carillon in Arlington, Virginia, and student intern program expenses.

The park store at Grand Portage NM attained record high sales in FY19; from 2015 to 2019, sales have risen each year. Fiscal year 2019 saw an approximate 13 percent increase in sales over fiscal year 2018. EN funding supported the annual Rendezvous Days and Pow-Wow special events activities, which included interpretive workshops and demonstrations of skills and techniques from the 18th-century Great Lakes fur trade era. Firearms demonstrations, ensemble music concert and dance instruction, string music, blacksmithing techniques, and workshops to help provide an understanding and appreciation of traditional quillwork done by Ojibwe peoples were some of the activities visitors were able to enjoy thanks to EN’s support.

EN contracted with Aperture Films to produce the park orientation film, Harriet Tubman: Soldier of Freedom, for Harriet Tubman Underground Railroad NHP. EN funding supported
a park program held as part of the nationwide bell-ringing ceremony commemorating the 400th anniversary of the first enslaved Africans arriving in the colonies.

EN provided support for the Junior Ranger program at Hot Springs NP by funding the printing costs—over $3,700—for the park’s Junior Ranger book. This book fosters the next generation of rangers and engages young visitors in activities about art, nature, science, and culture in fun and interactive ways.

At Independence NHP, EN provided $10,600 in support in FY19, with $6,000 of this amount used for the creation of a temporary exhibit in the Liberty Bell Center on the history of the LGBT civil rights movement.

Throughout the 2019 season, John Fitzgerald Kennedy NHS commemorated the 50th anniversary of the site’s opening. A ceremony was held on JFK’s 102nd birthday on May 29, 2019, and EN funding supported the event. EN provided support to have an American Sign Language interpreter for an onsite tour conducted for the hearing impaired, and funds were used to purchase 2,000 specially designed chocolate bars for the annual Beals St. Community Halloween event. To commemorate the end of the site’s 50th season, the chocolate bars were packaged with an interpretive bookmark featuring the establishment of the site by Mrs. Joseph P. Kennedy in 1969. This event alone resulted in 6,015 visitor contacts. The 50th anniversary of the Apollo 11 moon landing was commemorated with two book author events and a talk by a NASA astronaut. New sales items were introduced in the America’s National Parks store relating to the moon landing and the 50th anniversary of the site.
Kings Mountain NMP used $31,100 in EN support for various events and programs including an event to commemorate the anniversary of the Battle of Kings Mountain.

Over $21,000 of EN funding was used at Lincoln Home NHS to provide support in multiple ways. Highlights include support for living history presentations—including portrayals of Harriet Tubman, Martin Luther King, Jr., and Mary Lincoln—as well as an event celebrating the bicentennial of the birth of Mary Lincoln.

As in years past, EN worked with Lowell NHP on the box office sales of Lowell Summer Music Series tickets. There was an increase in sales—including the total amount of sales and the average sales amount of each transaction—for the Boott Cotton Mills Museum store, where the store manager completely remerchandised displays using new items and overall themes. At the visitor center, new themed tables were designed. The store manager worked with the park interpretive lead to design sales tables to coincide with events such as Kerouac weekend. The America’s National Parks stores are now plastic bag-free, with the Choose to Reuse tote bags among the top sellers at both the visitor center and Boott Cotton Mills Museum locations.

In February, the park’s America the Beautiful quarter was released, and EN facilitated off-site sales at the quarter launch event, selling commemorative quarter sets and other merchandise.

Manassas NBP used over $30,000 of EN funding to support various interpretive and educational needs. Funds provided support for the production of nearly 20 new waysides, which will enhance the park’s interpretation of the battles. Other funded activities included updating the reader rails in the visitor center museum, providing insurance for the museum collection, and supporting an annual education event. The America’s National Parks store broadened its selection of Civil War and park-related products, including park ornaments, magnets, shirts, and caps. Among top-selling items are merchandise related to the Passport To Your National Parks® program, including the Classic Edition and Collector’s Edition of the Passport. In addition, traditional park-related media and publications remain the store’s strongest performers.

Marsh-Billings-Rockefeller NHP used EN funding for woodworking and cultural demonstrations as part of the annual Forest Festival. The festival celebrates the park’s status as the only national park site practicing active forestry and helps the visiting public learn the way in which some of the wood from the forest is used.

Martin Luther King, Jr. NHP used $27,400 in EN support, including $5,500 for the design, fabrication, and installation of an exhibition entitled 400 Years—commemorating the history of
slavery in America—and $5,000 for new signage needed as a result of the park’s change in designation.

At Martin Van Buren NHS, seven high school students received scholarships from the Friends of Lindenwald, and EN donated copies of a Martin Van Buren biography for presentation during the award ceremony. EN provided financial support for the park’s subscriptions to local newspapers. Three park employees attended the NPS Fundamentals training program, and EN supported their experience by donating items used in a class raffle. The result was increased familiarization with the park and its story across the NPS.

Minute Man NHP used $12,300 in EN funding, including $7,500 for an Artist-In-Residence project. Funds also supported the park’s 60th anniversary program and the 2019 Great Walden BioBlitz, in which participants documented species of living organisms within a five-mile radius of Walden Pond.

National Mall and Memorial Parks used $106,400 in EN funding in FY19 to support educational, interpretive, and other park programs, including $12,000 for comprehensive interpretive plan development at Ford’s Theatre NHS and more than $5,000 for editing an Edith Lee Payne video project.

At Niobrara NSR, the highlight of the year was bringing Wi-Fi to the visitor center in partnership with the America’s National Parks store.

At the Outer Banks Group, over $36,000 in EN funding supported a variety of park needs, including printing costs for Junior Flight Ranger booklets and the park newspaper, In The Park; development of new interpretive signage at Cape Hatteras NS; and support for volunteer appreciation events and seasonal staffing needs. Sales for all of the sites

WASHINGTON, D.C. cont’d

National Mall and Memorial Parks:
Belmont-Paul Women’s Equality National Monument
Ford’s Theatre National Historic Site
Franklin Delano Roosevelt Memorial
Lincoln Memorial
Martin Luther King, Jr. Memorial
Thomas Jefferson Memorial
Washington Monument
Rock Creek Park:
Old Stone House

NEW ENGLAND REGION

CONNECTICUT
Coltsville National Historical Park
Weir Farm National Historic Site

MAINE
Acadia National Park
Saint Croix Island International Historic Site

MASSACHUSETTS
Adams National Historical Park
Boston National Historical Park
Cape Cod Canal – US Army Corps of Engineers*
Cape Cod National Seashore
Frederick Law Olmsted National Historic Site
John Fitzgerald Kennedy National Historic Site
Longfellow House – Washington’s Headquarters National Historic Site
Lowell National Historical Park
Minute Man National Historical Park
New Bedford Whaling National Historical Park
Saline Maritime National Historic Site
Saugus Iron Works National Historic Site
Springfield Armory National Historic Site

NEW HAMPSHIRE
Saint-Gaudens National Historical Park

NEW YORK
Fort Stanwix National Monument
Martin Van Buren National Historic Site
Saratoga National Historical Park
Women’s Rights National Historical Park

RHODE ISLAND
Roger Williams National Memorial

VERMONT
Marsh-Billings-Rockefeller National Historical Park

SOUTHEAST REGION

ALABAMA
Horseshoe Bend National Military Park
Russell Cave National Monument
Selma to Montgomery National Historic Trail
Tuskegee Airmen National Historic Site
Tuskegee Institute National Historic Site

GEORGIA
Andersonville National Historic Site
Chattahoochee River National Recreation Area
Chickamauga and Chattanooga National Military Park (GA & TN)
Jimmy Carter National Historic Site
Kennesaw Mountain National Battlefield Park
Martin Luther King, Jr. National Historical Park

MISSISSIPPI
Natchez National Historical Park
Natchez Trace Parkway
Vicksburg National Military Park

SOUTHERN REGION

ARKANSAS
Arkansas Post National Memorial
Buffalo National River
Fort Smith National Historic Site
Hot Springs National Park
Ozark-St. Francis National Forests*
Pea Ridge National Military Park

LOUISIANA
Cane River Creole National Historical Park
Jean Lafitte National Historical Park and Preserve
New Orleans Jazz National Historical Park

MARYLAND
Thomas Stone National Historic Site

VIRGINIA
Appomattox Court House National Historical Park
Ballston Town Hall National Monument
Fredericksburg and Spotsylvania National Military Park
George Washington and Jefferson National Forests* (also in Blue Ridge Region)
George Washington Birthplace National Monument
Magpie L. Walker National Historic Site
Manassas National Battlefield Park
Petersburg National Battlefield
Prince William Forest Park
Richmond National Battlefield Park
Robert Russa Moton Museum*

2019 ANNUAL REPORT 23
combined were up by 7.94 percent over FY18. New items accounted for 10 percent of overall sales, and new top sellers included Outer Banks Forever turtle bracelets and plush sea turtles.

Several interpretive events were possible at Ozark NSR in FY19 through contributions from EN. For a Chilton House Reunion event—thanks to EN funding—the park was able to hire a professional reenactor to portray the character of Francis Chilton, who built the home in the 1860s. EN funds supported a guest speaker at its Winter Paddling Clinic who spoke to the 200 attendees about how to safely paddle the rivers in the winter. To kick off National Park Week, the park hosted a B.A.R.K. Ranger Hike in which canines and their handlers learned about the principles of being a Bark Ranger (Bag your pet’s waste, Always wear a leash, Respect wildlife, and Know where you can go—ie: which areas are pet friendly). After they were sworn in, the new Bark Rangers received an exclusive Ozark NSR Bark Ranger bandana provided through EN funding.

At Petersburg NB, new items were introduced in the America’s National Parks store, including the line of Civil War Mascots products. As a tie-in to these new products, the park hosted an author’s talk interpretive event about Sallie, a bull terrier who was the mascot for the 11th Pennsylvania Volunteer Infantry Regiment. The park store featured the Civil War Mascots products, including the Sallie finger puppet, at the event. In addition, EN worked with Petersburg NB on programs commemorating the 155th anniversary of the Siege of Petersburg and provided funding for reenactors who portrayed General Lee and General Grant during the 155th anniversary of the Battle of the Crater event.

EN provided support for a variety of the interpretive demonstrations that were offered at Richmond NBP during

**Antietam National Battlefield Gift**

In FY19, Eastern National received a $1 million gift from an anonymous benefactor. The donation is designated to expand and enhance Antietam National Battlefield’s educational trail program, helping to increase access and provide new opportunities for visitors to connect with interpretive resources. The gift supports the construction of a new hiking trail system as well as the development of interpretive resources such as trail guides, trailhead exhibits, ranger-led battlefield hikes and tours, and enhanced visitor experience and resource protection capabilities.

Antietam National Battlefield’s acreage more than doubled since the completion of the last General Management Plan in 1992. The construction of new trail segments and realignment of existing trails will offer future visitors easier access and interpretive context when they visit these newer sections of the park. It is estimated that the project will take seven years to complete.

“We are delighted to have received such a generous gift. As stewards of the land and its history, we’re excited for a new opportunity to connect visitors to Antietam in meaningful ways.”

Susan Trail, Superintendent, Antietam National Battlefield

The gift stemmed from an inquiry from an anonymous patron who wanted to support trails at the park. Staff from EN and the NPS worked closely to formalize the project with a philanthropic support agreement, then submitted a proposal to the prospective donor. With substantial funding in place, park officials are able to leverage the donation to apply for matching funds from federal sources.
its second annual Harvest Day, a free event for the public held at Rural Plains.

In FY19 at Roger Williams N MEM, $11,500 of EN funding was used, with more than $8,000 of this amount providing support for interpretive signage installation needs at the park.

Sagamore Hill NHS experienced a catastrophic loss of the visitor center and EN park store due to a fire on December 24, 2018 during the federal government shutdown. Park and EN staff moved the store and visitor center to the Old Orchard Museum, and the store successfully reopened in April 2019. Emphasis was placed on the centennial commemoration of Theodore Roosevelt’s death, including a special exhibition and ranger programming. EN provided funding support for musical performances and an appearance from Theodore Roosevelt portrayed by Joe Wiegand.

EN funding supported the Salem Maritime Festival and “Salem Sets Sail” education programs for Salem Public Schools at Salem Maritime NHS.

Shiloh NMP used $10,500 in EN funding in FY19. For the Battle of Shiloh anniversary weekend, the America’s National Parks store hosted a book signing with historian Kevin Getchell, who authored Scapegoat of Shiloh, on hand to sign his books.

A new event was held during the anniversary—the first-ever vintage living history baseball games, performed by the Tennessee Association of Vintage Baseball. The park store and park staff set up a mobile concession stand, and a variety of ballgame-related items were sold at the event along with a selection of books on baseball during the Civil War.

Sleeping Bear Dunes NL experienced strong visitation to the America’s National Parks store; FY19 sales were up eight percent over FY18 and came to $572,444—a new record sales high. The park used $26,200 in EN funding for various needs throughout the year. This included support for the Junior Ranger program through the purchase of 4,000 Junior Ranger patches and 5,000 Junior Ranger badges and printing 150,000 copies of the park newspaper, which is relied on as the main source of information that every visitor receives at the park contact stations.

In addition, this funding supported a volunteer appreciation event and was used to provide a donation to the Grand Traverse Astronomical Society for their services during the Star Party programs held in the park throughout the year. These Star Parties, which attract thousands of visitors, highlight night-sky resources and showcase the importance of dark skies. EN offered merchandise that ties into the night-sky theme, including a “See the Stars” poster and T-shirts, guidebooks, puzzles, and a night-sky mini checker set.

EN provided support for the annual Prairie Harvest Festival at Tallgrass Prairie N PRES by funding costs for interpretive wagon rides in which visitors learn about historic transportation.

At Tuskegee Institute NHS, EN provided support for an Alabama Bicentennial Teacher Workshop that was hosted by the park. As part of this workshop, participating teachers completed lesson plans on the theme of Booker T. Washington. The lesson plans were posted both on the park’s website and the Alabama Bicentennial website and are used for school group park education programs. The park used a total of $10,800 in EN funding in FY19.

At Upper Delaware SRR, the 15th annual Zane Grey Festival was held on July 4 with free activities for attendees that included an educational live birds of prey program, horse-drawn wagon rides to the historic Roebling Bridge, and more. Approximately 600 attended the festival, and visitation to the museum and America’s National Parks store was over 330, helping to boost sales.

Site Manager Ellen McDonell had a special visitor stop by the America’s National Parks Store at Sagamore Hill National Historic Site in September. Prime Minister Scott Morrison of Australia—who is a big Teddy Roosevelt fan—visited the store. Ellen kept the store open for him to help him select some books and unique items.
Awards

EASTERN NATIONAL’S ANNUAL AWARDS highlight excellence in performance and partnership. The awards program was designed to acknowledge outstanding individual achievements and contributions that have had a positive impact on an Eastern National operation or an individual park, thus furthering and promoting EN’s unique relationship with its partners. Here are the winners for 2019:

The CHARLES S. MARSHALL UNIT AWARD was presented to the Outer Banks Group (Cape Hatteras NS, Fort Raleigh NHS, and Wright Brothers N MEM) for exceptional teamwork. This included a multi-year collaboration with EN on the Wright Brothers National Memorial Visitor Center renovation project that resulted in a spectacular visitor experience and an FY19 sales increase of 43 percent over FY18. In addition, the America’s National Parks™ Store at Cape Hatteras National Seashore was expanded and was a participant in the Grow Sales Evaluation, and the Outer Banks Group as a whole entered into EN’s first Philanthropic Partnership Agreement—the catalyst for launching Outer Banks Forever.

SUPERIOR PERFORMANCE AWARDS recognize outstanding partner management of an EN agency, regardless of agency size. This award recognized the top four outstanding partner personnel. Superior Performance Awards were presented to:

James Lewis, chief of interpretation at Stones River NB, for his contributions to EN, including researching and writing content for the new Civil War Mascots Coloring and Activity Book—part of a new line of products offered by Eastern National in FY19—and providing valuable feedback and assistance for EN’s Grow Sales Evaluation at Stones River NB.

Steven Roberts, chief of interpretation at Castillo de San Marcos NM, for his involvement in new initiatives, new item development, and product selection and his assistance, approachability, and encouragement, all helping to create a cohesive partnership and drive sales.

Vince Vaise, chief of visitor services at National Capital Parks-East, for his willingness to consider new ideas, being instrumental in the reopening of the store at Mary McLeod Bethune Council House NHS, partnering with EN during the Grow Sales Evaluation at Frederick Douglass NHS, and always including EN in discussions and planning for sites.

The HERBERT E. KAHLER AWARD recognizes the EN partner judged to have cooperatively managed the most efficient and innovative agency. The winner of this award is selected from among the Superior Performance Award winners. The Kahler Award was presented to Kirsten Talken-Spaulding, superintendent of Fredericksburg and Spotsylvania NMP.

The CUSTOMER SERVICE AWARD was presented to Steamtown NHS and Stones River NB. This award recognizes the EN store staff with the highest average score in EN’s secret shopper program and recognizes exceptional service through the results of online surveys taken from park store receipts. The program evaluates the overall store appearance, product presentation, and staff professionalism. These two park stores earned a tie score of 99.2 percent.

DISTINGUISHED SERVICE AWARDS recognize significant active service at a high level of excellence that has resulted in substantial contributions to EN. Distinguished Service Awards were presented to David Harmon, whose term on the EN board has ended; Peter Milovcich, systems analyst, who retired after 43 years; and Kathy Sumter, staff accountant, who retired after 16 years. Pete joined EN.
in 1976 as a staff accountant and later moved to IT, where he helped develop key processes and eventually settled into his role as systems analyst. He has been instrumental in EN’s growth and is the longest-serving EN employee to date. Kathy joined EN as a purchasing assistant before transitioning to her role as staff accountant. We thank David, Pete, and Kathy for their service.

**SPECIAL ACHIEVEMENT AWARDS** recognize exceptional performance in the area of store operations and partner relations. Awards were presented to the following EN employees:

**Becky Burke**, Southeast regional manager, for her ability and willingness to step into a variety of different roles as needed, knowing where to allocate resources to grow sales, and being a strong team player, mentor, and source of support for our staff and partners.

**Davina “Deane” Collie**, store manager at Fredericksburg and Spotsylvania NMP, for her exceptional customer service and teamwork skills, developing a sales mix that resulted in a four percent increase over prior year, and reenergizing park store operations overall.

**Kailyn Danko**, site manager at Saratoga NHP, for her creative merchandising abilities, positive attitude, teamwork, and superior customer-service skills, resulting in a 6.7 percent increase in sales.

**Wilma Diaz**, site manager at El Yunque National Forest, for stepping in to manage store operations at the site in September and working with the staff during this time to develop a strategy of communication and cohesiveness—leading through the challenges and remaining committed to making an impact during this short-term position assignment.

**Jane Grossman**, site manager at Carl Sandburg Home NHS, for her creativity and dedication to sharing Carl Sandburg’s works and home with the public and developing innovative new sales items that convey core park themes—all resulting in extending visitors’ understanding and appreciation of Sandburg and a 15 percent sales increase over prior year.

**Amber Houske**, training specialist at Eastern National Headquarters, for fostering a culture of continuous learning and improvement, including utilizing the SharePoint training site, developing the *Training Digest* to connect employees to training and development tools, and serving as principal trainer for the Erply Point-of-Sale software implementation.

**Taymí Maldonado**, Coastal Southeast assistant regional manager, for taking on the challenge of handling many different projects, including serving as partnership engagement coordinator at San Juan NHS, where she was the conduit that brought NPS and EN staff, volunteers, large corporations, and communities together.

**Tonya Michael**, store manager at Wright Brothers N MEM, for using the tools she learned in “Back to Base Camp” training to demonstrate consistent and exceptional performance in store operations throughout FY19, resulting in high secret shopper program scores and a 20 percent increase over the sales goal for the fiscal year.

**Tonya Seeley**, store lead associate at Cape Lookout NS, for finding new ways to improve efficiencies and help operations run smoothly—including developing a Point-of-Sale register training manual—and encouraging the development of positive relationships between staff and volunteers.

**Ashley Shortal**, store manager at Castillo de San Marcos NM, for promoting an EN/NPS collaborative team approach to operations at the site by working in partnership with park staff, engaging in park programming, and coordinating with park activities.
Management’s Financial Report

Eastern National Statement of Activities  
Year ended October 31, 2019

<table>
<thead>
<tr>
<th>CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Activities:</td>
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<tr>
<td>Revenues, Net of Cost of Sales, and Other Support:</td>
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</tr>
<tr>
<td>Sales</td>
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<tr>
<td>Cost of Sales</td>
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<tr>
<td>Gross Profit</td>
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<td>Other Revenues and Support</td>
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<td>Total Revenues, Net of Cost of Sales, and Other Support</td>
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<tr>
<td>Expenses:</td>
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<tr>
<td>Selling</td>
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<tr>
<td>General and Administrative</td>
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<tr>
<td>Direct Aid to the National Park Service*</td>
<td>1,359,000</td>
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<tr>
<td>Other</td>
<td>239,000</td>
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<td>Total Expenses</td>
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<tr>
<td>Change in Net Assets Without Donor Restrictions from Operating Activities</td>
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<td>Nonoperating Credits (Expenses):</td>
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<td>Interest Expense</td>
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<td>Pension Related Changes Other than Net Periodic Cost</td>
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<td>Postretirement Medical Cost Related Changes Other than Net Periodic Cost</td>
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<td>Total Nonoperating Activities</td>
<td>(121,000)</td>
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<tr>
<td>Change in Net Assets Without Donor Restrictions</td>
<td>3,021,000</td>
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</table>

<table>
<thead>
<tr>
<th>CHANGES IN NET ASSETS WITH DONOR RESTRICTIONS</th>
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<tr>
<td>Investment Income</td>
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<td>Contributions</td>
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<tr>
<td>Increase in Net Assets With Donor Restrictions</td>
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<table>
<thead>
<tr>
<th>CHANGE IN NET ASSETS</th>
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<tbody>
<tr>
<td>Net Assets - Beginning of Year</td>
<td>12,152,000</td>
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<tr>
<td>NET ASSETS - END OF YEAR</td>
<td>$16,196,000</td>
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*2019 Direct Aid to the National Park Service  

76.7% Interpretive Program Support  
13.4% Agency and Capital Improvements  
8.0% Research and Other  
1.9% Publication Costs and Free Publications
FY19 Sales Product Mix

35.2% Commemorative
25.4% Publications
9.6% Apparel
8.9% Paper & Other Media
9.2% Reproductions
7.7% Accessories
4% Visitor Convenience
Our Team

BOARD OF DIRECTORS
Deborah Yandala, Chair
Gerard Gabrys, Treasurer
Dusty Shultz, Secretary
David Harmon
Bill McKendree
Harvey C. Perry
Susan Schroeder
Daniel Song

EXECUTIVE COMMITTEE
Deborah Yandala, Chair
Gerard Gabrys, Treasurer
Dusty Shultz, Secretary
Bill McKendree

GOVERNANCE COMMITTEE
Bill McKendree, Chair
Kevin C. Kissling, Eastern National President and Chief Executive Officer
Dusty Shultz
Deborah Yandala

FINANCE, AUDIT, AND INVESTMENTS COMMITTEE
Gerard Gabrys, Chair
David Harmon
Harvey C. Perry

PHILANTHROPY COMMITTEE – AD HOC
Deborah Yandala, Chair
Susan Schroeder

NPS ADVISORY GROUP
Midwest Representative and Advisory Group Chair: Lisa Conard Frost, Fort Smith NHS
Northeast Representative: Linda Cook, Weir Farm NHS
Regional Cooperating Association Coordinator Representative: Thomas Richter, NPS Midwest Region
National Capital Representative: Susan Trail, Antietam NB
Southeast Representative: Barclay Trimble, Mammoth Cave NP

SENIOR LEADERSHIP TEAM
Kevin C. Kissling, President and Chief Executive Officer
Scott Grabus, Director of Information Technology
Jessica Green, Outer Banks Forever Director
Meredith McClatchy, Director of Human Resources
Jason Scarpello, Creative Director
Megan Shelley, Chief Operating Officer
Heidi A. White, Chief Financial Officer

HEADQUARTERS TEAM
Krista Adams, Graphic Designer
Jennifer Allen, Publications Coordinator
Stanley Anton, eCommerce Specialist
Lauren Buchter, Buying Operations Assistant
Jordan Cameron, Publications Specialist
Phil Cooney, Store Design and Visual Merchandising Manager
Emily Cruse, Project Manager
Daniel Doyle, Senior Accountant
David Eberle, Marketing Specialist
Janet Fields, Operations Coordinator
Jonathan-Paul Fix, Visual Merchandiser
Emily Geesaman, Marketing Manager
Crystal Graham, Donations Specialist
Juliana Haviv, Merchandise Manager
Andrea Heaton, Controller
Amber Houske, Training Specialist
Maryann Jones, Senior Accounts Payable Specialist
Jordan Kuhn, Junior Systems Administrator
Stacy Madalena, Director of Retail South
Marge McBeth, Accounts Payable Specialist
Elizabeth McGugh, Product Photographer and Content Writer
Peter R. Milovcich, Systems Analyst
Kathleen Montgomery, Publications Manager
Diane Motylinski, Accounts Payable Specialist
Gabrielle Murph, Accounts Payable Specialist
Susan Packer, Payroll Specialist
Corinna Richards, Director of Retail North
Noelle Sapp, Operations Specialist
William Singer, POS Technician
Andrea M. Singmaster, Human Resources and Employee Benefits Administrator
Bonnie Stetson, Administrative Assistant
Kathy Sumter, Staff Accountant

Members of Eastern National’s senior leadership team, left to right: Kevin C. Kissling, Megan Shelley, Meredith McClatchy, Jason Scarpello, Heidi White, and Scott Grabus.
Erin Sweeney, Inventory Planner
Melissa Totten, Human Resources Representative
Mark Vineburg, Operations Support Manager
Scott Weisbrod, POS Technician
Karen Wernick, Communications Specialist
Carica Williams, Office Administration Manager
James Winter, Systems Analyst
John Zimmerman, Software Developer

AMERICA’S NATIONAL PARKS WAREHOUSE TEAM
Tony Bello, Warehouse Lead Product Shipper and Handler
Stephen Drain, Warehouse Manager
Dave Hoffman, Customer Service Specialist
Patricia Jasper, Warehouse Lead Product Shipper and Handler
Richard Michael, Warehouse Product Shipper and Handler
Wayne Tidwell, Warehouse Product Shipper and Handler
Joan Yamrich, Assistant Warehouse Manager

REGIONAL MANAGEMENT TEAM
Helena Adcock – Southern Region
Kevin “Tripp” Bates – Carolinas Region
Lyne Bradley – Midwest Region
Danica Buehren – Virginia Region

Becky Burke – Southeast Region
Brenda Cummins – Coastal Mid-Atlantic Region
Aimee Meadows – Appalachia Region
Nick Miano – National Capital Region
Cathy Nagle-Ervin – Great Lakes Region
Philene Paris – Metro New York Region
Cindy Piccolo – Coastal Southeast Region
Mary Price – New England Region
Karen Searle – Blue Ridge Region
David Wagner – Mid-Atlantic Region

ASSISTANT REGIONAL MANAGEMENT TEAM
Karin Burnette – Coastal Mid-Atlantic Region
Brad Cave – Blue Ridge Region
Davidson Hobbs – National Capital Region
Taymi Maldonado – Coastal Southeast Region
Lee Petey – New England Region

STORE MANAGERS
Jennifer Austin-Janssen, Blue Ridge Parkway – Folk Art Center
Courtney Bittner, Antietam NB
René Capizzi, Assateague Island NS
Julie Castille, Jean Lafitte NHP & PRES – Jackson Square
Davina “Deane” Collie, Fredericksburg and Spotsylvania NMP
Ann Cummings, Acadia NP

Mandy Gardner, Sleeping Bear Dunes NL
Melissa Hawkins, Colonial NHP
Gwenn Hicks, Gulf Islands NS
Mark Hudson, Independence NHP – Benjamin Franklin Museum
Nonna “Gwyn” Johnson, Jamestown Glasshouse
Tyshon Kelton, Martin Luther King, Jr. Memorial
Julie Kirschbaum, Minute Man NHP – North Bridge
Jordan Klatt, Cape Cod NS
Gregory Kraycirik, Flight 93 N MEM
Kevin Marshall, Ford’s Theatre NHS
Tonya Michael, Outer Banks Group – Wright Brothers N MEM
Erin Nolan, Thomas Jefferson Memorial
Patricia Orcutt, Boston NHP – Faneuil Hall
Jacqueline Payne, Cumberland Gap NHP
Paula Perrone, Cape Cod NS – Highland Light
Elizabeth Perry, Fort Sumter and Fort Moultrie NHP – Liberty Square
Teresa Renner, Mammoth Cave NP
Maria Rolon, San Juan NHS
Ashley Shortal, Castillo de San Marcos NM
Paul Tiemann, Boston NHP – Charlestown Navy Yard
Steven Trimmer, Manhattan Sites
The following Eastern National employees reached these milestone anniversaries between November 1, 2018 and October 31, 2019:

**5 Years**

- Michael Anderson, Store Associate, Cape Cod NS
- Daivon Brown, Store Lead Associate, Arlington National Cemetery
- Felicia Bryant, Store Associate, Martin Luther King, Jr. NHP
- Crystal Canterbury, Site Manager, Outer Banks Group – Ocracoke Island
- Stephanie Carney, Store Associate, Martin Luther King, Jr. NHP
- Susan Carpenter, Site Manager, Blue Ridge Parkway – Linville Falls
- Carol Cartwright, Store Associate, Ozark-St. Francis National Forests
- Seraphine Codinha, Tour Guide, Cape Cod NS - Highland Light
- Connie Freighton, Store Associate, Martin Luther King, Jr. NHP
- Ruth Giardina, Site Manager, Steamtown NHS
- Jane Grossman, Site Manager, Carl Sandburg Home NHS
- Judith McCoy, Store Associate, Vicksburg NMP
- Jawara Myles, Store Lead Associate, Thomas Jefferson Memorial
- Colleen Nixon, Store Associate, Natchez NHP
- Katrina Nobles, Site Manager, Martin Luther King, Jr. NHP
- Latisha Pippin, Site Manager, Pea Ridge NMP
- David Poindexter, Assistant Store Manager, Lincoln Memorial
- Pedro Quintana-Davila, Store Associate, San Juan NHS
- Tamara Rapp, Store Lead Associate, Blue Ridge Parkway – Museum of North Carolina Minerals
- Noelle Sapp, Operations Specialist, Headquarters
- Nazli Shah, Assistant Store Manager, Fredericksburg and Spotsylvania NMP
- Leslie Smith, Store Lead Associate, Belmont-Paul Women’s Equality NM
- Crystal Taylor, Store Lead Associate, Lincoln Memorial
- Gail Weeks, Store Associate, Fredericksburg and Spotsylvania NMP
- Arthur Yacobian, Store Lead Associate, Cape Cod NS

**15 Years**

- Reginald Café, Warehouse Supervisor, National Capital Region Warehouse
- Chastity Halfhill, Assistant Store Manager, Flight 93 N MEM
- Ebony Jackson, Assistant Store Manager, Thomas Jefferson Memorial
- Stacy Madalena, Director of Retail South, Headquarters

**20 Years**

- Kevin “Tripp” Bates, Regional Manager, Carolinas Region
- Ellen Beekman, Store Lead Associate, Acadia NP
- Daniel Doyle, Senior Accountant, Headquarters
- Nona “Gwen” Johnson, Store Manager, Jamestown Glasshouse
- Paul Tiemann, Store Manager, Boston NHP – Charlestown Navy Yard
- David Wagner, Regional Manager, Mid-Atlantic Region
- Janice Williams, Store Associate, Ninety Six NHS

**25 Years**

- David Watthall, Site Manager, Petersburg NB
- Heidi White, Chief Financial Officer, Headquarters

**35 Years**

- Brenda Cummins, Regional Manager, Coastal Mid-Atlantic Region
- Karen Searle, Regional Manager, Blue Ridge Region

Rafael Vasquez, Statue of Liberty NM – Ellis Island  
Janu Washington, Vicksburg NMP  
Jerome Wells, Lincoln Memorial  
Joseph Wooley, Arlington National Cemetery

**SITE MANAGERS**

- Patricia Alcaro, Gateway NRA – Sandy Hook Unit
- Gregory Allen, Natchez Trace Parkway
- Christina Alvarado, Manassas NBP
- Sherri Anderson, Grand Portage NM
- Lisa Barrett, Stones River NB
- Daniel Beard, Kennesaw Mountain NBP
- Toni Bell, Canaveral NS
- Julie Bodenheimer, Tuskegee Airmen NHS
- Ellen Bolin, Lincoln Boyhood N MEM
- Jodi Bretzfelder, Dayton Aviation Heritage NHP
- Lois Brown, Adams NHP
- Timothy Byrwa, Pictured Rocks NL
- Kelly Cahoon, Outer Banks Group – Bodie Island
- Crystal Canterbury, Outer Banks Group – Ocracoke Island
- Susan Carpenter, Blue Ridge Parkway – Linville Falls
- Janel Clarke, Effigy Mounds NM
- Tracy Costello Cross, Big South Fork NRRA
- Kailyn Danko, Saratoga NHP
- Robin Davis, Outer Banks Group – Fort Raleigh NHS
- Wilma Diaz, El Yunque National Forest
- Kelly DiNapoli, Harriet Tubman Underground Railroad NHP
- Lou Dixon, Fort Macon State Park
- Abby Dotson, Blue Ridge Parkway – Humpback Rocks
- Brian Downey, Blue Ridge Parkway – Blue Ridge Music Center
- Gregory Erickson, Cuyahoga Valley NP
- Jennifer Fiske, Ozark NSR
- Ruth Giardina, Steamtown NHS
- Les Carter, Carl Sandburg Home NHS
- Debra Hayes, Springfield Armory NHS

Charles Holbrook, Perry’s Victory and International Peace Memorial
Arkile Jackson, Rock Creek Park – Old Stone House
Karen Jaggars, Shiloh NMP
John Kelton, Andersonville NHS
Jacqueline Kent, Cumberland Island NS
Wanda Kindrick, Fort Pulaski NM
Deborah Luketich, Indiana Dunes NP
Tina Maquar, Chickamauga and Chattanooga NMP
Ellen McDonell, Sagamore Hill NHS
Arlene McGrane, Blue Ridge Parkway – Moses H. Cone Memorial Park
Jessica McNeill, Belmont-Paul Women’s Equality NM
Bucky Monreal, Hot Springs NP
Joseph Napurano, Thomas Edison NHP
Wendy Neer, Richmond NBP – Tredegar Iron Works
Nancy Newland, Women’s Rights NHP
Katrina Nobles, Martin Luther King, Jr. NHP
Krystle Odell, Minuteman Missile NHS
Karen O’Neal, Natchez NM
Robert Owen, Blue Ridge Parkway – Humpback Rocks
Robert Phillips, Delaware Water Gap NRA
Latisha Pippin, Pea Ridge NMP
Brandon Pribble, Fort Smith NHS
Destiny Redmon, Wilson’s Creek NB
Sarah Reedy, Fort Necessity NB
Kimberley Snyder, Congaree NP
Elizabeth Springer, Abraham Lincoln Birthplace NHP
Nancy Stewart, Guilford Courthouse NMP
Grady Stribling, Blue Ridge Parkway – Craggy Gardens
Jennifer Sturch, Ozark-St. Francis National Forests
Dale Swapinski, Apostle Islands NL
Michael Vigneau, Blue Ridge Parkway – Waterrock Knob
Kayla Walbridge, Homestead National Monument of America
David Walthall, Petersburg NB
Robert Willey, New River Gorge NR
Kenneth Williams, Selma to Montgomery NHT

ASSISTANT STORE MANAGERS
Sara Brock, Sleeping Bear Dunes NL
Brian Doyle, Statue of Liberty NM – Ellis Island
Andrew Epps, Fort Sumter and Fort Moultrie NHP – Liberty Square
John Farrington, Boston NHP – Charlestown Navy Yard
Christy Fisher, Lincoln Home NHS
Jhoselenny Gonzalez – Statue of Liberty NM
Jarrett Graber, Mammoth Cave NP
Charity Halfhill, Flight 93 N MEM
Hannah Harper, Castle Clinton NM
Paula Hatcher, Arlington National Cemetery
Shelagh Holland, Acadia NP
Ebony Jackson, Thomas Jefferson Memorial
William Keller, Independence NHP – Benjamin Franklin Museum
Gean Mallory, Martin Luther King, Jr. Memorial
Bridgette Nizta-Buwal, Antietam NB
David Poindexter, Lincoln Memorial
Angel Rosa, San Juan NHS
Nazli Shah, Fredericksburg and Spotsylvania NMP
Christa Sisson-Mesrobian, Jamestown Glasshouse
Kathleen Viprino, Cape Cod NS

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Reginald Café, National Capital Region Warehouse
Chris Carter, Blue Ridge Parkway Warehouse
Christopher Davis, Inventory Control, Statue of Liberty NM – Ellis Island

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Thank you to all the Eastern National and non-Eastern National personnel who helped in the preparation of this report.

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