2020 HAS BEEN THE MOST CHALLENGING YEAR in Eastern National’s history. The onset of COVID-19 in the spring had a significant and longlasting impact on our organization, which continues today. There are many we would like to thank for their support and dedication to Eastern National during this year. We are extremely grateful for the visitors to America’s national parks and other public lands, our National Park Service and other public land partners, the Eastern National team, and our dedicated board of directors.

We are grateful to our NPS colleagues who worked with us to quickly resume store operations in early summer. We appreciate the high level of collaboration by leaders at all levels within the National Park Service in support of our long-standing partnership and our mission.

We would like to especially thank our frontline staff and those in customer-facing roles. Your work serving visitors at America’s national parks and other public trusts was a critical step on our path to recovery. To our support teams who developed the safety, financial, and operational protocols needed to resume our mission – we could not have made it through COVID without your creativity and dedication.

We are indebted to our board colleagues who volunteered their time, shared their insight, and provided strong leadership during this year. With their continued guidance, we will chart the course to recovery that uses Eastern National’s resources in a responsible manner.

As difficult a year as it was, there were some notable achievements as well. eCommerce sales were strong and provided a revenue lifeline for the organization. We commemorated the 100th anniversary of the 19th Amendment to the Constitution with a custom product collection and publication, both developed alongside our NPS partners. “Extend the Experience” and the “Virtual Passport Cancellation” programs allowed us to continue to deliver on our mission digitally.

Now we look forward. We want to assure the EN team, our supporters, the National Park Service, and our other public-land agency partners, that we are resilient and determined. We are confident that we will emerge from this crisis as a stronger organization. We look forward to returning to a position of financial health, and continuing to be a strong, trusted partner for many years to come.

Deborah Yandala
BOARD CHAIR
Kevin C. Kissling
PRESIDENT & CEO
Table of Contents

1 Message to Our Supporters
4 Operations Updates
6 Safety
8 Adaptive Operations
10 New Stores
11 Programs
12 Products
13 eCommerce
14 Outer Banks Forever
16 Awards
22 Management’s Financial Report
23 FY20 Sales Product Mix
24 Leadership • Employee Anniversaries
In Memoriam
Operations Updates

OVERVIEW

“You have set yourself a difficult task, but you will succeed if you persevere, and you will find a joy in overcoming obstacles.” – HELEN KELLER

FISCAL YEAR 2020 STARTED OFF STRONGLY for Eastern National. During the first quarter of the year EN saw significant increases in revenue. With momentum heading into the spring, we invested deeply in inventory and store operations, and we geared up for what looked to be a record-setting year. Then, everything changed. In March, we shuttered our stores to help reduce the spread of COVID-19, and shifted our strategic focus to guiding the organization through this unprecedented chapter in EN history.

For a nonprofit organization that relies almost exclusively on earned income from the sale of educational products and services, our organization was severely impacted by store closures. With so much uncertainty due to the global pandemic, much of our longer-term strategic work came to a halt, and we shifted into scenario-based recovery planning to maintain our mission and stabilize our business. We researched and planned for safety measures and training, new revenue streams, expense management, and virtual methods of communication and engagement for staff, partners, and park visitors. Our top priority during this time was the safety and well-being of our employees while managing through this financial crisis.

Our top priority during this time was the safety and well-being of our employees while managing through this financial crisis.

We remained mission-focused by providing new virtual experiences to help bring the parks home during these difficult times. Park visitors were invited to “Extend the Experience” with fun activities, enriching stories, and exclusive free access to Eastern National publications with the Book of the Week series. Along with virtual programs offered by the National Park Service, these moments could be commemorated with virtual cancellations offered through Eastern National’s signature program, Passport To Your National Parks®.

As we navigated business resumption, we were also pleased to open two new park stores in 2020. Eastern National entered into a new partnership agreement with Pilot Mountain State Park, and opened a new store in Pinnacle, North Carolina on August 31st. The America’s National Parks™ Store at the Dwight D. Eisenhower Memorial, a new unit of the National Park Service, opened to the public in Washington, DC, on September 17th.

By the time our fiscal year ended on October 31, one-third of our park stores had resumed adaptive or standard operations following the Eastern National COVID-19 Safety Response Policy. These stores performed at 35% of historical sales for the remainder of the year. We made some very difficult decisions to align expenses with our significantly reduced revenue, including staff and salary reductions, furloughs, delaying implementation of our new point-of-sale system, reducing inventory levels, and canceling all non-critical business spending.

The impact of COVID-19 was immense, both professionally and personally. In addition to staff reductions and store closures, we grieved the sudden passing of two colleagues from our Regional Management team, David Wagner and Kevin “Tripp” Bates. But throughout the year, we remained focused on overcoming challenges and preparing for the future of Eastern National. Today, our team is focused on ensuring employee and visitor safety, maintaining a strong workforce, and managing cash flow to return to financial stability.

Megan Shelley
CHIEF OPERATING OFFICER

Our top priority during this time was the safety and well-being of our employees while managing through this financial crisis.

We remained mission-focused by providing new virtual experiences to help bring the parks home during these difficult times. Park visitors were invited to “ Extend the Experience” with fun activities, enriching stories, and exclusive free access to Eastern National publications with the Book of the Week series. Along with virtual programs offered by the National Park Service, these moments could be commemorated with virtual cancellations offered through Eastern National’s signature program, Passport To Your National Parks®.

As we navigated business resumption, we were also pleased to open two new park stores in 2020. Eastern National entered into a new partnership agreement with Pilot Mountain State Park, and opened a new store in Pinnacle, North Carolina on August 31st. The America’s National Parks™ Store at the Dwight D. Eisenhower Memorial, a new unit of the National Park Service, opened to the public in Washington, DC, on September 17th.

By the time our fiscal year ended on October 31, one-third of our park stores had resumed adaptive or standard operations following the Eastern National COVID-19 Safety Response Policy. These stores performed at 35% of historical sales for the remainder of the year. We made some very difficult decisions to align expenses with our significantly reduced revenue, including staff and salary reductions, furloughs, delaying implementation of our new point-of-sale system, reducing inventory levels, and canceling all non-critical business spending.

The impact of COVID-19 was immense, both professionally and personally. In addition to staff reductions and store closures, we grieved the sudden passing of two colleagues from our Regional Management team, David Wagner and Kevin “Tripp” Bates. But throughout the year, we remained focused on overcoming challenges and preparing for the future of Eastern National. Today, our team is focused on ensuring employee and visitor safety, maintaining a strong workforce, and managing cash flow to return to financial stability.

Megan Shelley
CHIEF OPERATING OFFICER

Our top priority during this time was the safety and well-being of our employees while managing through this financial crisis.
Where We Operated in Fiscal Year 2020

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

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

CONNECTICUT
Coltville National Historical Park
Weir Farm National Historical Park

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

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

ARKANSAS
Fort Proctor Historical Park
Hot Springs National Park

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

IOHIO
Effigy Mounds National Monument
Herbert Hoover National Historic Site

KANSAS
Tallgrass Prairie National Preserve

KENTUCKY
Abraham Lincoln Birthplace National Historical Park

LOUISIANA
Cane River Creole National Historical Park
Jean Lafitte National Historical Park

MAINE
Acadia National Park
Saint Croix Island International Historic Site

MARYLAND
Antietam National Battlefield
Assateague Island National Seashore (MD & VA)
Catoctin Mountain Park
Chesapeake and Ohio Canal National Historical Park (MD, DC, & WV)
Clara Barton National Historic Site (GWMP)
Port Washington Park (NCP)

MASSACHUSETTS
Battle of Bunker Hill Monument

MICHIGAN
Fort Atkinson State Park
Put-in-Bay

MISSISSIPPI
Natchez Trace Parkway
Natchez Trace National Parkway

MISSOURI
Fort Smith National Historic Site

MONTANA
St. Ignatius Mission

NEW HAMPSHIRE
Stratton State Park

NEW JERSEY
American Justice History Site
Barnesville Great Swamp National Wildlife Refuge
Flemington

NEW MEXICO
New Mexico City National Monument

NEW YORK
Fort Ticonderoga

RHODE ISLAND
Narragansett Bay National Wildlife Refuge

SOUTH CAROLINA
Fort Moultrie

TENNESSEE
Fort Loudoun State Historic Park
Fort Loudoun National Historic Site

TEXAS
El Dorado National Wildlife Refuge

UTAH
Cache National Forest

WASHINGTON
Fort Simcoe National Historic Site

WEST VIRGINIA
Ashland Cemetery

WISCONSIN
Fort Snelling National Monument

WYOMING
Fort Bridger National Historic Site

SAFETY

WHEN COVID-19 HIT, our Safety Team worked quickly to develop the EN COVID-19 Safety Response Policy and Program, following CDC and OSHA guidelines. The program includes the policy, safety checklists, employee health screening, and protocols for reporting COVID-19 in the workplace.

The Warehouse was the first to pilot safety protocols in April 2020. In addition to resuming wholesale and eCommerce operations, the warehouse team began sourcing personal protective equipment (PPE) and cleaning supplies in anticipation of stores reopening to the public. They worked tirelessly to keep our employees and customers safe. And the Safety Team did an excellent job of setting up the Headquarters office to allow staff to return to work safely, which included social distancing protocols and specific office safety procedures for working in open or private spaces.

When park stores began resuming operations in June, pre-opening training, reopening checklists, and daily employee health screening requirements kept safety protocols at the forefront of our teams’ minds. Workplace safety coordinators were designated for each location and served as the liaisons between their worksite and EN leadership regarding safety in the workplace, while collaborating with park staff to implement safety protocols for all staff, visitors, and partners.

Visitor feedback regarding EN’s safety response has been overwhelmingly positive. 99.2% of park visitors surveyed rated their overall impression of store cleanliness and safety protocols as meeting or exceeding their expectations. 61% said our stores’ safety guidelines were exceptional.

“Excellent and safe during covid! Staff were very helpful and well informed!”
– PARK VISITOR TO STONES RIVER NB

“Clean during a pandemic, guidelines were being followed.”
– PARK VISITOR TO COLONIAL NHP

“Staff was very friendly and kept the high touch areas sanitized.”
– PARK VISITOR TO STEAMTOWN NHS

“Glad the store associate was wearing a mask.”
– PARK VISITOR AT LINCOLN MEMORIAL

“The worker was very knowledgeable and greeted each person that came in. Sanitizing product was available as you entered.”
– PARK VISITOR TO GULF ISLANDS NS

Employees like Bridgette Nitza-Buwala from the America’s National Parks Store at Antietam NB frequently sanitize high-touch areas.

Safety procedures were implemented across all areas of the organization, including the Jamestown Glasshouse.

* affiliated agencies

Good safety procedures are good customer service! Lisa Barrett safety greets visitors with a friendly wave at the Stones River NB Park Store.

Public feedback on our Safety in the Workplace Program
ADAPTIVE OPERATIONS

AS EASTERN NATIONAL PREPARED TO REOPEN PARK STORES during the pandemic, an enormous amount of planning went into identifying options for both standard operating models and adaptive operations. We worked closely with our park partners to consider alternative methods of efficiently and cost-effectively reopening stores.

Eastern National safety protocols were the guiding force in determining alternative store layouts or locations, and our regional and store managers met virtually with their park partners to discuss available alternatives. Most locations were able to reopen safely by moving fixtures or making simple alterations, although a few stores needed significant changes to operations. Some stores operated outdoors in tents as weather permitted. Many parks provided interpretation outdoors during the pandemic. In those cases, park stores were able to open as usual, but Eastern National staff served as the indoor visitor contacts and park orientation guides inside the visitor center, in accordance with local guidance for retail stores. Park stores at Carl Sandburg NHS, Tuskegee Airmen NHS and Cape Cod NS opened in alternate locations as they were determined to be better for safety protocols.

Our findings in the first six months of resuming operations were that the stores with the quickest recovery and highest revenue were those that were able to maintain a standard operating model in their regular footprint. We developed and implemented best practices in safety and adaptive operations, and shared them with National Park Service and other nonprofit partners during cooperating association trainings and the 2021 Public Lands Alliance Conference, to encourage sustainable business environments for partners during a global pandemic.
New Stores

Pilot Mountain State Park opened a new store in Pinnacle, North Carolina, on August 31st. The Dwight D. Eisenhower Memorial, a new unit of the National Park Service, opened to the public in Washington, DC, on September 17th.

Programs

WHEN THE 2020 CHERRY BLOSSOM FESTIVAL WAS CANCELED it became apparent that there would be a need to keep visitors connected to America’s parks in new ways. Eastern National’s Creative team was able to quickly develop and launch “Extend the Experience,” a themed weekly educational newsletter that included a free digital Book of the Week, accompanying content from NPS, and virtual Passport cancellations.

When operations resumed at the America’s National Parks™ Warehouse, a “Shop the Experience” section was added to the newsletter to help bolster eCommerce sales.

The idea to use virtual Passport cancellations to extend park experiences during the pandemic was borne of EN’s central mission to promote understanding and appreciation of our parks. By offering free virtual Passport cancellations and tying them to virtual experiences curated by the parks themselves, we were able to continue pursuing our mission by connecting would-be visitors to individual sites and themes from the comfort and safety of their own homes.

During FY 2020 more than 300 virtual Passport cancellations were created for 165 parks. Social media engagement on the Passport channels increased significantly across all channels. Extend the Experience and Virtual Passport cancellations drove more than 16,000 new users to the America’s National Parks™ website.
Products

EN’S MERCHANDISE DEPARTMENT SHIFTED its product and inventory strategy in 2020 due to the uncertain nature of store openings. We worked closely with staff and our partners to align on store transfers, temporary product approvals, and creative replenishment approaches to help stock the right product in the right place at the right time. Several product lines were reimagined to refreshen their appeal. We introduced Passport® Classic and Junior Ranger “Starter Kits,” and piloted “Mystery Bags” featuring surprise collectibles – and all three proved to be popular with online shoppers.

eCommerce

LIKE MANY RETAILERS, THE SHIFT AWAY from in-person shopping increased our online business throughout the first year of the pandemic. Our eCommerce site, the America’s National Parks™ Online Store, was the top-performing store for the year. Sales exceeded prior year by 12%. Not surprisingly, some product categories shifted significantly this year due to more virtual park visits. Compared to previous years, we saw marked increases in demand for apparel, crafts and hobbies, and toys and games.

Compared to previous years, we saw marked increases in demand for apparel, crafts and hobbies, and toys and games.
Outer Banks Forever

DIRECTOR’S LETTER:
WHEN EASTERN NATIONAL LAUNCHED Outer Banks Forever in early 2019, our vision was to build a strong foundation of support to protect and enhance these three amazing parks. We carried that vision through our second year of operation, despite the many challenges we all faced as a local and global community.

The Outer Banks national parks have always been a haven for visitors – allowing them glimpses back in time to stories that changed our nation, as well as providing open spaces and opportunities to connect with the beautiful and varied environment on these barrier islands. This past year you helped us stand strong beside our parks and adapt to the ever-changing needs of our community – whether they were here in person or at home – in need of ways to stay connected to this place that truly becomes a part of you after you visit.

One way we helped your parks adapt in 2020 was by supporting virtual learning and experiences. Through these initiatives, we helped engage nearly 80,000 people who enjoyed online experiences like virtual sea turtle nest excavations, virtual field trips, and online events like the 150th anniversary of the Cape Hatteras Lighthouse.

In July 2020, we announced our first round of projects to support your OBX national parks. I am thrilled to report that with the support of our generous donors and sponsors, we have fully funded 4 of those 6 initial projects and are working to implement them with your parks in 2021. These projects will create new ways for you and your family to safely experience your OBX national parks:

• Expanding Digital Aviation Education
• Views From Your Parks Webcams
• Artist in Community
• Mobility Friendly Kayak Launch at Oregon Inlet

In addition to these projects, your support has allowed us to strengthen the bonds between our community and your parks which will in turn only make our impact greater. 2021 is going to be an exciting year for us and your parks. I look forward to our continued work together to protect and enhance these special places.

Jessica Barnes Green
DIRECTOR, OUTER BANKS FOREVER

“Growing up on the Outer Banks I was lucky to experience our three national parks firsthand. Whether it was a field trip to Fort Raleigh, the 100th anniversary of flight at the Wright Brothers Memorial, or a beach day down on Cape Hatteras National Seashore, all three provide fond memories. I truly believe that these three parks are an integral part of the history, culture and heritage of the Outer Banks of North Carolina.”

— NICK GRAHAM, FOUNDING BOARD MEMBER
Awards

We are proud to recognize the people, programs, and partners who received Eastern National and partner awards in 2020.

RECOGNITION FROM PARTNERS AND PEERS

JAMES V. MURFIN AWARD
Presented by the National Park Service

Stacy Madalena, EN director of retail, received the 2019 James V. Murfin Award from the National Park Service on March 2, 2020. The Murfin Award recognizes an individual who has made a significant and lasting contribution to the partnership between the NPS and cooperating associations over time.

NPS Acting Associate Director for Interpretation, Education, and Volunteers Tom Medema presents EN Director of Retail Stacy Madalena with the James V. Murfin Award at the 2020 Public Lands Alliance Convention.

OUTSTANDING PUBLIC ENGAGEMENT HONORABLE MENTION
Presented by the Public Lands Alliance

The Public Lands Alliance award for “Outstanding Public Engagement” recognizes exemplary products, displays, programs or services created in partnership by a nonprofit organization and a land management agency that advance meaningful and sustainable connections between individuals and America’s public lands.


EASTERN NATIONAL ANNUAL AWARDS

Eastern National’s annual awards highlight excellence in performance and partnership. The awards program was designed to acknowledge outstanding individual 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.

The CHARLES S. MARSHALL UNIT AWARD recognizes the most outstanding agency that has achieved noteworthy teamwork in promoting and aiding the historical, scientific, educational, interpretive and operational activities of our partners through EN agency operation. The 2020 Award recipient is Mammoth Cave NP.

The SUPERIOR PERFORMANCE AWARD recognizes outstanding partner support of an Eastern National agency. They are awarded annually to the top four outstanding partner personnel, regardless of agency size. The 2020 Superior Performance Awards were presented to:

Pauline Angelakis, superintendent of Carl Sandburg Home NHS, for her creativity and extraordinary effort in supporting adaptive operations. Under her leadership, the park included Eastern National in adaptive operations planning and relocated our store to a more open-air space and created contact-free shopping and visitor services.

Joanne Blacoe, interpretation planner, Interior Region 1 North Atlantic – Appalachian, for her partnership and commitment to our mission. Throughout the multi-year development and delivery of the 19th Amendment Centennial Collection, she helped Eastern National deliver its mission in educating a wider audience on women’s history. Her commitment to our partnership will serve as a template for creating synergy between interpretive planning and product development for years to come.

Glenn Klaus, visual information specialist, National Mall & Memorial Parks, for his partnership and commitment to our mission. Glenn has been a champion for Eastern National during planning meetings for major projects at the Lincoln Memorial and Thomas Jefferson Memorial to ensure visitors’ interpretive journeys flow seamlessly from the memorials into our America’s National Parks stores. When COVID-19 hit, he offered his assistance in getting visitors safely into our stores and to promoting a sustainable store operation.

SPECIAL ACHIEVEMENT AWARDS

In a typical year, the Eastern National awards committee reviews nominations and chooses select employees to be recognized with SPECIAL ACHIEVEMENT AWARDS. The recipients of these awards have demonstrated exceptional performance in the areas of retail operations and partner relations. But 2020 was not a typical year.

This year, the awards committee unanimously agreed that every Eastern National employee earned a Special Achievement Award by going above and beyond in at least one of the following ways:

• Commitment to Partnership and EN’s Mission
• Attention to Employee and Visitor Safety
• Creativity and Extraordinary Effort in Supporting EN’s Adaptive Operations

We thank the entire team for their unwavering commitment to the organization and their outstanding contributions to Eastern National in the operation of its agencies and support of the National Park Service.

The 2020 EASTERN NATIONAL SPECIAL ACHIEVEMENT AWARD winners are:

Angie Alicea, San Juan National Historic Site
Christina K. Alvarado, Manassas National Battlefield Park
Stanley Anton, Creative Department
John Paul Arrington, Fort Sumter and Fort Moultrie National Historical Park
Angela A. Ashley, Appomattox Court House National Historical Park
Angela Marie Avery, Fort Sumter and Fort Moultrie National Historical Park
Anita R. Ayala, San Juan National Historic Site
Margo L. Azzarelli, Steamtown National Historic Site
Lisa A. Barrett, Stones River National Battlefield
Daniel Auburn Beard, Kennesaw Mountain National Battlefield Park
Ellen E. Beekman, Acadia National Park
Toni C. Bell, Canaveral National Seashore

Anthony Bella, America’s National Parks™ Warehouse
Courtney M. Bittern, Antietam National Battlefield
Julie Lynne Bodenheimer, Tuskegee Airmen National Historic Site
Mary Katherine Bolch, Blue Ridge Parkway
Matthew Borders, Antietam National Battlefield
Kristen Noel Bowman, Kennesaw Mountain National Battlefield Park
Jane P. Boynton, Acadia National Park
Lyne Bradley, Midwest Region
Nikki E. Branscom, Cumberland Gap National Historical Park
Clare W. Britcher, Jamestown Glasshouse, Colonial National Historical Park
Daivon Michael Brown, Arlington House, Arlington National Cemetery, George Washington Memorial Parkway

David T. Brown, Congaree National Park
Brierra D. Brown, National Mall & Memorial Parks
Robert M. Bryan, Antietam National Battlefield
James M. Buchanan, Antietam National Battlefield
Randy Alan Buchman, Antietam National Battlefield
Danica Buehner, Virginia Region
Rebecca M. Burke, Southeast Regional Office
Reginald Cape, National Mall & Memorial Parks
Kelly Cahoon, Bodie Island, Cape Hatteras National Seashore
Crystal Canterbury, Appomattox Court House National Historical Park
Chris Carter, Blue Ridge Parkway
Sandra E. Carver, Mammoth Cave National Park
Richard Damian Cecil IV, Mammoth Cave National Park
Teresa A. Chavers, National Mall & Memorial Parks
Davina Deane Collie, Fredericksburg & Spotsylvania National Military Park

David N. Hoffman, America’s National Parks™ Warehouse

Anthony T. Hoffman, Independence National Historic Site
Jaclyn Fox, Independence National Historical Park
Rogers Fred, Antietam National Battlefield
Mandy Lynn Gardner, Sleeping Bear Dunes National Lakeshore
Scherri L. Gates, Colonial National Historical Park
Sheaunne Brennan Gerhard, Cape Hatteras National Seashore
Ruth Louise Giardina, Steamtown National Historic Site
James P. Gilligan, Salem Maritime National Historic Site
Josseile Gonzalez, San Juan National Historic Site
Jhoselenny Gonzalez, Statue of Liberty National Monument
Amy J. Gordon, Bodie Island, Cape Hatteras National Seashore
Brad Gottfried, Antietam National Battlefield
Scott Grubus, IT Department
Jessica Barnes Green, Outer Banks Forever
Jane Lisbeth Grossman, Carl Sandburg Home National Historical Site
Kathleen Elizabeth Haines, Colonial National Historical Park

Casey Ann Hailhill, Flight 93 National Memorial
Stephen Langton Hall, National Mall & Memorial Parks
Brian Christopher Downey, Blue Ridge Parkway
Daniel J. Doyle, Accounting Department

Heather Ann Hallsby-Bernstein, Acadia National Park
Hannah L. Harper, Castle Clinton National Monument
David Michael Harris, Blue Ridge Parkway
Kelly D. Hartman, Wright Brothers National Memorial
Juliana M. Haviv, Merchandise Department
Melissa Kay Hawkins, Colonial National Historical Park
Andrea M. Heaton, Accounts Payable and Accounting
Rocksana M. Henry, Hot Springs National Park
Gwenn E. Hicks, Gulf Islands National Seashore
Davidson Hobbs, National Capital Regional Office
David N. Hoffman, America’s National Parks™ Warehouse
Sharon Lynne Hogan, National Mall & Memorial Parks
Shelah Holland, Acadia National Park
Amber J. Houske, Human Resources & Administration Department
Taylor N. Howard, Blue Ridge Parkway
Mark Hudson, Independence National Historical Park
Kelly Q. Inman, Jamestown Glasshouse, Colonial National Historical Park
Arkile Keaund Jackson, National Mall & Memorial Parks
Ebony Regina Jackson, National Mall & Memorial Parks
Timothy D. Jacobs, Flight 93 National Memorial
Karen Renee Jaggars, Shiloh National Military Park

Stephen M. Clark, superintendent of National Parks of Western Pennsylvania, for his creativity and extraordinary effort in supporting adaptive operations. Under his leadership the Western Pennsylvania parks were committed to reopening their sites as soon as possible following the March COVID-19 closure. All five America’s National Parks stores opened by June 19 in their existing standard operating model with enhanced safety protocols, becoming a model for many other Eastern National store operations and yielding the best results for financial recovery.

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 2020 Herbert E. Kahler Award winner is Stephen M. Clark, superintendent, National Parks of Western Pennsylvania.
Christopher Allen Jenkins, Minute Man National Historical Park

Rene Jeppesen-Capizzi, Assateague Island National Seashore

Nonna G. Johnson, Jamestown Glasshouse, Colonial National Historical Park

Maryann Jones, Accounts Payable Department

Tyshon K. Kelton, National Mall & Memorial Parks

Jacqueline L. Kent, Cumberland Island National Seashore

Wanda Sue Kindrick, Fort Pulaski National Monument

Janice Marie King, Salem Maritime National Historic Site

Jordan Roy Klatt, Cape Cod National Seashore

Stephen L. Koskey, Blue Ridge Parkway

Gregory Kraycirik, Flight 93 National Memorial

Jordan Kuhn, IT Department

Candice N. Lengyl, Blue Ridge Parkway

Leandra M. Lewis, Cape Hatteras National Seashore

Deborah A. Luketic, Indiana Dunes National Park

Stacy Madalena, Retail Operations Department

Taymi Maldonado, El Yunque National Forest

Gea D. Mallory, National Mall & Memorial Parks

Tina M. Maquar, Chickamauga-Chattanooga National Military Park

Laura L. Marfut, Antietam National Battlefield

Kevin Quintin Marshall, National Mall & Memorial Parks

Anne Carmelina Martina, Acadia National Park

Justin May nue, Antietam National Battlefield

Susan R. Mayne, Acadia National Park

Christine B. Mayotte, Assateague Island National Seashore

Marge M. McBeth, Accounts Payable Department

Meredith McClatchy, Human Resources & Administration Department

Arleene P. McGrane, Blue Ridge Parkway

Aimee Denise Meadows, Appalachia Regional Office

Gloria C. Melfi, Cape Hatteras National Seashore

Nicholas Miano, National Capital Regional Office

John S. Milton, Fort McAron State Park

Bucky Monreal, Hot Springs National Park

Susan M. Moore, Blue Ridge Parkway

Deborah Elaine Morgan, Blue Ridge Parkway

Sharon A. Murray, Antietam National Battlefield

Jawara Abdalla Myles, National Mall & Memorial Parks

Wendy Neer, Richmond National Battlefield

Nancy A. Newland, Women’s Rights National Historical Park

Bridge e E. Nitza-Buwala, Antietam National Battlefield

Colleen Marie Nixon, Natchez National Historical Park

Katrina Marie Nobles, Martin Luther King, Jr. National Historical Park

Erin Leigh Nolan, National Mall & Memorial Parks

Krystle A. Oedell, Minuteman Missile National Historic Site

Patricia Marie Orcutt, Boston National Historical Park

Susan Carol Packer, Accounting Department

Dwight G. Parker, Blue Ridge Parkway

Kevin R. Pawlak, Antietam National Battlefield

Brandon M. Payne, Arlington House, Arlington National Cemetery, George Washington Memorial Parkway

Jaqulin Suzanne Payne, Cumberland Gap National Historical Park

Elizabeth Jacques Perry, Fort Sumter and Fort Moultrie National Historical Park

Lee Anne Pettey, Northeast Regional Office

Lindsay Maria Phaup, Jamestown Glasshouse, Colonial National Historical Park

Cindy Piccolo, Coastal Southeast Region

Sandra Elaine Pickton, Fort Pulaski National Monument

David Anthony Poin detr, National Mall & Memorial Parks

John M. Priest, Antietam National Battlefield

Martin Gregory Pritchett, Antietam National Battlefield

Caitln H. Raymond, Manassas National Battlefield Park

Sarah Elizabeth Reedy, Fort Necessity National Battlefield

Sam Berge son Remper, Jamestown Glasshouse, Colonial National Historical Park

Teresa Louise Renner, Pilot Mountain State Park

Charles R. Rich, Shiloh National Military Park

Corinna M. Richards, Metro New York and Boston Regional Office

Ronald K. Rogers, Jamestown Glasshouse, Colonial National Historical Park

Gary Rohrer, Antietam National Battlefield

James A. Rosebrock, Antietam National Battlefield

Jason Scarpello, Creative Department

Peggy Lynn Scherer, Flight 93 National Memorial

John W. Schultz, Antietam National Battlefield

Eric V. Schneider, Jamestown Glasshouse, Colonial National Historical Park

Karen A. Searle, Blue Ridge Parkway Regional Office

Weston Sellars, Mammoth Cave National Park

Niki A. Semmack, Boston National Historical Park

Gerrit T. Sheard, National Mall & Memorial Parks

Jacob D. Shelnute, Jamestown Glasshouse, Colonial National Historical Park

Megan Shelley, Operations Department

Ashley L. Shortal, Castillo De San Marcos National Monument

Cheryl L. Shett, Bodie Island, Cape Hatteras National Seashore

Andrew M. Singmaster, Human Resources & Administration Department

Andrew Skavicus, Minute Man National Historical Park

James Kent Skill, Fort Sumter and Fort Moultrie National Historical Park

David L. Slaton, Antietam National Battlefield

Nicholas A. Sloan, Mammoth Cave National Park

James O. Smith, Antietam National Battlefield

Kimberley S. Snyder, Congaree National Park

Brooks E. Spain, Jamestown Glasshouse, Colonial National Historical Park

Elizabeth Anne Springer, Abraham Lincoln Birthplace National Historical Park

Joseph Stahl, Antietam National Battlefield

Erlie Sweeney, Merchandise Department

Crystal Ann Taylor, National Mall & Memorial Parks

Wayne Eric Tidwell, America’s National Parks’ Warehouse

Paul H. Tiemann, Boston National Historical Park

Jonathan Tokay, Blue Ridge Parkway

Nina L. Treherne, Wright Brothers National Memorial

Stephanie Trent, Gulf Islands National Seashore

Steven M. Trimmer, Castle Clinton National Monument

Nancy Ann Vajo, Johnstown Flood National Memorial

Rafael Vasquez, Statue of Liberty National Monument

Stefanie Vazn lies, Indiana Dunes National Park

Michael H. Vigneau, Blue Ridge Parkway

Christopher Vincent, Antietam National Battlefield

Mark A. Vineburg, Retail Operations Department

Kathleen A. Viprino, Cape Cod National Seashore

Kayla Wallbridge, Homestead National Monument

Janu Washington, Vicksburg National Military Park

Robert S. Watt, Mammoth Cave National Park

Gail A. Weeks, Frederickburg & Spotsylvania National Military Park

Jerome Wells, National Mall & Memorial Parks

Karen Boedecker Wernick, Creative Department

Roger K. White, Jamestown Glasshouse, Colonial National Historical Park

Heidi A. White, Finance Department

Carica Williams, Human Resources & Administration Department

Kenneth L. Williams, Seima to Montgomery National Historic Trail

Logan Alexandra Willis, Wright Brothers National Memorial

James R. Winter, IT Department

Joseph David Wooley, Arlington House, Arlington National Cemetery, George Washington Memorial Parkway

Joan Mary Yamrich, America’s National Parks’ Warehouse
Management’s Financial Report

Condensed Statement of Activities and Changes in Net Assets
Year Ended October 31, 2020

<table>
<thead>
<tr>
<th>Revenues and Other Support</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>$16,252,569</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>6,724,412</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>9,528,157</td>
</tr>
<tr>
<td>Other Support</td>
<td>105,170</td>
</tr>
<tr>
<td>Total Revenue and Support</td>
<td>9,633,327</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>12,517,210</td>
</tr>
<tr>
<td>Direct Aid to the National Park Service*</td>
<td>416,106</td>
</tr>
<tr>
<td>General and Administrative</td>
<td>3,661,838</td>
</tr>
<tr>
<td>Other</td>
<td>17,574</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>16,612,728</td>
</tr>
</tbody>
</table>

Increase (decrease) in net assets from operating activities (6,979,401)
Adjustment to net assets from non-operating activities (1,200,764)
Increase (decrease) in net assets Without Donor Restrictions (8,180,165)
Changes in Temp Restricted Net Assets with Donor Restrictions 67,735
Change in Net Assets (8,112,430)
Net assets, beginning of the year 16,195,886
Net assets, end of the year $8,083,456

*2020 Direct Aid to the National Park Service

72% Interpretive Program Support
17% Publication Costs and Free Publications
11% Agency and Capital Improvements

The Massachusetts Woman Suffrage Association used bluebirds on campaign signs leading up to a statewide referendum in 1915. The symbol was reproduced as a pin as part of Eastern National’s 19th Amendment Centennial Collection.

FY20 Sales Product Mix

36.3% Commeorative (Includes Passport)
26.9% Publications (Includes Jamestown glass)
9.4% Reproductions (Includes Jamestown glass)
9.3% Apparel
8.3% Paper & Other Media
6.9% Accessories
2.9% Visitor Convenience
Leadership

BOARD OF DIRECTORS
Deborah Yandala, Chair
Gerry Gabrys
Bill McKendree
Harvey C. Perry
Susan Schroeder
Dusty Shultz
Daniel Song
Bob Vogel

OFFICERS
Deborah Yandala, Chair
Heidi White, Treasurer
Dusty Shultz, Secretary

EXECUTIVE COMMITTEE
Deborah Yandala, Chair
Gerry Gabrys
Bill McKendree
Dusty Shultz, Secretary
Kevin Kissling, President & CEO

FINANCE COMMITTEE
Gerry Gabrys, Chair
Harvey Perry
Kristie Paskvan
Daniel Song
Bob Vogel
Heidi White, Treasurer and CFO

GOVERNANCE COMMITTEE
Bill McKendree, Chair
Dusty Shultz
Deb Yandala
Kevin Kissling, Eastern National President & CEO

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

Kevin “Tripp” Bates, regional manager of Eastern National’s Carolinas Region, passed away on April 27, 2020. Tripp was a longtime member of the EN family, having marked his 20-year anniversary in 2019. Tripp joined EN in 1999 as site manager at Fort Sumter NM. He advanced to assistant regional manager in December 2007, and became regional manager in January 2009. Tripp will always be known for his sense of humor and dedication to Eastern National and the national parks he served.

Gary Everhardt, former Eastern National board member and director of the National Park Service, passed away December 27, 2020, just days after his beloved wife and fellow park advocate Nancy had passed. Gary committed his career to national parks, spending more than two decades as superintendent of the Blue Ridge Parkway. Shortly after his retirement, Gary joined the Eastern National board of directors, where he served from 2001 – 2006, including as vice chair in 2006. Nancy was by his side the entire time, sharing Gary’s dedication to the parks.

Employee Anniversaries

The following Eastern National employees reached these milestone anniversaries between November 1, 2019 and October 31, 2020:

**5 Years**
- John Arrington, Store Lead Associate, Fort Sumter NM - Liberty Square
- Matthew Borders, Antietam NB
- Lyne Bradley, Midwest Region
- Adrian Davis, Fort Macon State Park
- Brian Downey, Blue Ridge Parkway - Music Center
- Stephen Drain, America’s National Parks™ Warehouse
- Shauneen Gerhard, Cape Hatteras NS
- David Harris, Blue Ridge Parkway - Linville Falls
- Amber Houske, Headquarters
- Timothy Jacobs, Flight 93 NM
- Gregory Kraycirik, Flight 93 NM
- Marisol Maldonado, San Juan NHS - El Morro
- Nancy Newland, Women’s Rights NHP
- John O’Brien, Cape Cod NS - Highland Lighthouse
- Jacqueline Payne, Cumberland Gap NHP
- Elizabeth Perry, Fort Sumter NM - Liberty Square
- Sarah Reedy, Fort Necessity NS
- Torena Renner, Pilot Mountain State Park
- Corinna Richards, Metro New York Region
- Daniel Ridgeway, Martin Luther King, Jr. NHP
- Scott Scherer, Flight 93 NM
- Peggi Scherer, Flight 93 NM
- Trista Stutzman, Flight 93 NM
- Carol Thompson, Acadia NP
- Christine Twombly, Cape Cod NS

**10 Years**
- Carla Gutridge, Store Lead Associate, George Washington Birthplace NMP
- Erin Nolan, Store Manager, National Mall & Memorial Parks - Dwight D. Eisenhower Memorial
- Tyshon Kelton, Store Manager, National Mall & Memorial Parks - Martin Luther King, Jr. Memorial
- Charles Holbrook, Site Manager, Perry's Victory & International Peace Memorial
- Elizabeth Swofford, Store Associate, Natchez NHP
- Wanda Kindrick, Site Manager, Fort Pulaski NM

**15 Years**
- Debra Hayes, Site Manager, Springfield Armory NHS
- Lois Brown, Site Manager, Adams NHP
- Wilma Diaz, Assistant Store Manager, San Juan NHS - El Morro

**35 Years**
- Sherri Gates, Store Associate, Colonial NHP