

2016
ANNUAL
REPORT



FISCAL YEAR 2016



Front Cover: As an NPS Centennial event, Upper Delaware SRR hosted a "100th Birthday Party" during which park staff and volunteers as well as the National Canoe Safety Patrol formed the number "100" in the river with kayaks and canoes.

PHOTO BY DAVID B. SOETE COURTESY OF UPPER DELAWARE SRR

Inside Front Cover/Page 1: Hensley Settlement at Cumberland Gap National Historical Park.

PHOTO BY HAROLD L. JERRELL



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 donations to America's national parks have purchased 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. Donations have also funded 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 160 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 \$142 million in direct and in-kind donations to our partners.





Board Chair's Message

On behalf of the Eastern National Board of Directors, management, and staff, I am honored to present Eastern National's 2016 annual report. It is gratifying to have experienced such a high level of success in the year in which we celebrated the National Park Service Centennial.

I would like to thank our partners in the parks we serve for their cooperation and counsel as we strive together each day to provide exceptional educational experiences to park visitors. I appreciate the contributions and support of each member of our board in this endeavor. It has been most satisfying as the board chair to work with new Chief Executive Officer Kevin Kissling and his staff and to see them so adeptly build on the momentum of our past efforts and take the organization to new heights.

As we look toward the coming year, we welcome Harvey Perry to our board. Harvey has a distinguished career in the banking industry and has served on various boards and capital campaign committees for nonprofit organizations. We bid a fond farewell to departing board member Deb Yandala, whose term has concluded, and we thank her for her many contributions to our success.

We are pleased with our results, and we need to remain focused on the future. Our current success is clearly the result of the plans, decisions, and investments that we strategically made in the past. It is important to continue this momentum and to be steadfast in our approach. Our goal remains to invest our resources wisely so we can drive our partnership with the partners we serve to even greater levels of achievement.

George Minnucci



Fort Pulaski National Monument
PHOTO BY JOEL CADOFF



Chief Executive Officer's Message

As the National Park Service's centennial year comes to a close, and I reflect on success during the past year, I'm reminded how honored I am to work for such an incredible, mission-based organization with so many talented people. The year was full of many accomplishments,

and none of them would have been possible without the dedication of all Eastern National team members, our board of directors, and our partners.

2016 was a year of extraordinary results that exceeded expectations. Centennial-branded product lines, new publications, our signature Passport To Your National Parks® program, and e-commerce all contributed to our success. A key factor driving sales growth this year was an unprecedented inventory investment early in the selling season. The positive results of 2016 will provide additional financial resources to make long-needed investments in technology, professional development, equipment, and inventory, while allowing us to sustain our mission, build our cash reserves, and maintain financial support to the partners we serve.

The year was also a time for planning our future. We embarked upon a strategic planning process to assess our current state, examine

our mission and core values, review our strengths and weaknesses, determine and prioritize goals, and perform a reality check to understand how much could be accomplished and by when. Along the way we solicited feedback from our team, our partners, and outside organizations.

Our 2017–2019 strategic plan features an overarching central strategic challenge, which is to *strengthen Eastern National's foundation to accelerate mission delivery and growth*. We will concentrate our efforts on maximizing opportunities in our brick-and-mortar retail stores, while at the same time looking at new ways to be a stronger partner to the agencies we serve. As we move forward, we will remain true to our mission and our sharing philosophy.

As we enter our 70th year serving the visitors to America's national parks and other public trusts, we remain committed to providing visitors with quality educational experiences, products, and services.

Kevin C. Kissling

STRATEGIC PLAN 2017-2019

Tallgrass Prairie National Preserve

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 and formalize working relationships among Eastern National and partner staff to improve communications and to be a more strategic partner.
- Develop orientation and training programs to strengthen operations, relationships, and collaboration.

Increase Brand Awareness

- Develop a brand strategy to define, articulate, and implement the EN brand story.
- Develop a formal marketing and communications plan to guide EN messaging for visitors and partners.

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 and regional structure to increase capacity and to be more strategic in how we serve our partners and stores.
- Align HQ departments to provide stronger support to the field and to align with our new strategic initiatives.

Support High-Performance Culture

- Design and implement an improved Performance Management System to maintain a high-performing staff and to increase accountability.
- Update our compensation philosophy, along with our total rewards and benefits model, to attract and retain top talent.
- Expand employee recognition programs to increase employee engagement.

Develop Talent

- Develop talent for stronger performance in their current roles and to prepare them for new opportunities inside EN.
- Acquire additional talent to fill organizational gaps in knowledge, skills, and abilities.
- Develop a succession plan for key positions to ensure long-term operational continuity.

Our Central Strategic Challenge: Strengthen Eastern National's Foundation to Accelerate Mission Delivery and Growth.

With guidance from our board and a strategic planning firm, Eastern National introduced a strategic plan initiative in early 2016. Dedicated to ensuring a strong operational base while increasing support for our partners, the plan features a single Central Strategic Challenge that will guide us throughout 2019: ***Strengthen Eastern National's foundation to accelerate mission delivery and growth.*** Additionally, four Strategic Priorities were identified as key areas of focus for Eastern National: **partnerships, people, operations, and finances.**

In 2017, we will begin implementation, including the development of work plans that will drive each goal to completion. Foundation strengthening activities, such as the development of new capabilities, will continue throughout 2018 with the expectation that we will begin seeing returns in 2019 as we implement new tools and procedures that will ultimately accelerate mission delivery and growth.

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 and digitize key processes to codify and archive how EN works.
- Streamline existing processes and develop new, lean processes to gain operational efficiencies.
- Implement a project collaboration and communication solution to work more efficiently as teams.

Improve Inventory Management

- Centralize vendor management and buying of select product categories to streamline our retail supply chain, maximize our buying power, and ensure merchandise quality standards are met.
- Establish assortment-planning criteria and category-management processes to strengthen our merchandise lifecycle and keep products mission-focused.
- Develop Open-to-Buy guidelines to optimize inventory replenishment and revenue.

Update Retail Technology

- Replace current Point-of-Sale system to support future growth and improve retail operations and reporting.
- Develop a disaster recovery strategy for key data to secure our knowledge base.
- Integrate systems to eliminate redundancies and to simplify technology tools and processes.

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 program to supplement mission-based and operational expenses.

Improve Financial Return

- Grow same-store sales to maximize retail revenue.
- Improve our net operating income to provide increased donations to partners and invest in our infrastructure.
- Increase donations to partners to provide greater financial support for their educational and interpretive activities.

Fundraise for Parks

- Develop policies to support existing fundraising partners at parks we serve.
- Participate in the Checkout Counter Donation Program based on the updated DO-21 to increase our financial return to parks.
- Develop grant-acquisition capabilities to support EN and our partners.
- Determine feasibility of adopting a greater role in fundraising to support partner needs.

PRODUCTS

Centennial Products

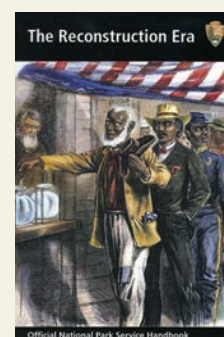
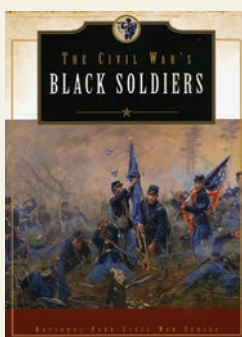
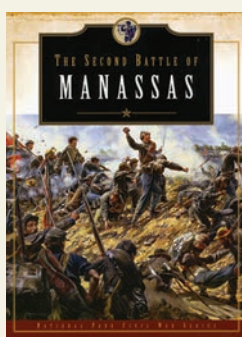
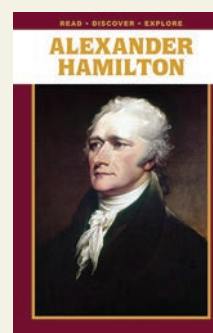
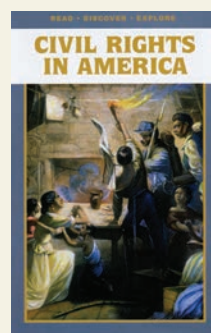
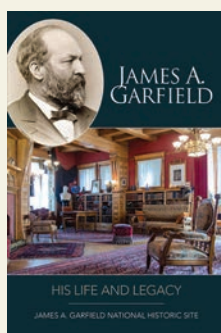
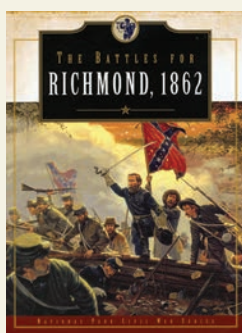
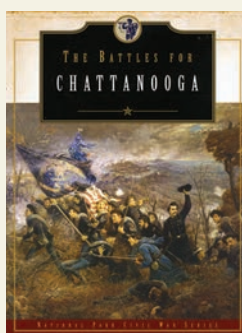
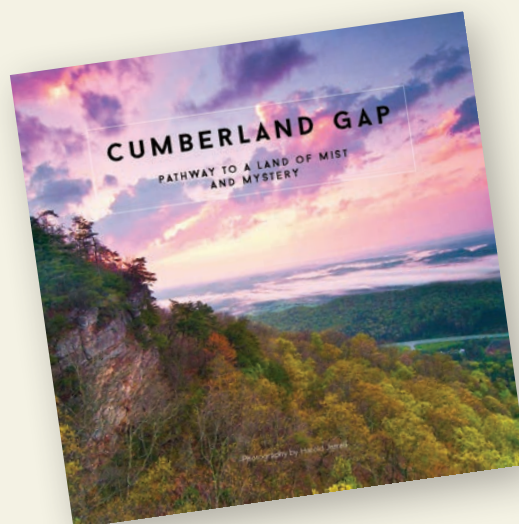
As the National Park Service celebrated their 100th birthday, Eastern National supported the event with an extensive line of commemorative merchandise. New NPS Centennial products topped the best-sellers list. In some stores, the inventory investment had a bigger impact on sales increases than the increased visitation during the year.



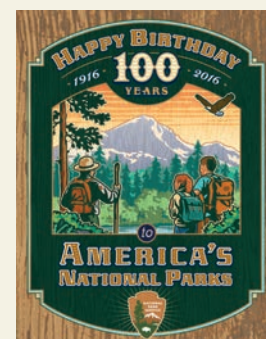
PUBLICATIONS

Eastern National Publications

For fiscal year 2016, we produced a variety of new Eastern National publications. Four Civil War Series titles, *The Battles for Chattanooga*; *The Battles for Richmond, 1862*; *The Second Battle of Manassas*; and *The Civil War's Black Soldiers*, were each redesigned and updated with new full-color photos. Two new titles under the America's National Parks Press™ imprint were produced: *Civil Rights in America* and *Alexander Hamilton*. These books are sold at dollar stores across the country, reaching a broader and more diverse audience beyond those who visit national parks. Site-specific titles included *Cumberland Gap: Pathway to a Land of Mist and Mystery*; *James A. Garfield: His Life and Legacy*; and *Take a Look Inside: Theodore Roosevelt's Sagamore Hill*. Also published in 2016 was *The Reconstruction Era*, an official National Park Service Handbook.



TO CELEBRATE THE 100TH ANNIVERSARY of the National Park Service, Eastern National released the new publication *Happy Birthday to America's National Parks*. This publication and the *America's National Parks: A Photographic Journey Through Nearly 400 National Treasures* book, a *Passport To Your National Parks® Centennial* edition, a *Passport Collector's Edition*, and the 2016 commemorative *Passport* stamp set were top sellers for the year.



2016 ePARKS



In 2016, sales revenue
from eParks.com
increased over

117%

The online eParks product
catalog continued to grow
with the addition of

**BEST-SELLING
PRODUCTS**

from Eastern National park
stores and national parks
across the country.

As park visitation increased
during the NPS Centennial
celebration, the volume of
merchandise, including sales
of Passport To Your National
Parks® books and stamp sets,
increased to

GROW

THE WHOLESALE BUSINESS

**41%
IN 2016.**



Our online database has

DOUBLED

reaching tens of thousands
of national park visitors
and collectors.

Throughout the NPS Centennial
year, eParks offered

**COLLECTIBLE
MERCHANDISE**

to commemorate the
100th anniversary of the
National Park Service.



“One of the things I have come to enjoy as a unique feature of my job, especially in this past year of growth, is that when contacting us, our customers see us as friends, not just ‘a voice on the other end of the phone.’ This is due to our customers’ passion and enthusiasm about the parks and Passport program! By sharing their stories and memories with me, I came to understand that of the many things that go into their park experience, the Passport To Your National Parks is a key element in bringing it all together.”

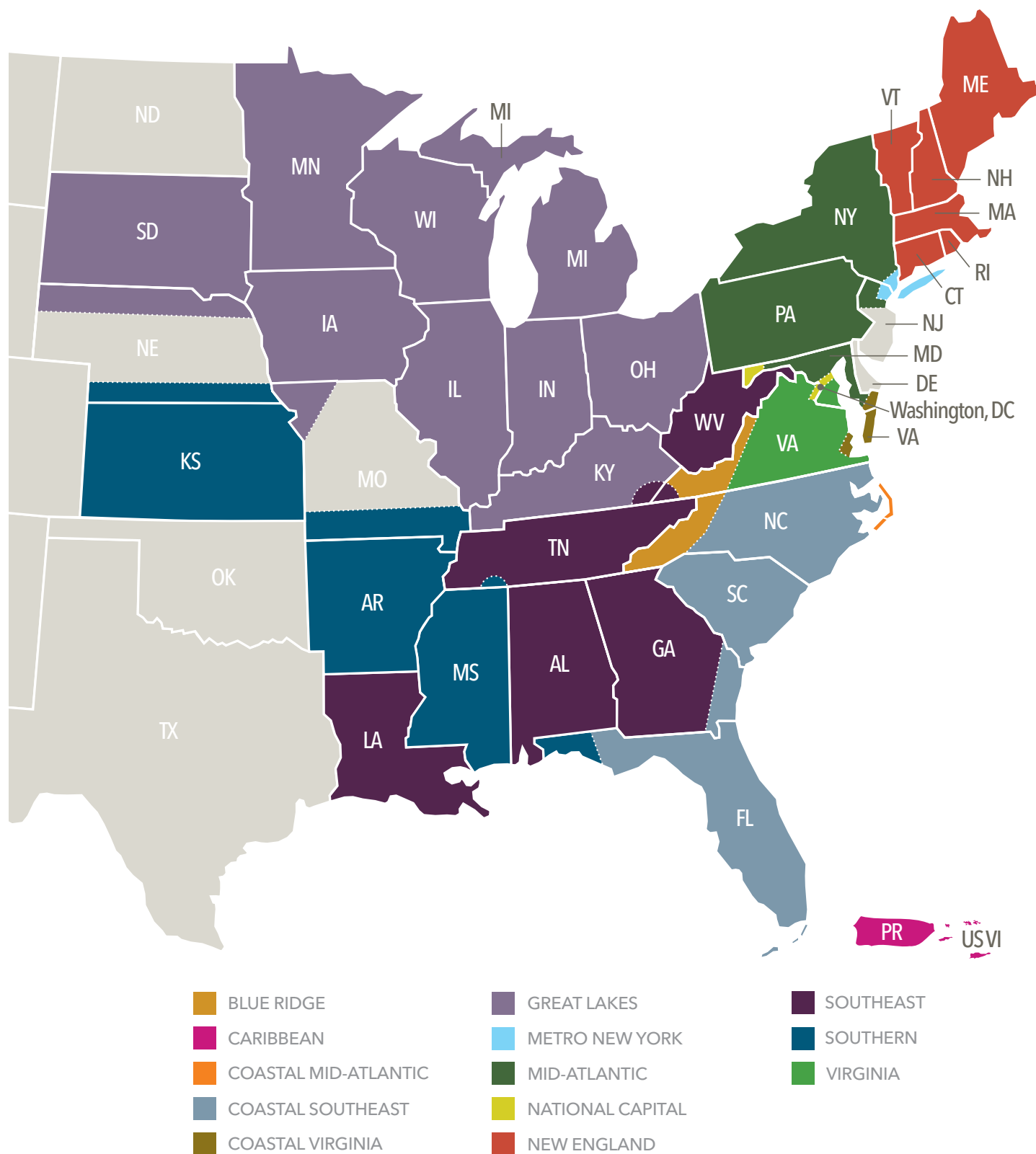
—Dave Hoffman, Assistant Unit Manager, America’s National Parks Warehouse and eParks Team



Steamtown National Historic Site
PHOTO BY AFTON WOODWARD

2016 REGIONAL

Eastern National Regions



HIGHLIGHTS

DURING THE MOMENTOUS CENTENNIAL YEAR, Eastern National was proud to partner with the National Park Service—fulfilling our mission to promote the public’s understanding and support of America’s national parks and other public trust partners by providing quality educational experiences, products, and services. With 308 stores in 33 states, the District of Columbia, Puerto Rico, and the US Virgin Islands, Eastern National experienced gross sales of over \$42 million in FY16. Through sales at our park stores, EN is able to provide support to our NPS partners with donation funding and competitive grants. In FY16, we provided \$6.6 million in direct and in-kind donations to our partners. The following pages spotlight some of the centennial year highlights and the ways in which Eastern National provided support to our park partners in 2016.

Along with the NPS as a whole, **Acadia NP** celebrated its own centennial in 2016, and EN funds supported a variety of significant projects at the park. EN donations of over \$29,000 provided funding for ranger-led program brochures, exhibit items for a new climate change exhibit, boat trips for 4th graders, NPS Centennial celebration activities, and more. EN also developed an assortment of merchandise, including patches, pins, and hiking medallions, which featured Acadia’s centennial logo. To maintain the high-quality standard of these items, the park’s chief of interpretation worked closely with EN to produce and wholesale the merchandise to local retailers.

Adams NHP used over \$6,900 in EN donation funding in FY16, with over \$4,000 being used for the park’s July 4th weekend celebration—one of the most successful in the park’s history. The event marked four celebrations: The NPS Centennial, the 70th anniversary of the park, the 10th anniversary performance of “Jefferson and Adams: A Stage Play,” and, last but certainly not least, America’s independence! More than 3,000 visitors enjoyed the festivities, which included opera, reenactments, and the ceremonial reading of the Declaration of Independence.

Allegheny Portage Railroad NHS used EN donation funds for memberships in local historical and genealogical societies and for advertisements in local newspapers to promote park activities. EN funds were also used for several key programs, including the annual Living History Day, which drew over 300 visitors, and the “Spirits on the Summit” tours and “Spirits of Staple Bend Tunnel” tours, which attracted more than 400 visitors.

Antietam NB and EN completed their first full year in partnership in 2016. One of the yearlong promotions that EN supported was “Hike 16 in 2016” in which park visitors were encouraged to hike 16 miles on the battlefield trails to commemorate the NPS’s important milestone. EN donated 100 NPS Centennial pins that were given to the

first 100 hikers who completed 16 miles. Another major NPS Centennial event was the Salute to Independence. EN moved its sales area outside offering products to the over 25,000 attendees of this event. Centennial products were the focus of the sales effort, reinforcing the NPS Centennial theme.

Thanks to over \$24,000 of EN donation support, **Appomattox Court House NHP** was able to fund a number of park needs. Most of the funds supported the park’s living history program. The first-person interpreters (including NPS living history interpreters) presented 966 programs to 16,097 visitors.

Assateague Island NS used over \$65,000 in EN donations. These donations were the primary source of funding for supplies and equipment for the aquaria in both of the park’s districts. EN funds supported volunteers, interns, and a full-time seasonal park ranger in 2016, enabling the park to visit schools, present an afterschool academy, assist with projects, and provide other formal and informal visitor contacts.

“We depend on Eastern National to fund and support many of the essential programs and services for park visitors. We look forward to continuing our partnership in resource preservation and education in the years to come.”

—Timothy Stone, Superintendent, Fort Sumter NM
and Charles Pinckney NHS



Eastern National joined Cape Cod NS for the 20th anniversary celebration of the historic move of the Highland Lighthouse.



Blue Ridge Parkway Park Ranger Gail Fox conducts a Parks As Classroom program for a class of 4th graders. EN funding enables the park to offer these curriculum-based educational programs to thousands of elementary school students from counties adjacent to the parkway.

At **Blue Ridge Parkway**, the total annual sales were \$2,303,109, representing a 24 percent increase over 2015. EN donations of over \$200,000 supported the park in multiple ways, including \$172,500 to support the Parks As Classroom program. EN's publication *America's National Parks: A Photographic Journey Through Nearly 400 National Treasures* was a huge success for the parkway during the centennial year, selling 1,070 copies.

EN donations of over \$78,000 provided needed funding support to **Boston NHP** in FY16. A "Find Your Park – National Parks of Boston" video production project and various activities and events for the NPS Centennial and Founders Day celebration were among the endeavors supported by EN funds.

Canaveral NS celebrated the NPS Centennial with some very special events made possible with EN funds, including an EN Centennial Grant that supported celebration concerts. The EN donation account was the highest in the park's history—\$11,700 was used in FY16 for various purposes. These included sending two interpretive rangers to the National Marine Educators Association workshop in Orlando, Florida; purchasing supplies and T-shirts for volunteer events such as the International Coastal Cleanup; and providing the funding for replacement wayside panels. EN sales in the Apollo Visitor Center increased 20 percent over the previous year, and NPS Centennial products and other new items gave the store a celebratory feel.

At **Cape Cod NS**, EN donations funded the seashore's signature NPS Centennial event—a performance by the Cape Symphony on August 25, 2016. The park used over \$42,000 in donation funds for this as well as a variety of significant educational and interpretive projects, including the cell phone interpretive program and printing of the park's newspaper. EN was also on hand to help celebrate the 20th anniversary of the historic move of the Highland Lighthouse in July, offering special commemorative merchandise.

EN donation funds totaling \$22,700 supported important endeavors at **Castillo de San Marcos NM** and **Fort Matanzas NM**. These included the volunteer program and the continuing partnership with St. Augustine Historical Society to manage historic research materials and the park library. A variety of NPS Centennial merchandise was added to the store inventory, and the *America's National Parks: A Photographic Journey Through Nearly 400 National Treasures*, published by EN, was the best-selling new book in 2016.

Fiscal year 2016 was a very good year for **Catoctin Mountain Park**. The NPS Centennial promotion resulted in increased interest in the park, and visitation was up 25 percent. Gross sales totaled \$50,827—an increase of 34 percent over the previous year. EN continued to support vital interpretive functions, including volunteer recognition.

"Eastern National has always been a strong partner to Cape Cod National Seashore, helping to fulfill our education mission. The store and interpretive operation at Highland Light has vastly improved the visitor services program there in the past three years. In 2016, Eastern National was the sole sponsor of the national seashore's hallmark centennial event, a performance by the Cape Symphony. Over 800 people enjoyed Founders Day with a remarkable concert under the stars at the Salt Pond Visitor Center."

—George Price, Superintendent,
Cape Cod National Seashore

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)

CARIBBEAN REGION

PUERTO RICO

El Yunque National Forest*
San Juan National Historic Site

US VIRGIN ISLANDS

Christiansted National
Historic Site

COASTAL MID-ATLANTIC REGION

NORTH CAROLINA

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



To celebrate the NPS's 100th birthday and show appreciation for our park partners, EN held a number of centennial appreciation events such as this one at Antietam NB.

*affiliated agencies



EN donation funding supported the second annual Bioblitz event at Effigy Mounds NM. Participants are shown in the natural prairie working to find, record, and identify every species present.

Charles Pinckney NHS used EN donation funds in FY16 to support several special events. In May, EN donations supported a history discovery day. In August, visitors to a “Day in Your Park” event commemorating the NPS Centennial enjoyed music from the colonial era thanks to EN funds. In September, with the help of EN funding, the park held its 19th annual naturalization ceremony, during which 125 people from 48 different countries became new citizens.

The EN store at **Chattahoochee River NRA** had an increase in gross sales in FY16, thanks in a large part to NPS Centennial items that were for sale. Sales were \$9,312 compared to \$6,140 the previous year. EN donations were used to support a number of interpretive programs and education meetings.

“Without the generous Centennial Grant from Eastern National, we could not have hosted our Centennial Celebration Concert event....These funds enable Canaveral National Seashore to reach a broader audience and have a greater impact on visitor understanding of the NPS mission.”

—Laura E. Henning, Chief of Interpretation and Visitor Services, Canaveral National Seashore

COASTAL SOUTHEAST REGION

FLORIDA

Apalachicola National Forest*
Canaveral National Seashore
Castillo de San Marcos National Monument
De Soto National Memorial
Florida Keys Eco-Discovery Center
Fort Caroline National Memorial
Fort Matanzas National Monument
Ocala National Forest*
Osceola National Forest*

Timucuan Ecological and Historic Preserve

GEORGIA

Cumberland Island National Seashore
Fort Pulaski National Monument

NORTH CAROLINA

Cape Lookout National Seashore
Fort Macon State Park*
Guilford Courthouse National Military Park

Moore's Creek National Battlefield

SOUTH CAROLINA

Charles Pinckney National Historic Site
Congaree National Park
Cowpens National Battlefield
Fort Sumter National Monument/Fort Moultrie
Kings Mountain National Military Park
Ninety Six National Historic Site

COASTAL VIRGINIA REGION

MARYLAND

Assateague Island National Seashore (MD & VA)

VIRGINIA

Colonial National Historical Park/Jamestown Glasshouse



The 2016 annual collector's piece from the Jamestown Glasshouse was a reproduction oil lamp dating from the 17th and 18th centuries.



EN site managers Jacqui Payne and Mickey Goodson assist a customer during Cumberland Gap NHP's signature NPS Centennial event, "An American Memoir: From the Hearts of Our Ancestors... Into the Hands of Our Children," which was supported by an EN Centennial Grant and additional donation funds. PHOTO BY JOSHUA T. MOORE

Chesapeake and Ohio Canal NHP used EN donation funds totaling \$11,000, which supported at least 22 different park events for the NPS Centennial year. On January 1, the park, with assistance from EN, sponsored the Williamsport, Maryland, Polar Bear Plunge. Parties for the public celebrating the park's 45th birthday in January and the NPS Centennial in August were supported with EN funds. EN provided support for 11 different volunteer interpretive trainings and interpretation and education staff training events. As in the past, EN funds were also used to support smaller community events in neighboring towns along the canal.

The living history program at Historic Jamestowne at **Colonial NHP** is now in its third decade as a mainstay of the interpretive offerings at the site and is wholly supported by EN donations. The park used \$72,600 in EN donation funds for this as well as additional park programming and several annual events such as the Civil War weekend in April. The **Jamestown Glasshouse** crafted limited-edition items celebrating the

NPS Centennial, including a green glass ranger hat and paperweights and ornaments in teal, cobalt blue, and green.

Cowpens NB held the 235th anniversary commemoration of the Battle of Cowpens and the annual Celebration of Freedom with assistance from EN donation funds, which provided support for reenactors at both events.

Cumberland Gap NHP used over \$8,000 in EN donation funds in FY16. Funds were used to augment grant funds for the park's signature NPS Centennial event, "An American Memoir: From the Hearts of Our Ancestors . . . Into the Hands of Our Children," and helped to secure the services of many of the 100 living historians for the event. The event also celebrated the release of the Kentucky America the Beautiful quarter, which featured Cumberland Gap. The store experienced a 100 percent increase in EN sales, and the new EN-produced publication *Cumberland Gap: Pathway to a Land of Mist and Mystery* sold over 300 copies in the first 30 days it was available for purchase.



EN employees at Flight 93 N MEM enjoy cake celebrating the NPS's 100th birthday as part of EN's centennial appreciation events.

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 Lakeshore
Lincoln Boyhood National Memorial

IOWA

Effigy Mounds National Monument
Herbert Hoover National Historic Site

KENTUCKY

Abraham Lincoln Birthplace National Historical Park
Mammoth Cave National Park

MICHIGAN

Pictured Rocks National Lakeshore

Sleeping Bear Dunes National Lakeshore

MINNESOTA

Grand Portage National Monument
Superior National Forest*

MISSOURI

Harry S Truman National Historic Site

NEBRASKA

Niobrara National Scenic River

De Soto N MEM hosted a naturalization ceremony for the August 25 NPS Founders Day 100th birthday celebration, and the park provided each of the 12 new citizens with their own Passport To Your National Parks® Centennial Edition.

In July, with support from EN, **Effigy Mounds NM** hosted its second annual Bioblitz—an event where volunteers and park staff work to find, record, and identify every species present in an area of the monument.

Fire Island NS used EN funds to support several interpretive programs, including a watercolor workshop, an educator's workshop and open house, and an exhibit reception for a juried art exhibition.

Fiscal year 2016 was the first full year of operations of the EN store at **Flight 93 N MEM's** new visitor center, and sales were over \$938,000. EN supported educational programming through in-kind contributions of NPS Centennial water bottles at a 30 percent discount for over 600 visiting students, offering them a green alternative and serving as a reminder of their visit.

“Eastern National continued being a great partner during the 2016 NPS Centennial as well as the Indiana Dunes National Lakeshore 50th anniversary year. Our public programming expanded exponentially, and EN was always there by our side. We concocted some crazy program venues, and EN, again, was always there. 2016 was a record year in sales at Indiana Dunes National Lakeshore; the continued support we receive gets better and better. I can only imagine this work continuing. Thank you so much, Eastern National!”

—Paul Labovitz, Superintendent,
Indiana Dunes National Lakeshore

OHIO

Cuyahoga Valley National Park
Dayton Aviation Heritage
National Historical Park
Hopewell Culture National
Historical Park
James A. Garfield National
Historic Site
Perry's Victory and International
Peace Memorial
William Howard Taft
National Historic Site

SOUTH DAKOTA

Minuteman Missile
National Historic Site

WISCONSIN

Apostle Islands National
Lakeshore
Saint Croix National
Scenic Riverway (WI & MN)

GRANTS

In fiscal year 2016, Eastern National was proud to fund numerous important park projects through its competitive grant program in support of three different NPS initiatives. These EN partners were awarded grants in the following amounts for each initiative:

CENTENNIAL GRANTS

Big South Fork National River and Recreation Area - \$1,725 for promotional rack cards and special-edition patches for recognition of completion of the “Centennial Challenge: 100 Miles for 100 Years” program, which challenged visitors to complete at least 100 miles of activity during the 2016 calendar year.

Canaveral National Seashore - \$6,050 for support for a Centennial Celebration Concert featuring the Bethune-Cookman University Music Outreach Program and New Smyrna Beach Middle School Jazz Ensemble.

Catoctin Mountain Park - \$3,250 to purchase patches for the participants of “Snap It, Don't Stomp It! —The Catoctin Insect Bioblitz” and to print Junior Ranger activity booklets.

Cumberland Gap National Historical Park - \$10,000 to help fund living historians for the park's signature NPS Centennial event, “An American Memoir: From the Hearts of Our Ancestors...Into the Hands of Our Children.”

James A. Garfield National Historic Site - \$10,000 to support the park's annual Civil War encampment weekend.

Paterson Great Falls National Historical Park - \$500 for costs associated with the production of a site guide for the park.

Russell Cave National Monument - \$10,000 for a Native American storytelling event and cultural demonstrations as well as transportation costs for students to visit the park.

Saint Croix National Scenic Riverway - \$3,000 for stipends for researchers and subject-matter experts involved in collecting and recording data for the riverway's 2016 Bioblitz event.

Salem Maritime National Historic Site and Saugus Iron Works National Historic Site - \$9,600 for free educational summer boat/kayak programs, including funding for instructors/guides, boats, paddles, and safety equipment, for local youth and their families.

Springfield Armory National Historic Site - \$7,200 for costs associated with the creation of a centennial-themed exhibit and related promotional materials as part of NPS participation in the “Big E”—the Eastern States Exposition, one of the largest fairs in the Northeast.

Thomas Stone National Historic Site - \$1,900 to support a July 4, 2016 performance by the Port Tobacco Players of “1776,” a musical which recounts a pivotal time in our nation's history and the role the signers of the Declaration of Independence played in it.

Timucuan Ecological and Historic Preserve - \$4,000 to purchase Junior Ranger hats and badges and provide support for the park to bring a group of local children to “Centennial Night at the Ball Park” with the Jacksonville Suns minor league baseball team. As part of the game night events, the children, who had earned Junior Ranger badges at Fort Caroline National Memorial, were sworn in as Junior Rangers.

GRANTS

EVERY KID IN A PARK GRANTS

Fort Stanwix National Monument and other New York State (NYS) national parks - \$10,000 towards costs for the April 2016 issue of the NYS Department of Environmental Conservation's *Conservationist* magazine, which highlighted the *Every Kid in a Park* initiative and was distributed free to every 4th grade NYS public school system student as well as through other distribution channels across the state.

Hampton National Historic Site - \$3,200 to fund two one-week summer camps for Baltimore-area 4th grade students to share with them the history of the site through immersion in period activities and stories of those who worked on the Hampton estate and those who owned it.

Obed Wild and Scenic River - \$1,400 to translate the park's Junior Ranger booklet into Spanish to interpret effectively and connect with diverse audiences.

Paterson Great Falls National Historical Park - \$7,480 to bring 100 4th grade students, who were the winners of an art project about the falls, and their family members on an excursion to the park and its nearby sister parks, Thomas Edison NHP and Morristown NHP.

Pictured Rocks National Lakeshore - \$10,000 to develop a comprehensive 4th grade curriculum guide outlining park programming and to fund related educational materials.

Saratoga National Historical Park - \$3,500 to develop and provide 24 "Traveling Haversack Kits" containing teacher's guides and learning materials on the American Revolution for use in local school districts.

CALL TO ACTION GRANTS

Buffalo National River - \$10,000 to create a life jacket loaner program, in which complimentary life jackets are available to park visitors for a day or weekend, increasing life jacket use and educating the public about their importance.

George Washington Birthplace National Monument and Thomas Stone National Historic Site - \$3,848 to host "The Dream Rocket Project: An Art Show," featuring art produced by students in Virginia, Maryland, and Washington, D.C., with themed-based exhibits at both parks.

Hopewell Furnace National Historic Site - \$4,000 to purchase custom-made reproduction period clothing for the living history program.

Manassas National Battlefield Park - \$4,950 to support the "Meaningful Watershed Educational Experiences: Helping Youth Discover Our National Parks" project, in which over 4,000 Prince William County Public Schools students participated in onsite field investigations of the water resources in one of the park's creeks.

Obed Wild and Scenic River - \$3,000 to provide travel vouchers to local and nearby urban school groups to participate in the park's night sky field trips as part of the Dark Night Sky initiative, an effort that teaches the importance of a dark night sky, how it is affected by pollution, and how to protect this crucial resource.

Saratoga National Historical Park - \$5,650 to research architectural and historical materials and to furnish and interpret the circa 1787 kitchen pantry at the General Philip Schuyler House.

"Hopewell Furnace benefited greatly from Eastern National in the centennial year of the National Park Service. Eastern National's grant program provided funds for sorely needed additions to the costumes used in programs, and EN improved the flexibility and visual appeal of the store through improvements to sales fixtures. Finally, we had a record-breaking year in sales, partially achieved through improvements in merchandise selection. Thank you, Eastern National!"

—David Blackburn, Site Manager,
Hopewell Furnace National Historic Site



Custom-made reproduction period clothing for the living history program at Hopewell Furnace NHS was funded through an EN Call to Action Grant.

METRO NEW YORK REGION

NEW JERSEY

Paterson Great Falls National
Historical Park

NEW YORK

African Burial Ground
National Monument
Castle Clinton National
Monument
Federal Hall National Memorial
Fire Island National Seashore
Gateway National Recreation
Area (NY & NJ)

General Grant National
Memorial
Governors Island National
Monument
Hamilton Grange National
Memorial
Sagamore Hill National
Historic Site
Statue of Liberty National
Monument/Ellis Island (NY & NJ)
Theodore Roosevelt Birthplace
National Historic Site

Fort Pulaski NM used over \$7,800 in EN donations. These donations provided funding for a variety of park needs such as support for guest speakers and other performance artists who participated in the NPS Centennial celebration at the fort.

It was an exceptional year for EN operations at **Fort Smith NHS**. The store benefited from an infusion of NPS Centennial products that drove sales to one of the highest levels in over 10 years. Numerous public programs were made possible with EN's support, including National Train Day, the Western Heritage Art Show, an amateur ham radio event, Law Enforcement Appreciation Day, and an NPS Centennial book-signing event featuring local authors. EN provided continued support of living history and volunteer programs as well as interpretive planning at the park.

NPS Centennial-year special events at **Fort Sumter NM** that were supported by EN funds and staff included an NPS Centennial Concert on the grounds of Fort Moultrie; a "Centennial Sunset Cruise" to Fort Sumter; and an event celebrating the release of the South Carolina America the Beautiful quarter, which features an image of Sergeant William Jasper at Fort Moultrie. Jasper rallied American troops during the Revolutionary War battle of Sullivan's Island. The park used over \$35,700 in EN donation funds in FY16. Total sales for the three store locations at the park were up 13 percent from the previous year.

EN and **Fredericksburg and Spotsylvania NMP** continue to have a strong cooperative relationship when it comes to serving the public. NPS staff covers for EN staff a couple of days per week in the winter at Chancellorsville, and in turn, EN staff often offers regular assistance to visitors at Fredericksburg and Chancellorsville. The park used over \$10,900 in EN support, which was essential to several major accomplishments, including the development of a new series of site bulletins and trail maps and a system of banners that improve communication with park visitors.

George Washington Memorial Parkway used \$104,000 in EN donation funding in fiscal year 2016. EN funding enabled the parkway to plan many park events, sustain service initiatives, secure honorariums, restore historic objects, hold special observances, enjoy celebrations, and provide educational programming for many audiences. The parkway had a successful NPS Centennial-year kick-off event with the support of EN funding.

EN provided support to interpretive efforts at **Grand Portage NM's** NPS Centennial Rendezvous Days 2016. Programs were presented that explored life during the 18th-century Great Lakes fur trade era, including cooking demonstrations, interpretation about maritime trade and sailors,



Eastern National's president and CEO, Kevin Kissling (center), cuts the ribbon at the newly renovated museum shop in Morristown NHP's Washington's Headquarters Museum. Joining Kevin are New Jersey State Assemblyman Anthony M. Bucco (left) and Morristown NHP Superintendent Tom Ross.

and miniature portrait painting. Participants could keep what they made at tinsmithing workshops—candle holders for children and tin platters for adults. Sales at the EN store reached a new milestone—the highest in history with a record \$79,052.

EN donation funds totaling over \$17,800 funded a variety of programs and park needs for **Gulf Islands NS**. Centennial programs supported with EN funds included a Bioblitz at Naval Live Oaks, a black powder living history event at Fort Massachusetts, and a candlelight tour of Fort Pickens. The candlelight tour had the largest attendance ever, with over 860 visitors.

Homestead National Monument of America used EN funding to bring speakers and presenters to the park for public programs and to provide trophies for the Monumental Fiddling Championship. Funds were also used for fees associated with attending an Abraham Lincoln birthday celebration and for booths at the Jefferson and Gage county fairs to bring awareness to the park.

Hopewell Culture NHP put EN donation funds to use in a variety of ways. The annual Pumpkin Walk, a meeting with members of Native American tribes, a bluebird monitoring and conservation project, honoraria for the Summer Lecture Series, an atlatl demonstration for International Picnic Day, and more were all supported with EN funding.

MID-ATLANTIC REGION

MARYLAND

Antietam National Battlefield
Catocin Mountain Park
Hampton National Historic Site
Monocacy National Battlefield

NEW JERSEY

Morristown National
Historical Park
Thomas Edison 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

PENNSYLVANIA

Allegheny Portage Railroad
National Historic Site
Delaware Water Gap
National Recreation Area

Edgar Allan Poe National
Historic Site
Flight 93 National Memorial
Fort Necessity National
Battlefield
Friendship Hill National
Historic Site
Hopewell Furnace National
Historic Site
Independence National
Historical Park
Johnstown Flood National
Memorial



Steamtown National Historic Site
Thaddeus Kosciuszko National
Memorial
Upper Delaware Scenic and
Recreational River



The 7th annual Civil War encampment weekend at James A. Garfield NHS was supported with funding from an EN Centennial Grant. Held in July 2016, this encampment was the most successful one in the event's history.

In FY16, **Hopewell Furnace NHS** experienced a 46 percent increase in EN sales from the previous year. EN funds supported charcoal-making demonstrations, a Sheep Shearing Day special event, and volunteer recognition at the park.

EN sales for 2016 at **Hot Springs NP** were up 25 percent over the previous year. Along with team effort and creativity, creating new exhibits and placing a small exhibit in the Fordyce Bathhouse Visitor Center assisted in this success.

EN staff provided support during **Independence NHP's** signature NPS Centennial event, the Philadelphia Flower Show, whose theme was "Explore America: 100 Years of the National Park Service." EN assisted the park and the Pennsylvania Horticultural Society in promoting the Passport To Your National Parks® program by providing Passport books that were sold at the show and also provided special coupons to the park's stores to help draw Flower Show traffic back to the park.

At **James A. Garfield NHS**, EN published the park's first official guidebook, *James A. Garfield: His Life and Legacy*. EN donation funding supported the park's

annual Easter Monday Egg Roll event, which has historic roots with the Garfield White House, and an "Evening with Edgar Allan Poe" program.

EN donations totaling nearly \$20,000 supported a wide range of activities at **Jean Lafitte NHP & PRES** in FY16. Funding supported NPS Centennial events ranging from a kick-off event at Chalmette Battlefield's Battle of New Orleans anniversary in January to birthday cake at each of the park's six sites to celebrate Founders Day. A scientific highlight for the year was the Barataria Preserve's "BugBlitz." Nearly 600 students as well as community members had the opportunity to be scientists for a day as they hunted, photographed, identified, and mapped insects. EN funding was crucial for this effort.

Lower gas prices, more people traveling locally, and the NPS Centennial all contributed to increased visitation at **Jimmy Carter NHS**, and sales for the year were \$75,834. The park had a robust Presidents Day program with President Carter speaking at Plains High School in which sales were \$3,554 compared to \$2,990 in FY15. Commemorative park coins were purchased thanks to \$2,850 in EN donations.

EN funds supported a number of interpretive and educational initiatives at **John Fitzgerald Kennedy NHS**, including the launch of a living history interpretive program, "Out of the Attic: The Maids of 83 Beals St.," depicting the lives of the domestic servants at the home where John F. Kennedy was born. Funds were also used to support Founders Day events and for design and fabrication of 2016 "Find Your Park" street banners promoting the site and the NPS Centennial.

"I enjoy my opportunities to meet interesting people, share my knowledge of our country's history, and constantly learn new stories of America's Civil War from the hardworking and passionate park rangers and living history actors. I am proud to be a part of the experience that Eastern National and our National Park Service offer to our visitors."

—Barbara Luna, Eastern National Site Manager,
Appomattox Court House National Historical Park



NATIONAL CAPITAL REGION

MARYLAND

Chesapeake and Ohio Canal
National Historical Park
(MD, DC, & WV)
Clara Barton National Historic
Site (GWMP)
Fort Washington Park (NCP)
Oxon Cove Park and Oxon Hill
Farm (NCP)
Potomac Heritage National Scenic
Trail (MD, DC, PA, & VA)

VIRGINIA

George Washington Memorial
Parkway (GWMP) (VA & MD):
Arlington House, The Robert E.
Lee Memorial
Arlington National Cemetery
Great Falls Park

WASHINGTON, D.C.

National Capital Parks – East
(NCP) (DC & MD):
Frederick Douglass National
Historic Site
Kenilworth Park &
Aquatic Gardens
Mary McLeod Bethune Council
House National Historic Site

National Mall and Memorial Parks:

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



Gulf Islands NS used EN funds to support a special black powder living history event at Fort Massachusetts that commemorated the 150th anniversary of the completion of the fort.



EN donation funding supported musical performances by Ridley and Anne Enslow at Saratoga NHP's 18th-Century Day event in 2016. Ridley is shown entertaining a young visitor at the event.

At **Lincoln Home NHS**, EN donations totaling over \$26,000 were used for various purposes, including support for cell phone tours, memberships to cultural resource organizations, American sign language interpreters for visitors and a park employee, and seven living history interpreters who presented 252 programs to approximately 11,000 visitors during the summer.

The first major program of the year is the celebration of Henry Wadsworth Longfellow's birthday in February at **Longfellow House – Washington's Headquarters NHS**. EN provided key support for the program. Numerous park lectures, including Longfellow: How a Poet Became a Millionaire; Fanny Appleton: Finding Her Roots; Longfellow in Portland; and The Citizen Poets of Boston, were also supported with EN funds.

Lowell NHP used \$12,400 in EN donation funding, \$10,000 of which was used towards the restoration of a sculpture, entitled *Pawtucket Prism*, in the park's public art collection.

Manassas NBP used \$14,000 in EN funding to support special interpretive programs and park events, including an educational event for middle school students visiting the battlefield. EN funds were also used to provide park volunteer recognition and to produce elementary school lesson plans for use in a traveling trunk program.

At **Marsh-Billings-Rockefeller NHP**, EN donations supported wood-working demonstrations and musical performances that were presented during the annual Forest Festival Weekend.

Preservation and research projects were the focus of the ways in which **Minute Man NHP** used over \$18,000 in EN donations in FY16. Support for upkeep of the historic Buttrick Gardens and deleading services for a historic structure is a sampling of how funds were used.

Moore's Creek NB had a record year for sales. Sales were \$29,729 in FY16—an increase of 20 percent over the previous year. EN donations were used by the park to host a bread-baking workshop for the general public, purchase a vise for the blacksmith shop to use during demonstrations, and support the volunteer program.

The museum shop at **Morristown NHP** was redesigned in early 2016 as a result of a successful NPS Centennial Challenge grant of \$10,000,

NEW ENGLAND REGION

CONNECTICUT

Weir Farm National Historic Site

MAINE

Acadia National Park
Saint Croix Island International
Historic Site

MASSACHUSETTS

Adams National Historical Park
Boston Harbor Islands National
Recreation Area
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
Salem Maritime National
Historic Site
Saugus Iron Works National
Historic Site
Springfield Armory National
Historic Site

NEW HAMPSHIRE

Saint-Gaudens National
Historic Site



RHODE ISLAND

Roger Williams National Memorial

VERMONT

Marsh-Billings-Rockefeller National
Historical Park

“One of the highlights of working for Eastern National is being able to share the Passport program with visitors. I am thankful that Eastern National created the Passport program, and I so enjoy my Passport ‘adventures’ that it truly is easy to share with visitors. My favorite memories of 2016 are the many times I witnessed the excitement of a visitor when starting their Passport ‘adventure’ and seeing them realize the prospect of what lies ahead as they discover the wonderful existence of OUR treasured national parks.”

—Deb Morgan, Eastern National Store Lead Associate,
Blue Ridge Parkway – Folk Art Center

which was matched with \$10,000 in EN funds. The ribbon-cutting ceremony unveiling the newly renovated shop and visitor reception area was held on April 15, 2016.

The new Natchez Shop at **Natchez NHP** opened with a ribbon-cutting ceremony on April 17, 2016. The store is the result of a collaborative effort between Eastern National, Natchez NHP, and the City of Natchez. The product assortment at the new store includes educational merchandise that supports the interpretive themes of the park as well as logo products that support the City of Natchez, Mississippi. Sales at this location were up by 93 percent compared to 2015.

Generous donations from EN played a critical role in **Natchez Trace Parkway’s** interpretive program. Over \$6,000 in EN funding provided support for special events, including newly created Junior Ranger program activities, a Wildlife Weekend in celebration of the NPS Centennial, and the annual Hernando de Soto Living History Encampment. Funds also supported an appreciation event for work crews from Conservation Legacy Public Land Corps, who provide trail rehabilitation services at the park.



NPS PHOTO BY JEAN VAN TATENHOVE

Bioblitz participants of all ages helped gather data to assist biologists in documenting species at Saint Croix NSR. This 2016 Bioblitz event was supported by an EN Centennial Grant.

At the **National Mall and Memorial Parks**, over \$196,000 in EN donation funding supported multiple interpretive programs and events. EN funds provided support for a “Freedom Ranger” program guided by the park’s education specialist, in which a group of middle school students from a local school in Washington, D.C., embarked on a weeklong expedition to a dozen national parks connected with the civil rights movement. EN donations funded the cost for the continuous service of two shuttle buses during the National Cherry Blossom Festival and to automate the Thomas Jefferson Memorial “Liberty of Light” exhibit’s projector. Funds enabled educators to present an interactive exhibit on the ecological benefits of bats during the “Family Festival,” the culmination of a week of NPS Centennial events. In addition, EN funding provided support for the custom construction and use of a float during major holiday parades and for layout and design costs associated with the production of the National Mall and Memorial Parks long-range interpretive plan.

At **New Orleans Jazz NHP**, a volunteer appreciation event, exhibit rental space, a training session, musicians for a park program, and more were funded with support from EN in FY16.



PHOTO BY LOUISE MICHARD

EN’s Waite & Peirce Unit Manager James Gilligan at the store.

SOUTHEAST REGION

ALABAMA

Horseshoe Bend National
Military Park
Little River Canyon National
Preserve
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
Historic Site



Participants in Catoclin Mountain Park's May 2016 Bioblitz, entitled "Snap It, Don't Stomp It! — The Catoclin Insect Bioblitz," work to search, identify, and photograph various insects in the park. Each participant was presented with an embroidered patch (shown on page 17) as a thank-you keepsake. The event was supported by an EN Centennial Grant.

"Our most sincere thanks for the Centennial Grant for our Civil War encampment. This encampment has become our most popular annual event, and we were in danger of being unable to host it this year due to lack of partner funding. The grant allowed us to not only continue it, but to have our most successful encampment in the event's seven-year history. We are truly fortunate to have such a generous partner in Eastern National....Quite simply, we could not have done our Civil War encampment this year without you!"

—Todd Arrington, Site Manager,
James A. Garfield National Historic Site

The EN store at **Niobrara NSR** had a year of significant growth, with a 45 percent increase in gross sales over 2015.

The **Outer Banks Group** had a strong sales year, with an 11 percent increase over FY15. The renovation of the EN store in the Ocracoke Island Visitor Center resulted in a sales increase of 26 percent at that site. Over \$130,000 in EN funding supported numerous NPS Centennial events and interpretive park needs.

Music, dancing, ice-cold lemonade, and watermelon were part and parcel of the Independence Day celebration at **Ozark NSR**. Some 370 visitors celebrated our nation's heritage and the NPS Centennial at this event supported by EN funds. Interpretive supplies for the park's Ozark Heritage Day in June and the two-day Haunting in the Hills event in October were also funded by EN. In addition to the store, EN staffed an outdoor sales area for the Haunting in the Hills event, which had over 5,100 attendees.

Pea Ridge NMP used EN funds to procure books for the research library and to provide supplies for historic weapons firing demonstrations. The funds enabled the park to present 105 firing demonstrations to 4,644 visitors.



EN Steamtown NHS Site Manager Ruth Giardina assists a visitor who is stamping his Passport To Your National Parks® book at the EN store during the Railfest 2016 event.

SOUTHEAST REGION

KENTUCKY

Cumberland Gap National
Historical Park (KY, TN, & VA)

LOUISIANA

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

WEST VIRGINIA

New River Gorge National River

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*
Stones River National Battlefield
Sycamore Shoals State Park*

Pictured Rocks NL celebrated both the NPS Centennial and its own milestone anniversary in 2016—the park’s 50th. EN donations funded a variety of items to help promote the anniversaries, including banners, posters, signs, brochures, and stickers.

Richmond NBP and **Maggie L. Walker NHS** teamed up to offer a bus tour for the public highlighting the preservation work done at the battlefield and the Maggie Walker house. The “100 for 100: History and Preservation of Richmond’s National Parks” tour was funded using EN donations. EN also supported the two parks at a special “National Park Night” at the local minor league baseball stadium by providing funds for tickets for an inner-city youth group to attend the game. In addition,



Camel handler Doug Baum, with one of his camels, who participated in a Junior Ranger camp at Vicksburg NMP with the support of EN donation funding. Doug’s interpretive program taught the children about Douglas the Camel (also known as “Old Douglas”), a member of the 43rd Mississippi Infantry, known as The Camel Regiment.

visitors were able to assist an artist in the creation of a mobile mural at Maggie L. Walker NHS—a unique event supported with EN funding.

Many of the events at **Rock Creek Park** were NPS Centennial-themed, including Junior Ranger camps, hikes, and the International Migratory Bird Day Festival/Bioblitz. The park used over \$10,000 in EN donation funding to support the various events and for such needs as items for team-building activities at an all-employee event and training materials for the planetarium night sky programs. Visitation to the park’s nature center increased 40 percent.

Sagamore Hill NHS had its first full year of operations since the reopening of the Roosevelt Home in July 2015, and store sales in FY16 were 125 percent higher than in FY15. EN donation funding supported a number of special events, such as an interactive children’s food program entitled “In the Kitchen with the Roosevelts.” The park’s top-selling publication was *Take a Look Inside: Theodore Roosevelt’s Sagamore Hill*, which was produced and published in collaboration with EN.

The grand opening and ribbon-cutting ceremony for the new EN Waite & Peirce: Authentic and Exotic Goods store at **Salem Maritime NHS** was held on July 14, 2016. Named for Aaron Waite and Jerathmiel Peirce, two of Salem’s merchant aristocracy in the late 1700s, the store provides an upscale, museum-quality product assortment and serves as an orientation center near the waterfront. Over \$20,800 in EN donation funding supported various needs, including installation costs for a climate change exhibit at the park and a park listing in the 2016 Salem visitor guide.

EN donations totaling over \$139,000 provided **San Juan NHS** with support for a variety of interpretive and educational programs and services. To honor the NPS’s 100th anniversary, the park hosted many events, such as International Kids Day, a centennial kite festival, Junior Ranger Day, and the premiere of the park’s new video. These activities and more were successful in a large part due to the resources that the park was able to acquire through EN funding.

Saratoga NHP was able to fund multiple park programs and other interpretive needs throughout the year through the use of \$12,500 in EN donations. With EN’s support, the park purchased a reproduction German “Brunswick Regiment von Rhetz” coat to be used as part of the educational programming. EN donations also provided funding for horse-drawn carriage rides for visitors attending the Frost Faire, musical performances at 18th-Century Day, and more. Sales increased 26 percent from FY15.



EN Lead Sales Associate Arkile Jackson assists a customer at EN’s sales tent during the 2016 Anacostia River Festival in Washington, D.C.

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

FLORIDA

Gulf Islands National Seashore
(FL & MS)

KANSAS

Tallgrass Prairie National Preserve

MISSISSIPPI

Natchez National Historical Park
Natchez Trace Parkway
Vicksburg National Military Park

MISSOURI

Ozark National Scenic Riverways
Wilson’s Creek National Battlefield

NEBRASKA

Homestead National Monument of America

TENNESSEE

Shiloh National Military Park
(TN & MS)

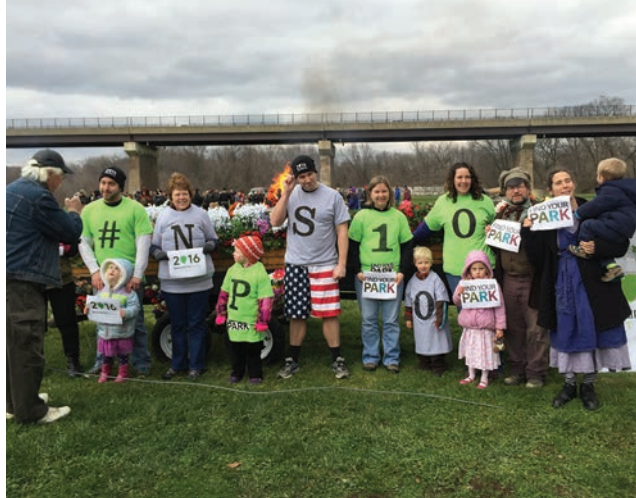
Over \$20,000 in EN donations helped to support numerous programs and events at **Shiloh NMP**. The events included the “Music on the Battlefield” concert series—monthly outdoor concerts that were free to the public and commemorated the NPS Centennial.

Total sales at **Sleeping Bear Dunes NL** set a new record of \$517,687—up 20.3 percent over FY15. Park visitation was also up 10.4 percent, and visitation to the EN stores was up 18.9 percent. The NPS Centennial was the park’s primary focus for the year, and EN played a significant role in this celebration by supporting programs and events and offering special NPS Centennial merchandise. Over \$43,000 in EN donation funding supported a variety of park needs, including printing park visitor guides, summer ranger-led programs guides, and Junior Ranger workbooks and purchasing materials to construct the park’s NPS Centennial float that was used in local parades.

It was a banner year for **Steamtown NHS**, which celebrated both the NPS Centennial and the park’s 30th anniversary in 2016. A rededication of the Baldwin Locomotive Works #26 steam engine was held during National Park Week, and EN offered commemorative and interpretive merchandise for visitors who celebrated the engine being back in service, the park’s anniversary, and the NPS Centennial. EN donations funded publication costs for trading cards that visitors received at the Railfest 2016 event. The cards contained a photograph and information about a

“Eastern National played a big role in helping kids in New York State find their park. Thanks to a grant from Eastern National, the national parks of New York State were able to collaborate with the New York State Department of Environmental Conservation and the New York State Office of Parks, Recreation, and Historic Preservation on a special publication distributed for free to every 4th grade student in the state.”

—Beth Sciumeca, Chief of Partnerships and Tourism,
National Park Service, Northeast Region,
Office of External Affairs



NPS staff, friends, and family at the 2016 Williamsport, Maryland, Polar Bear Plunge. EN donations helped Chesapeake and Ohio Canal NHP participate in the January 1, 2016 event, which helped the park kick off the NPS Centennial year in a big way.

key railroad engine at the park. And many special events were publicized in the park’s excursion brochures—made possible with EN funding. Over \$11,500 in EN donation funding was used to support the park in FY16.

Several NPS Centennial activities, including a “Class Act” senior high school field trip to Great Smoky Mountains NP, the Legacy of Stones River Symposium, and the park’s third annual Tennessee Valley Winds Concert, were supported by EN funding totaling over \$12,800 at **Stones River NB**.

Tallgrass Prairie N PRES enjoyed a momentous year as it marked the NPS Centennial and the preserve’s 20th anniversary. An NPS Centennial/Tallgrass Prairie N PRES 20th anniversary quilt, made by local quilting guilds, was made possible with EN funding. The quilt received a blue ribbon at the Kansas State Fair and was viewed by over 200,000 people in a two-week time period. An extensive schedule of special events, many made possible with EN’s support, brought a 33 percent increase in park visitation. EN funds supported activities including wagon rides and barn dances for visitors, a children’s art workshop, women’s history presentations, and more.

Vicksburg NMP hosted many special events throughout the year that would not have been possible without EN support. These events included the annual holiday open house, a very popular two-week Junior Ranger camp, the annual Fourth of July celebration weekend, and additional living history programs. Over \$52,700 in EN donation funding was used throughout FY16 by the park for various needs.



EN funding supported the construction and use of a parade float for National Mall and Memorial Parks.

VIRGINIA REGION

MARYLAND

Thomas Stone National
Historic Site

VIRGINIA

Appomattox Court House
National Historical Park
Booker T. Washington
National Monument
Fredericksburg and Spotsylvania
National Military Park
George Washington and
Jefferson National Forests*
(also in Blue Ridge Region)

George Washington Birthplace
National Monument
Maggie L. Walker National
Historic Site
Manassas National
Battlefield Park
Petersburg National Battlefield
Prince William Forest Park
Richmond National
Battlefield Park
Robert Russa Moton Museum*

BRICK & MORTAR

A NUMBER OF EASTERN NATIONAL STORES UNDERWENT IMPROVEMENTS IN 2016. These included the Museum of North Carolina Minerals, Linville Falls, Moses Cone Manor House, and Waterrock Knob visitor center stores at Blue Ridge Parkway; the Sailors Haven, Wilderness, and Watch Hill visitor center stores at Fire Island NS; the Ocracoke Island Visitor Center store at Cape Hatteras NS; and the store at Roger Williams N MEM. At Morristown NHP's Washington's Headquarters Museum, a newly renovated museum shop was unveiled. And, new stores—The Natchez Shop at Natchez NHP and Waite & Peirce: Authentic and Exotic Goods at Salem Maritime NHS—opened their doors to the public. Here's a peek inside a few.



NPS PHOTO BY VANESSA SMILEY

**MORRISTOWN NHP—
WASHINGTON'S HEADQUARTERS MUSEUM**



NATCHEZ NHP—THE NATCHEZ SHOP



**BLUE RIDGE PKWY—
MUSEUM OF NORTH CAROLINA MINERALS**



FIRE ISLAND NS—WILDERNESS VISITOR CENTER



**CAPE HATTERAS NS—
OCRACOE ISLAND VISITOR CENTER**



**SALEM MARITIME NHS—WAITE & PEIRCE:
AUTHENTIC AND EXOTIC GOODS**

PHOTO BY LOUISE MCCLAUD

EASTERN NATIONAL

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 2016:

Charles S. Marshall Unit Award

The **Charles S. Marshall Unit Award** was presented to **Flight 93 National Memorial** for exceptional teamwork.



Pictured left to right: Calvin Wilson, Families of Flight 93 board member and family member of Flight 93 hero, LeRoy W. Homer, Jr.; Stephen Clark, superintendent of the National Parks of Western Pennsylvania; and David Wagner, EN Mid-Atlantic regional manager. Stephen accepted the Charles S. Marshall Unit Award on behalf of Flight 93 N MEM.



EN President and CEO Kevin Kissling (left) presents Dedicated Service Awards to Donald Leadbetter and Alexa Viets.

Dedicated Service Award

Dedicated Service Awards were presented to **Alexa Viets**, chief of the National Park Service Centennial Office, and **Donald Leadbetter**, NPS Centennial partnership coordinator, for their strong support and assistance during the NPS Centennial year.



Pictured left to right: Megan Cartwright, EN director of retail; Kevin Kissling, EN president and CEO; Herbert E. Kahler Award-winner Kathleen Bond, superintendent of Natchez NHP; Helena Adcock, EN Southern regional manager; and Karen Peters, EN merchandising and store design manager.

Herbert E. Kahler Award

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 **Kathleen Bond**, superintendent of Natchez NHP.

Special Achievement Award

Special Achievement Awards recognize exceptional performance in the area of store operations and partner relations. Awards were presented to the following EN employees:

- **Sherri Anderson**, site manager at Grand Portage NM, for her innovation in merchandising the store, resulting in record sales.
- **Stephen Drain**, manager of the America's National Parks Warehouse, for his leadership of the warehouse team, resulting in a well-run, organized operation and a record-breaking increase in sales.
- **Joanne Gallagher**, web maintenance and marketing support analyst at Eastern National Headquarters, for her dedication, creativity, and dependability in carrying out her job duties and being instrumental in the significant growth of EN's online sales channels.

2016 AWARDS

Superior Performance Award

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

- **Kathleen Bond**, superintendent of Natchez NHP, for her instrumental support in the collaborative effort between the park, EN, and the City of Natchez for the new Natchez Shop.
- **Paul DePrey**, superintendent of Salem Maritime NHS and Saugus Iron Works NHS, for his leadership and support in the planning and realization of the new EN Waite & Peirce: Authentic and Exotic Goods store at Salem Maritime NHS.
- **Eric Leonard**, superintendent of Minuteman Missile NHS, for his loyal support of EN and his responsiveness in approving many new items that have driven sales to an increase of 73.4 percent over the prior fiscal year.
- **Niki Nicholas**, superintendent of Big South Fork NRR and Obed WSR, for taking a personal interest in the EN stores at her parks, regularly making recommendations for new items, and always being ready and willing to assist with anything that is needed.
- **Rick Slade**, superintendent of Catoctin Mountain Park, for his instrumental support at two different parks where he served as superintendent in 2016—Monocacy NB and Catoctin Mountain Park—resulting in increased sales at both locations.



SUPERIOR PERFORMANCE AWARD WINNERS, front row (left to right): Rick Slade, superintendent of Catoctin Mountain Park, and Eric Leonard, superintendent of Minuteman Missile NHS, and back row (left to right): Niki Nicholas, superintendent of Big South Fork NRR and Obed WSR; Paul DePrey, superintendent of Salem Maritime NHS and Saugus Iron Works NHS; and Kathleen Bond, superintendent of Natchez NHP.



SPECIAL ACHIEVEMENT AWARD WINNERS (left to right): Heidi White, EN chief financial officer, and Karen Searle, EN Blue Ridge regional manager.

- **Chastity Halfhill**, assistant unit manager at Flight 93 N MEM, for her excellence in fostering EN's partnership with the park and exemplary teamwork and customer service skills, resulting in multiple successes during the store's first full year of operations.
- **Tyshon Kelton**, unit manager at Martin Luther King, Jr. Memorial, for his strong leadership of the staff and oversight of new hire recruitment and training for all stores in EN's National Capital Region.
- **Greg Kraycirik**, unit manager at Flight 93 N MEM, for his motivation, leadership, and initiative in inspiring his staff to achieve and surpass team goals, resulting in an 86 percent increase in sales for 2016.

- **Karen O'Neal**, site manager at Natchez NHP, for her hard work ensuring that the renovation and opening of the new Natchez Shop was a success.
- **Angel Rosa**, assistant unit manager at El Yunque National Forest, for his initiative, dedication, and professionalism in helping to get an EN store up and running efficiently, which resulted in a significant increase in sales.
- **Karen Searle**, Blue Ridge regional manager, for going above and beyond her regular duties to lead an EN apparel program initiative and developing recommendations for the program's future.
- **Heidi White**, chief financial officer at Eastern National Headquarters, for going above and beyond her regular duties to assist with all lodging reservations and payments for a "Freedom Ranger" interpretive program for National Mall and Memorial Parks.

Customer Service Award

The **Customer Service Award** was presented to **Cape Hatteras National Seashore** and **Franklin Delano Roosevelt Memorial**. This award recognizes the EN store staff with the highest average score in EN's secret shopper program. The program evaluates the overall store appearance, product presentation, and staff professionalism. These two park stores scored a tie in 2016.

Management's Financial Report

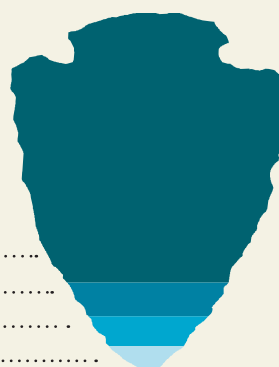
Condensed Statement of Activities and Changes in Net Assets

Year Ended October 31, 2016

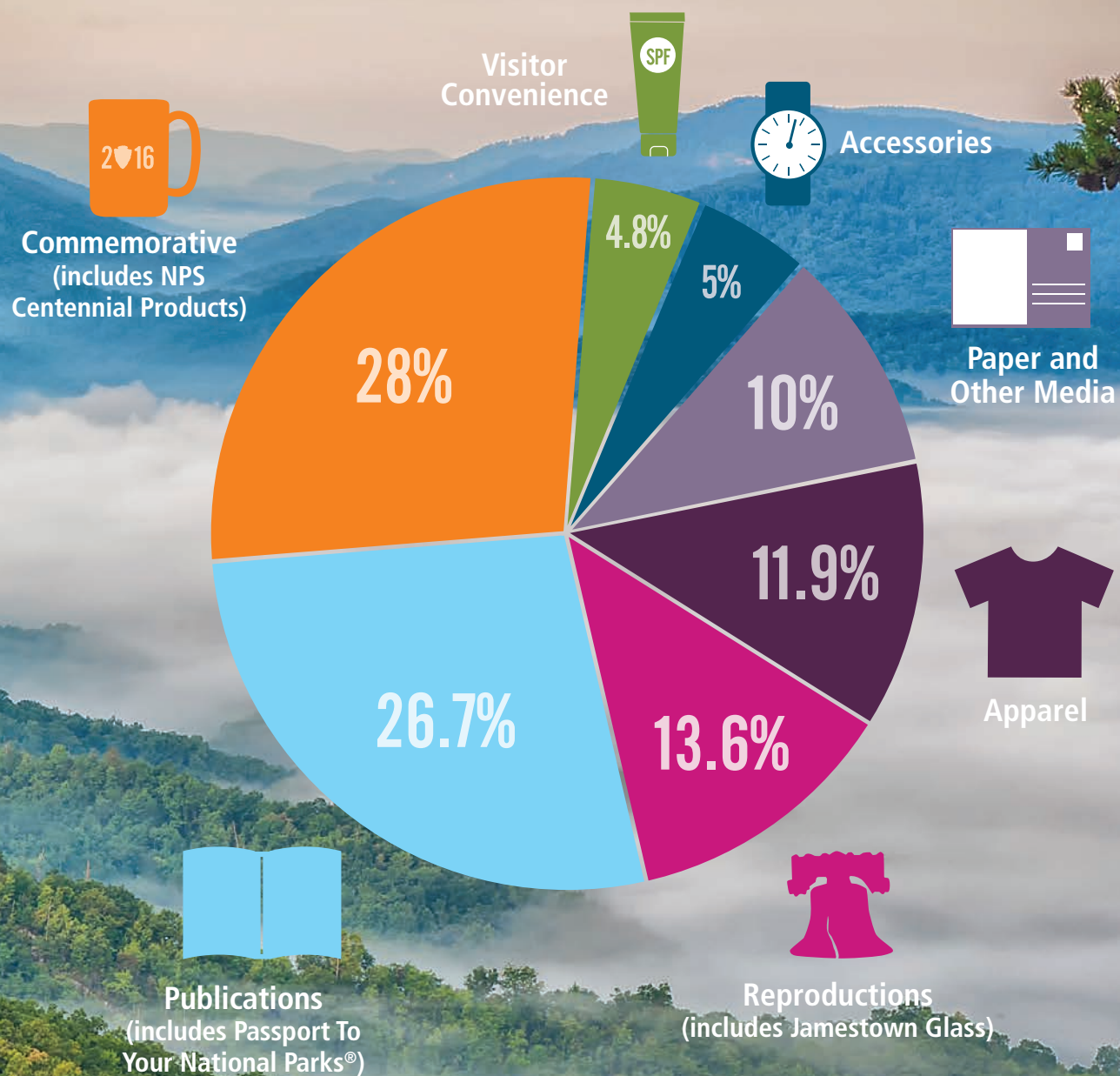
	2016
Revenues and Other Support	
Sales	\$ 42,424,000
Cost of Sales	19,152,000
Gross Profit	23,272,000
Other Support	129,000
Total Revenue and Support	23,401,000
Expenses	
Program Services	13,642,000
Donations and Direct Grants*	2,462,000
General and Administrative	4,288,000
Other	366,000
Total Expenses	20,758,000
Increase (decrease) in net assets from operating activities	2,643,000
Adjustment to net assets from non-operating activities	(638,000)
Increase (decrease) in net assets	2,005,000
Temp Restricted Net Assets Vietnam Women's Memorial	12,000
Net assets, beginning of the year	7,525,000
Net assets, end of the year	\$ 9,542,000

*2016 Donations and Direct Grants to the National Park Service

Interpretive Program Support	81.5%
Publication Costs and Free Publications	7.8%
Agency and Capital Improvements	5.5%
Research and Other	5.2%



Fiscal Year 2016 Sales Product Mix



EASTERN NATIONAL



Members of Eastern National's 2016 Board of Directors, front row (left to right): Dr. G. Jay Gogue and Gerard Gabrys, and back row (left to right): Deborah Yandala, George Minnucci, and Dusty Shultz.

BOARD OF DIRECTORS

George Minnucci, Chair
Gerard Gabrys, Vice Chair
Dr. Kevin Clark
Dr. G. Jay Gogue
David Harmon
Dusty Shultz
Michael A. Walker, Esq.
Deborah Yandala

EXECUTIVE COMMITTEE

George Minnucci, Chair
Gerard Gabrys, Vice Chair
Dr. Kevin Clark
Dr. G. Jay Gogue
Deborah Yandala

NOMINATING COMMITTEE

Deborah Yandala, Chair
George Minnucci

FINANCE COMMITTEE

Gerard Gabrys, Chair
David Harmon
George Minnucci
Michael A. Walker, Esq.

NPS ADVISORY GROUP

Southeast Representative and Advisory Group Chair:
Mark Woods, Blue Ridge Parkway
Northeast Representative: Linda Cook, Weir Farm NHS
Midwest Representative: Lisa Conard Frost, Fort Smith NHS
Regional Cooperating Association Coordinator Representative:
Thomas Richter, NPS Midwest Region
National Capital Representative: Bob Vogel,
NPS National Capital Region

HEADQUARTERS

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(215) 283-6900
(215) 283-6923, fax
www.easternnational.org
www.eParks.com

SENIOR LEADERSHIP TEAM

Kevin C. Kissling, President and Chief Executive Officer
Megan Cartwright, Director of Retail
Meredith McClatchy, Director of Human Resources
John F. Ryan, Chief Administration Officer and Secretary/Treasurer
Jason Scarpello, Creative Director
Hank Schmoyer, Director of Information Technology
Heidi A. White, Chief Financial Officer

TEAM

HEADQUARTERS TEAM

Jennifer Allen, Publications Coordinator
Katrina Andrews, Accounts Payable Specialist
Mary Angles, Photographer
Kristie Berzins, Human Resources Assistant
Georgeanne Bogdan, Accounts Payable Specialist
Billy Boylan, Graphic Designer
Eileen Cleary, Publications Specialist
Stephen Corbin, POS Technician
Daniel Doyle, Senior Accountant
Heather Fisher, Purchasing Assistant
Joanne Gallagher, Web Maintenance and Marketing Support Analyst
Emily Geesaman, Marketing Manager
Crystal Graham, Donations Specialist
David L. Holt, Publications Manager
Maryann Jones, Senior Accounts Payable Specialist
Marge McBeth, Accounts Payable Specialist
Katie McClain, Operations Assistant
Kerry McIntyre, Photographer
Peter R. Milovcich, Systems Analyst
Diane Motylinski, Accounts Payable Specialist
Gabrielle Murph, Accounts Payable Specialist
Susan Packer, Payroll Specialist
Tiffany Robertson-Brown, Accounting Manager
Laura Robinson, Publications Specialist

Andrea M. Singmaster, Human Resources and Employee Benefits Administrator
Bonnie Stetson, Membership Coordinator and Administrative Secretary
Kathy Sumter, Staff Accountant
Erin Sweeney, Inventory Replenishment Manager
Melissa Totten, Human Resources Specialist
Mark Vineburg, Operations Support Manager
Scott Weisbrod, POS Technician
John Zimmerman, Software Developer

AMERICA'S NATIONAL PARKS WAREHOUSE AND EPARKS TEAM

Isaiah Alston, Warehouse Product Shipper and Handler
Tony Bello, Lead Product Shipper
Stephen Drain, Warehouse Manager
Dave Hoffman, Assistant Unit Manager
Wayne Tidwell, Warehouse Product Shipper and Handler
Joan Yamrich, Assistant Warehouse Manager

FIELD OPERATIONS TEAM

Ethel Austin, Operations Support Assistant
Karen Peters, Merchandising and Store Design Manager
Noelle Sapp, Operations Support Assistant in Training
Kalia Vincent, Operations Audit Specialist



EN Regional Management Team

The following Eastern National employees reached these milestone anniversaries in 2016:

10 YEARS

Mandy Gardner, Unit Manager,
Sleeping Bear Dunes NL
Jessica Gondela, Store Associate,
Steamtown NHS
Stephen Koskey, Store Associate,
Blue Ridge Parkway - Waterrock Knob
Kevin Marshall, Unit Manager,
Ford's Theatre NHS
Shirley Medina, Store Associate,
El Yunque National Forest
Gabrielle Murph, Accounts Payable Specialist,
Headquarters
Laura Robinson, Publications Specialist,
Headquarters
Angel Rosa, Assistant Unit Manager,
El Yunque National Forest

15 YEARS

Becky Burke, Regional Manager, Southeast Region
Rosalyce Flint, Store Associate, Cape Cod NS
Nancy Hylander, Store Associate, Acadia NP
Sam Rempfer, Glassblower Journeyman,
Jamestown Glasshouse
Linda Thayer, Store Associate, Acadia NP

20 YEARS

Tina Maquar, Site Manager, Chickamauga
and Chattanooga NMP

25 YEARS

Barbara Hendrix, Store Associate, Blue Ridge
Parkway - Linn Cove
Rulaine Kegerreis, Regional Manager, Coastal
Mid-Atlantic Region

30 YEARS

Maria Rolon, Unit Manager, San Juan NHS

40 YEARS

Peter R. Milovcich, Systems Analyst, Headquarters

REGIONAL MANAGEMENT TEAM

Helena Adcock – Southern Region
Kevin Bates – Coastal Southeast Region
Danica Buehren – Virginia Region
Becky Burke – Southeast Region
Brenda Cummins – Coastal Virginia Region
Rulaine Kegerreis – Coastal Mid-Atlantic Region
Stacy Madalena – National Capital Region
Cathy Nagle-Ervin – Great Lakes Region
Mary Price – New England Region
Corinna Richards – Metro New York Region
Zoraida Rosa – Caribbean Region
Karen Searle – Blue Ridge Region
David Wagner – Mid-Atlantic Region

ASSISTANT REGIONAL MANAGEMENT TEAM

Brad Cave – Blue Ridge Region
Aimee Meadows – Southeast Region
Lee Pettet – National Capital Region

UNIT MANAGERS

Meaghan Barry, Antietam NB
Lyne Bradley, Vicksburg NMP
Rene Capizzi, Assateague Island NS
Julie Castille, Jean Lafitte NHP & PRES – French Quarter
Paula Cormany, Mammoth Cave NP
Ann Cummings, Acadia NP
Mandy Gardner, Sleeping Bear Dunes NL
James Gilligan, Salem Maritime NHS – Waite & Peirce
Christine Godwin, Outer Banks Group – Bodie Island
Margaret Haight, Fredericksburg and Spotsylvania NMP
Melissa Hawkins, Colonial NHP
Davidson Hobbs, Washington Monument
Mark Hudson, Independence NHP – Benjamin Franklin Museum
Nonna Johnson, Jamestown Glasshouse
Tyshon Kelton, Martin Luther King, Jr. Memorial
Jordan Klatt, Cape Cod NS
Gregory Kraycirik, Flight 93 N MEM
Elaine Lally, Minute Man NHP
Elizabeth Linehan, Boston NHP – Faneuil Hall
Donna Litwin, Outer Banks Group – Wright Brothers N MEM
Mark Lowenberg, Cape Cod NS – Highland Light
Kevin Marshall, Ford's Theatre NHS
David Mull, Lincoln Home NHS
Erin Nolan, Lincoln Memorial
Elizabeth Perry, Fort Sumter NM
Carlene Pittman, El Yunque National Forest
Sandra Quidley, Outer Banks Group – Cape Hatteras NS
Maria Rolon, San Juan NHS
Paul Tiemann, Boston NHP – Charlestown Navy Yard
Joseph Wooley, Arlington National Cemetery

SITE MANAGERS

Shannon Adkins, Effigy Mounds NM
Patricia Alcaro, Gateway NRA – Sandy Hook Unit
Kailyn Alexander, Saratoga NHP
Gregory Allen, Natchez Trace Parkway
Sherri Anderson, Grand Portage NM
Jennifer Austin-Janssen, Blue Ridge Parkway – Destination
Lisa Barrett, Stones River NB

Daniel Beard, Kennesaw Mountain NBP
 Ellen Bolin, Lincoln Boyhood N MEM
 Lois Brown, Adams NHP
 Timothy Byrwa, Pictured Rocks NL
 Crystal Canterbury, Outer Banks Group – Ocracoke Island
 Susan Carpenter, Blue Ridge Parkway – Linville Falls
 Ralph Casale, Cuyahoga Valley NP – Canal Visitor Center
 Rosemary Costa, Castillo de San Marcos NM
 Robin Davis, Outer Banks Group – Fort Raleigh NHS
 Jennifer Dilts, Big South Fork NRRRA
 Lou Dixon, Fort Macon State Park
 Allyson Dowdle-Pemble, Apostle Islands NL
 David Eberle, Blue Ridge Parkway – Craggy Gardens
 Carlene Edwards, Florida Keys Eco-Discovery Center
 Rosanne Fetty, Homestead National Monument of America
 Jennifer Fiske, Ozark NSR
 Ellen Gaglio, Richmond NBP – Tredegar Iron Works
 Joan Gagnon, Lowell NHP
 Ruth Giardina, Steamtown NHS
 Mickey Goodson, Martin Luther King, Jr. NHS
 Linda Gottemoller, Delaware Water Gap NRA
 Debra Hayes, Springfield Armory NHS
 Patricia Hendrix, Blue Ridge Parkway – Humpback Rocks
 Linda Hiltner, Minuteman Missile NHS
 Charles Holbrook, Perry's Victory and International Peace Memorial
 Katie House, Hot Springs NP
 Amber Houske, Fort Donelson NB
 Alicia Humphries, New River Gorge NR – Canyon Rim
 Ellen Hutchinson, Tuskegee Airmen NHS
 Karen Jaggars, Shiloh NMP
 Mark Kelly, Salem Maritime NHS
 Wanda Kindrick, Fort Pulaski NM
 Carly Koch, Jimmy Carter NHS
 Barbara Luna, Appomattox Court House NHP
 Tina Maquar, Chickamauga and Chattanooga NMP
 Joseph Napurano, Thomas Edison NHP
 Nancy Newland, Women's Rights NHP
 Karen O'Neal, Natchez NHP
 Jacqueline Payne, Cumberland Gap NHP
 Latisha Pippin, Pea Ridge NMP
 Emily Rapp, Wilson's Creek NB
 Kathy Rappold, Gulf Islands NS
 Sarah Reedy, Fort Neccessity NB
 Teresa Renner, Abraham Lincoln Birthplace NHP
 Janda Sample, Manassas NBP
 Melissa Schoeffel, Sagamore Hill NHS
 Tanner Scott, Blue Ridge Parkway – Blue Ridge Music Center
 Anna St. Brice, Christiansted NHS
 Nancy Stewart, Guilford Courthouse NMP
 David Stroup, Andersonville NHS
 Jennifer Sturch, Ozark-St. Francis National Forests
 Michael Vigneau, Blue Ridge Parkway – Waterrock Knob
 David Walthall, Petersburg NB
 Nancy Yaddow-Marland, Fort Stanwix NM

ASSISTANT UNIT MANAGERS

Christy Blackwell, Lincoln Home NHS
 Matthew Borders, Antietam NB
 Sara Brock, Sleeping Bear Dunes NL

Cheryl Clark, Outer Banks Group – Wright Brothers N MEM
 Miguel Collazo, San Juan NHS
 Wilma Diaz, San Juan NHS
 John Farrington, Boston NHP – Charlestown Navy Yard
 Deborah Gardin, Arlington National Cemetery
 Chastity Halfhill, Flight 93 N MEM
 Beth Humbrecht, Outer Banks Group – Cape Hatteras NS
 Ebony Jackson, Washington Monument
 William Keller, Independence NHP – Benjamin Franklin Museum
 Markell King, Statue of Liberty NM
 Jessica McNeill, Lincoln Memorial
 Barbara Michelson, Acadia NP
 James Miller, Fort Sumter NM
 Angel Rosa, El Yunque National Forest
 Nazli Shah, Fredericksburg and Spotsylvania NMP
 Christa Sisson-Mesrobian, Jamestown Glasshouse
 Kathleen Viprino, Cape Cod NS
 Jennifer Williams, Vicksburg NMP

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INDEPENDENT AUDITORS

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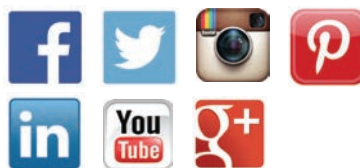
Thank you to all Eastern National and non-Eastern National personnel who helped in preparation of this report.

Unless noted, all photos courtesy of the National Park Service and Eastern National.

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