

TRAIL GUIDE TO 2022

Return to the Summit!

OUR GOAL IN PREPARATION FOR SUMMER 2022 is to continue to recover from the profound financial and operational impacts that COVID-19 has had on Eastern National, and to prepare for the upcoming summer travel season. We will continue to ensure the safety of our people and visitors; remain agile to the unpredictable environment that COVID-19 is having on supply chains, labor markets, and travel trends; and prepare for a return to financial stability.

PEOPLE



Safety of our team and customers continues to be a key focus. We will continue to support the wellbeing of our teams, address capacity needs, and adjust our strategies to ensure continued success in recruiting and retaining team members, to maintain high levels of engagement across the organization.

Key objectives:

- Explore opportunities to expand our focus on diversity, equity, and inclusion across our team and in the work we perform.
- Expand safety programs to continue providing a safe work environment for our teams, visitors, and partners.
- Build a recruiting model to quickly increase our field, regional, and headquarters teams to address capacity and partner needs.
- Develop, implement, and support employee engagement, retention, and total reward programs to address market competitiveness.
- Establish employee performance criteria for FY 2022.

PARTNERSHIPS



Continued collaboration is a key focus, to ensure that partners and staff remain aware of the significant impact that COVID-19 continues to have on EN operations and our people.

Key objectives:

- Ensure mutual understanding of each partner's needs, with a high level of trust in each other's priorities and decision-making processes.
- Provide frequent communications about EN's focus, the impact COVID-19 continues to have on our resources, and the true length of recovery.
- Support our regional managers as the primary relationship contact for park staff, to ensure timely and safe opening of park stores for the 2022 season.
- Encourage partners to continue communicating timely operational changes that may impact Eastern National stores and staff.
- Provide virtual educational experiences to visitors through a variety of mission-focused initiatives.

OPERATIONS



Capacity is a key focus in Operations, as we rebuild our team and upgrade our technology to support our stores, while ensuring strong safety protocols remain in place for our staff.

Key objectives:

- Modify inventory buying cycles to align with vendor delivery delays caused by disrupted global supply chains.
- Adjust retail prices to compensate for higher merchandise, freight, payroll, and benefits costs due to market disruptions, to ensure a timely return to financial stability.
- Restart centralized vendor management and buying of select product categories to streamline our supply chain, maximize our buying power, and ensure quality standards are met.
- Resume reprinting Eastern National high-priority publications, to grow revenue and deliver on our educational mission.
- Implement a new point-of-sale system to improve retail operations and support the future needs of the organization.

FINANCES



Stability is our overarching focus. We continue to adjust our strategies based on current levels of income, while tightly managing expenses and cash flow to ensure the long-term health of the organization.

Key objectives:

- Determine future cash reserve needs to ensure the organization is well-positioned for unforeseen disruptions.
- Invest in appropriate levels of inventory to meet customer demand in alignment with product availability.
- Expand current philanthropic efforts and explore new opportunities to further support interpretation and education.
- Continue to manage expenses to align with revenue as we regrow the organization and address critical business needs.
- Invest in high-priority reprints and store renovation projects. Develop a plan for resumption of aid to parks in compliance with updated NPS policies and industry best practices.

