



EASTERN NATIONAL

2017

ANNUAL  
REPORT



# Fiscal Year 2017







Front Cover: The sun in total eclipse at the Homestead Heritage Center at Homestead National Monument of America, 2017. © Alison Taggart-Barone

Inside Front Cover/Page 1: Crowds watching the sun enter totality outside the Homestead Heritage Center at Homestead National Monument of America, 2017. © Alison Taggart-Barone

## Our Mission

Eastern National promotes the public's understanding and support of America's national parks and other public trust partners by providing quality educational experiences, products, and services.

## Our Contribution

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

## Our Reach

Today we serve over 170 national parks and other public trusts across 33 states, the District of Columbia, Puerto Rico, and the US Virgin Islands. Since our founding in 1947, we have provided over \$149 million in direct and in-kind aid to parks.





George Minnucci



Kevin C. Kissling

## Chair & President's Message

**IN MAY 1947**, at a conference of National Park Service historians, a bold idea was proposed by Herb Kahler, chief historian of the National Park Service. He suggested a nonprofit organization could be formed to sell books and other park literature with the proceeds from sales to be used to support park museum and interpretive purposes. A hat was passed around the room, and each conference participant was asked to contribute \$5. A total of \$147 was collected.

Unlike other associations, Eastern National was designed to serve a network of parks—with sales from locations that generate higher revenue sharing resources with parks that might not be able to sustain their own cooperating association.

Seventy years later, Herb Kahler's dream of an association that supports a network of parks is a reality. Since 1947, Eastern National has grown the \$147 that was collected into \$846 million in sales and over \$149 million in aid to parks.

While much has changed from our humble beginnings, Eastern National has remained true to supporting all parks we serve equally to ensure visitors to each National Park Service site have the ability to obtain quality educational products.

Our 70 years of success has continued into 2017. We served a record number of visitors, provided more than \$2.4 million in direct aid to parks, and continued to support a network of parks by offering a wide variety of interpretive items.

But the year also had its challenges. Partner staff and Eastern National team members were impacted by hurricanes throughout the Southeast and Caribbean, and we continue to keep them in our thoughts.

It was also a year of transformation. We made significant progress toward achieving our long-term strategic goals. We invested in additional staffing at all levels throughout the organization. We streamlined processes and upgraded technology. We strengthened our relationship with all our public lands partners.

As we look forward to many more years of providing quality educational experiences, products, and services, we remain grateful to all those who contributed to Eastern National's 70 years of success.

George Minnucci,  
Board Chair

Kevin C. Kissling, President  
and Chief Executive Officer



# Strategic Plan 2017-2019

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

In the first year of implementation, Eastern National made a robust start towards meeting the goals and objectives of its three-year strategic plan. Central achievements in 2017 in the four key areas of focus include the following:



## PARTNERSHIPS

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

**Strengthening Relationships:** Regional managers nearly doubled their number of park visits. The Senior Leadership Team increased their visits to management at park, regional, and national levels by almost 50 percent. EN partnered with the National Park Service to co-sponsor a training event for NPS and cooperating association professionals.

**Increasing Brand Awareness:** EN implemented a new formal marketing plan and social media strategy and launched a marketing support model to improve EN's ability to promote its stores.



## 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.**

**Increasing Field Support:** The first round of regional realignment increased the capacity of the field management team, enabling EN to better serve partners and stores. An assistant director of retail and a new region and regional manager were added.

**Supporting High-Performance Culture:** EN implemented a new performance management system focused on individual, team, and organizational goals and conducted its first-ever employee engagement survey.

**Developing Talent:** EN added critical organizational knowledge and skills through the creation of new positions including a product development manager, a systems support trainer, and a project manager.



## OPERATIONS

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

**Strengthening Infrastructure:** Significant progress was made in documenting and digitizing key processes, including Accounts Payable's transition to a digital system for receiving and processing vendor invoices and Operations' development of standard operating procedures to guide store-based processes.

**Improving Inventory Management:** Through streamlining, the product development team reduced the number of active vendors by over five percent, which increases buying efficiencies and lowers costs.

**Updating Retail Technology:** Seven new locations were added or upgraded from manual stores to Point-of-Sale systems.



## FINANCES

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

**Improving Financial Return:** Net operating income exceeded budget by over \$200K, enabling increased aid to parks and infrastructure investments. EN distributed over \$2.4 million as aid to parks, supporting partners in areas ranging from competitive grants to store improvements and custom publications.

**Fundraising for Parks:** EN explored the feasibility of supporting our partners' philanthropic needs and is piloting the formation of a Friends Group to support one NPS partner location.



# Our Fiscal Year 2017

Number of  
visitors served:  
**2.7 million**



Celebrating **70 years** in 2017



**5** new stores  
opened

**\$149+**  
**million**  
in aid to parks  
over 70 years



Cooperating Association Partnerships for a New Century:  
**2,020 hours** of training provided to **101** NPS and Cooperating  
Association staff

**7.5%**  
of inventory  
investment was for  
newly developed  
educational products.



# At-A-Glance



**Connected youth to nature** through the Parks in Focus® photography program at Obed Wild and Scenic River. In its first year alone, cameras provided through an EN grant were used by 80 participating youth.



EN staff worked

**520,300**

hours in support of our mission.

.....  
We increased our field management capacity by

**12.5%**



Number of eParks.com transactions:  
**27,474**

**100,000+**

America's National Parks Press™ books were purchased at dollar stores across the country.

**\$7.2 million**

in direct and in-kind aid to parks

Total Solar Eclipse:

**20,991 visitors**

experienced totality, attended educational programs, and supported Homestead National Monument of America through their purchase of commemorative merchandise.





# Our Products



**"My position is a direct result of the strategic plan, and since beginning my career at EN a little over a year ago, I've used it as a road map. We have been able to try new processes, and we are beginning to streamline our vendor database and the way we purchase product. This ensures we are only purchasing quality, educational product from vendor partners who share our values. Creating a mission-based retail environment is so rewarding, and I learn something new every day."**

Julianna Haviv, Eastern National  
Product Development Manager

According to the National Park Service,\* "The sale of interpretive materials is integral to a park's interpretive program." At Eastern National, providing quality educational products is an essential part of our mission. Every item is evaluated by our partners for quality, historical accuracy, and relevance to the site's theme. Stringent standards in our product selection process ensure that only the finest quality merchandise is sold in our stores.

Eastern National has a strategic priority to establish assortment planning and category management processes to ensure that mission-focused products meet the expectations of our customers. Our goal is to make sure every park visitor finds a product that promotes their understanding and support of America's national parks.

\*Reference Manual for  
Director's Order #32





Opposite and below: a sampling of Eastern National's 2017 commemorative and reproduction products.



A sampling of Eastern National's 2017 site-specific and custom publications.



# Our Stores



Gulf Islands NS - Fort Pickens

**“It was a very rewarding experience working with Eastern National on opening a new store at the Thomas Jefferson Memorial. EN worked closely and collaboratively with park staff to ensure that this recently repurposed space transitioned smoothly to meet a much-needed visitor service.”**

Paul Ollig, Chief of Interpretation and Education,  
National Mall and Memorial Parks

In fiscal year 2017, Eastern National added a number of new brick-and-mortar locations. On December 1, 2016, we opened a new store at Belmont-Paul Women’s Equality NM. The grand opening of a new EN store at the Harriet Tubman Underground Railroad Visitor Center, a joint operation between the NPS and the Maryland Park Service, was held on March 10, 2017. An EN store opened in June at the Doughton Park Visitor Center, a recently restored historic service station at Milepost 241.1 on the Blue Ridge Parkway. In the National Capital Region, EN opened new stores at Carter G. Woodson Home NHS and at the Thomas Jefferson Memorial.

Renovations and upgrades were made to existing stores. These included Castillo de San Marcos NM, where new fixtures were added to maximize display space; Monocacy NB, where more-functional fixtures that better support the product mix and a dedicated Passport station was added; and Gulf Islands NS – Fort Pickens, where stacked cannon, ammunition, and Hardtack boxes serve as storage for overstock and brick-faced dividers help to define the thematic sections of the store.





National Park Service and Eastern National staff celebrated the grand opening of EN's new store at the Harriet Tubman Underground Railroad Visitor Center with a ribbon-cutting ceremony. Pictured left to right: Megan Shelley Cartwright, EN director of retail; Rose Fennell, NPS Northeast Region deputy regional director; Jonathan Meade, NPS Northeast Region deputy regional director; Kelly DiNapoli, EN site manager, Harriet Tubman Underground Railroad NHP; Kevin C. Kissling, EN president and chief executive officer; Brenda Cummins, EN Coastal Mid-Atlantic regional manager; Dana Paterra, Maryland Park Service park manager; and Josie Fernandez, Harriet Tubman Underground Railroad NHP acting superintendent.



Harriet Tubman Underground Railroad Visitor Center



# Interpretive Services

Eastern National oversees operations, including operating the guided tour program, at **Cape Cod NS Highland Light**.

.....

**21,000** visitors participated in guided tours of the Highland Lighthouse.



Eastern National manages the many facets of the guided tour program at **Antietam NB**.

**8,300** visitors served



PHOTO BY SHARON MURRAY

**223,404** visitors served

.....

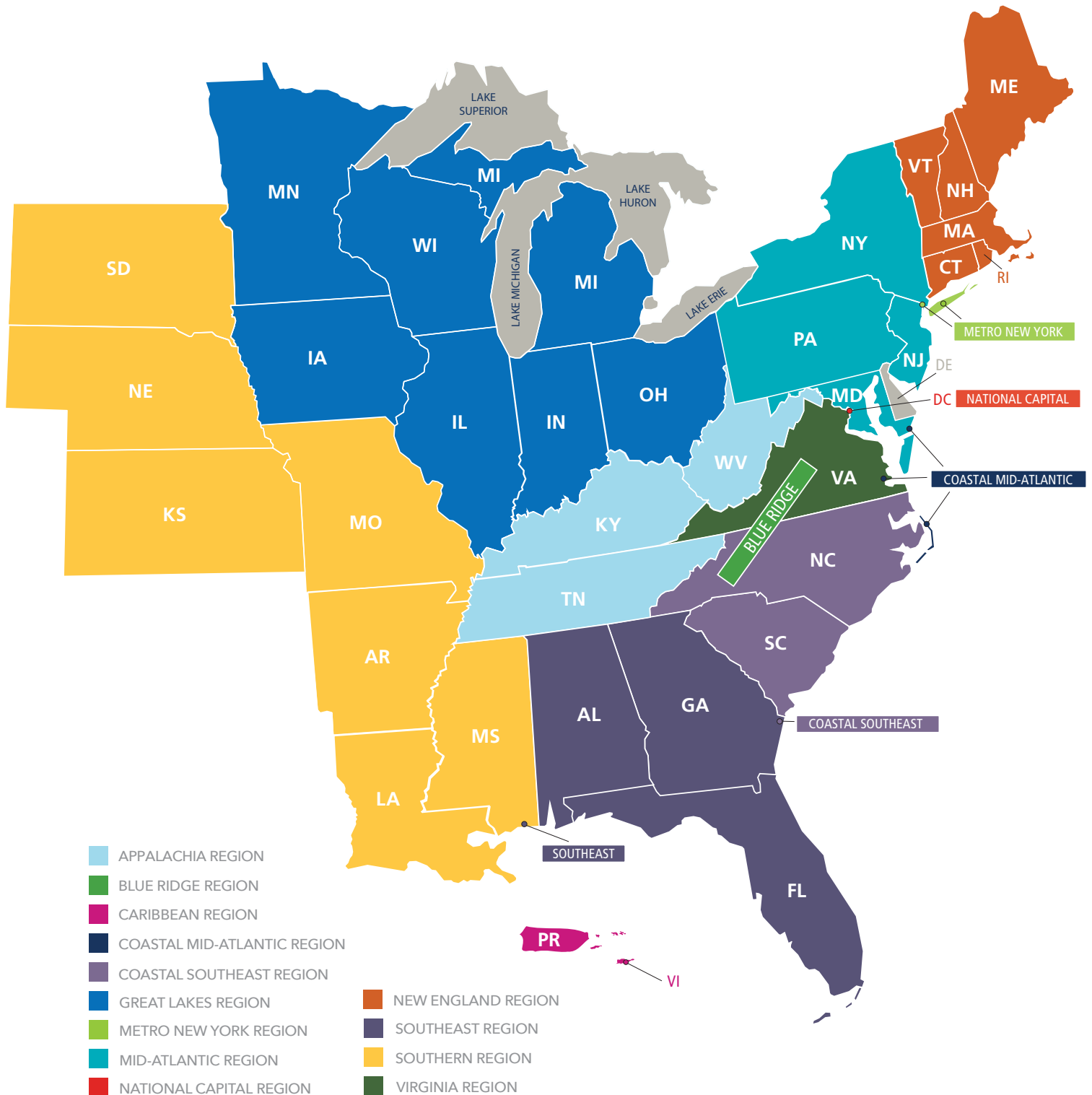
At the **Jamestown Glasshouse at Colonial NHP**, which is operated by Eastern National, visitors can watch as glass artisans create one-of-a-kind glass pieces similar to those found at Historic Jamestowne, the site of the first successful permanent English settlement in North America.





# Eastern National's Fiscal Year 2017 Regions

In spring 2017, Eastern National began implementation of a realignment of its regional management organizational structure. This realignment increases field support and capacity for our partners and stores and enables us to be more strategic in how we serve them. By realigning the regions, there is a tighter geographic focus for each regional manager. Phase one of this realignment was completed May 5, 2017.



# Regional Highlights



Visitors interact with living history reenactors at the birthplace and early boyhood home of JFK at John Fitzgerald Kennedy NHS on the 100th anniversary of his birth, May 29, 2017.

PHOTO COURTESY NPS: MATT TEUTEN EVENT IMAGING

**EASTERN NATIONAL HAS ONE 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. Here are some examples of that mission in action and the ways we provided aid to parks in fiscal year 2017.

Using EN funding, **Acadia NP** offered teacher workshops to design new climate science field trips for middle school students. This collaborative process teamed park rangers with teachers to design curriculum-based lesson plans. Funding also enabled “Astro Volunteers” to offer telescope and solar scope programs and to supply support to the annual Night Sky Festival—contacting over 4,000 people with these efforts.

EN provided support for an *Every Kid in a Park* “Farm to School Day” special event at **Adams NHP**. This funding supported a beehive presentation, supplies for cider press demonstrations, artwork for a scavenger hunt map that was distributed during the event, and more.

EN supported a busy year of annual events at **Andersonville NHS** including Memorial Day and National POW/MIA Recognition Day and the free Night Museum event in which visitors could tour the National Prisoner of War Museum after dark. The

park is commemorating the 20th anniversary of the National Prisoner of War Museum in 2018.

**Appomattox Court House NHP’s** popular living history program is made possible with EN’s support. The 18th annual Civil War Seminar and the park’s 152nd anniversary commemoration of General Lee’s surrender at Appomattox Court House as well as the launch of a new Healthy Parks Healthy People program were also supported with EN funding.

New items played an important roll in increased sales at **Assateague Island NS**, representing 17 percent of sales. Custom binoculars, playing cards, pencil sets, and porcelain ornaments are a sampling of the new offerings at both the Virginia and Maryland EN locations, which continue to receive praise from visitors about the variety and quality of items that are available in the stores.



EN opened a new sales outlet at **Belmont-Paul Women's Equality NM** on December 1, 2016. Managed by National Mall and Memorial Parks, the monument protects the iconic house that has served as the headquarters for the National Woman's Party (NWP) since 1929. EN worked with the NPS and NWP to create quality products that tell the story of the site.

In 2017, EN joined **Blue Ridge Parkway** in the first phase of restoring the Doughton Park Visitor Center and Park Store, a long-vacant recreation area. The historic service station turned seasonal EN park store and interpretive exhibit opened in June and experienced a promising \$42,358 in sales for the year. EN also supported the park's special activities during the total solar eclipse, developing custom commemorative products that resulted in over \$8,000 in sales. EN employees continued to provide more than half of all visitor center contacts, with 28 employees stationed at 14 visitor centers.

Thanks to new products offered at **Booker T. Washington NM** in FY17, the EN store experienced an increase in sales over the previous year. The park looks to build on that success in FY18 by working with EN's Publications Department to introduce its highly regarded new film, *Measure of a Man*, as a 2018 sales item.

**“I really enjoy working and partnering with the NPS at Colonial National Historical Park. Every day, we have the opportunity to enhance the visitors’ park experience by offering them guided tours and educational programs through the NPS interpretive staff. The EN store also offers visitors meaningful and educational products that they can purchase and take home with them, further enhancing their park visit. EN and the NPS working together as a team helps us to accomplish this mission.”**

Melissa Hawkins, Eastern National Unit Manager,  
Colonial National Historical Park – Yorktown Battlefield

## Where We Operate

### APPALACHIA REGION

#### KENTUCKY

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

#### TENNESSEE

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

#### WEST VIRGINIA

New River Gorge National River

### BLUE RIDGE REGION

#### NORTH CAROLINA

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

#### VIRGINIA

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

### CARIBBEAN REGION

#### PUERTO RICO

El Yunque National Forest\*  
San Juan National Historic Site

#### US VIRGIN ISLANDS

Christiansted National Historic Site

### COASTAL MID-ATLANTIC REGION

#### MARYLAND

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

#### NORTH CAROLINA

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

#### VIRGINIA

Colonial National Historical Park/Jamestown Glasshouse

\*affiliated agencies

## COASTAL SOUTHEAST REGION

### GEORGIA

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

## 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

### MICHIGAN

Pictured Rocks National Lakeshore

Sleeping Bear Dunes National Lakeshore

### MINNESOTA

Grand Portage National Monument

Superior National Forest\*

### 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

### WISCONSIN

Apostle Islands National Lakeshore

Saint Croix National Scenic Riverway (WI & MN)

EN funding of over \$10,600 supported a variety of needs at **Buffalo NR**, including musicians for the Ozark Folklife Festival.

At the Highland Light Keeper's Shop at **Cape Cod NS**, sales were up 15 percent compared to 2016. EN funding totaling \$43,300 was used for a variety of significant educational and interpretive projects and programs, including a performance by the Cape Symphony. Over 1,500 people attended this free outdoor concert, which featured original compositions, guest musicians, and readings by seashore staff.

In the face of major renovations at **Carl Sandburg Home NHS** and a six-month relocation of the EN store to a smaller retail space, EN continued to provide a high-quality visitor experience, and sales increased in 2017—exceeding the year's sales goal. EN supported summer performances of two plays—*Rootabaga Express* and *Spink, Skabootch, and Swipes*—in partnership with the Flat Rock Playhouse. Over 2,050 visitors attended the plays.

A 5.7 percent increase in visitation and a 20 percent increase in sales over FY16 combined to make FY17 a successful year for **Catoctin Mountain Park**.

**Chattahoochee River NRA** had a phenomenal year of sales, with gross sales of \$20,067—an increase of \$10,755 over the previous year. EN funded bus transportation for 4th graders to the park's Children's Water Festival, which provided a learning opportunity about the importance of protecting and conserving water resources.

Visitor education and sales were enhanced with over 297 new items at the EN stores at **Chickamauga and Chattanooga NMP**, resulting in \$40,941 in total sales. Over \$31,000 in EN funding supported services to park visitors as well as park planning and staff training.

**“The National Park Service Outer Banks Group thanks Eastern National for another successful year of support in 2017. As a valued partner, Eastern National continues to work closely with park staff to enrich visitor experiences by providing enhanced services to our park visitors. Again, our thanks to Eastern National for its support this past year and for being an outstanding valued and long-standing partner!”**

David E. Hallac, Superintendent, Outer Banks Group



Cherry Blossom Kite Festival at  
the Washington Monument.







PHOTO BY LEXI WOODS

A youth group participates in a field trip to Kennesaw Mountain NBP—this program outreach was made possible through an EN grant.

At **Colonial NHP**, over \$82,500 in EN funding was used for various park needs. In 2017, for the first time in over 20 years, living history tours were added to programming at Yorktown Battlefield. EN provided support for this living history programming—both at Yorktown Battlefield and Historic Jamestowne.

Numerous opportunities for visitors to connect with **Congaree NP** were provided through special events, programs, and materials supported by EN. The park marked its 40th anniversary, and a gala event—made possible through EN funding—was held to celebrate.

**Delaware Water Gap NRA** staff attended the “Cooperating Association Partnerships for a New Century” NPS training, which was co-sponsored by EN, NPS, Great Smoky Mountains Association, and Florida National Parks Association. They found it very informative in helping the park to determine more effective merchandising strategies.

EN was on hand to help **Effigy Mounds NM** celebrate the release of the Effigy Mounds National Monument/Iowa America the Beautiful quarter, which features a view of the mounds of the Marching Bear Group and was the first one issued for 2017.

At **Fire Island NS**, EN provided funding to support a visitor experience plan workshop and an interpretive skills workshop.

At **Flight 93 N MEM**, new products were introduced throughout the year to keep the store interesting for repeat visitors and to continue to improve product availability based on customer interest. EN provided support for educational programming at the park through a \$10,000 grant. The grant enabled over 4,400 school students to come to the memorial and learn through experiencing it firsthand in over 50 curriculum-based education programs.

**Fort Donelson NB** was in the path of the solar eclipse, which brought nearly 1,000 people to the park. EN was there to support sales and provided visitors with eclipse-themed merchandise on that extremely busy day. EN supported bus transportation for four Kentucky schools—enabling the students to visit and learn about the park.

**Fort Pulaski NM** had an exceptionally challenging year in FY17, weathering two hurricanes and a tornado. EN supported a variety of park needs, including repairs to the park’s reproduction historical flags that fly over the fort.



Through EN support, two special programs—one on the Gullah-Geechee culture and one on the history of the pest houses on Sullivan’s Island and the Slave Dwelling Project—were made possible at **Fort Sumter NM**.

With over \$117,000 in support from EN, **George Washington Memorial Parkway** developed new educational programs, obtained supplies and materials that are needed to sustain interpretive programs, provided stipends to performers and presenters, and offered internship programs that assisted with resource protection and education.

As in previous years, EN provided support for interpretive programming at the annual Rendezvous Days event at **Grand Portage NM**.

**Guilford Courthouse NMP** celebrated its 100th anniversary in 2017, and the store offered T-shirts, caps, mugs, pins, and water bottles that were specially designed for the occasion. EN supported a lecture series and author signing during the park’s largest annual event—the anniversary commemoration of the Battle of Guilford Courthouse.

The grand opening and ribbon-cutting ceremony for EN’s store at **Harriet Tubman Underground Railroad NHP** was held on March 10, 2017. A selection of children’s, academic, and popular press books about the life and times of Harriet Tubman and her contemporaries are featured at the store, which is located in the visitor center—a joint operation between the NPS and Maryland Park Service.

**“Together, Eastern National and Stones River National Battlefield teamed up to quickly identify and develop new site-specific products that appeal to our visitors, thus increasing sales. We have also found that utilizing a small amount of our interpretive donation account funds to support EN to hire additional part-time staff at the store has been lucrative. With the store staffed 100 percent of the time by EN and our new products on the shelves, we have increased our sales—a win-win for the team and for our programs.”**

Brenda M. Pennington, Superintendent,  
Stones River National Battlefield

## 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

## MID-ATLANTIC REGION

### MARYLAND

Antietam National Battlefield

Catoctin 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

Upper Delaware Scenic and Recreational River

## 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):  
Carter G. Woodson Home National Historic Site  
Frederick Douglass National Historic Site  
Kenilworth Park & Aquatic Gardens  
Mary McLeod Bethune Council House National Historic Site

### National Mall and Memorial Parks:

Belmont-Paul Women's Equality National Monument  
Ford's Theatre National Historic Site  
Franklin Delano Roosevelt Memorial  
Lincoln Memorial  
Martin Luther King, Jr. Memorial  
Thomas Jefferson Memorial  
Washington Monument

Rock Creek Park:  
Old Stone House

**“The relationship between Eastern National and Catoctin Mountain Park is strong and important to providing an extension of our visitors’ experience. Funds continue to support vital interpretive programs and help us reward and acknowledge our valuable volunteers, who support critical elements of park operations.”**

Rick Slade, Superintendent, Catoctin Mountain Park

At **Homestead National Monument of America**, the total solar eclipse event was a success on many levels. In just three days, the sales total was over \$75,000, which is traditionally the yearly sales figure for the site. New custom products and a true team effort between EN and NPS staff contributed to a whopping 157 percent sales increase for 2017 compared to the prior fiscal year. EN provided support for additional park events, including the Monumental Fiddling Championship, unique exhibits such as the *Trees of Many Cultures* during the Winter Festival of Prairie Cultures, and speakers and presenters for public programs.

**Hot Springs NP** had a 17 percent increase in sales in FY17. New custom items added to the store included an EN-designed token with park-specific engravings—a popular item for visitors to collect. In the spirit of partnership, EN employees assisted the park during its “Solar Eclipse of the Park” and “Historic Specters Haunt Bathhouse Row” programs.

At **John Fitzgerald Kennedy NHS**, EN supported numerous interpretive and educational initiatives in FY17. The park, which is open May through October, opened for its 50th-anniversary year in May 2017. Annual on-site events such as JFK’s 100th birthday event, Rose Kennedy’s birthday event, NPS Founders Day, and the annual Beals St. Community Halloween event celebrating JFK100 and the political legacy of the Kennedy administration were supported with EN funding.

Visitation to **Johnstown Flood N MEM** was up 15 percent over FY16 and sales were up 16 percent.

**Kennesaw Mountain NBP** and EN worked cooperatively to provide educational, informational, and quality services and programs for visitors. EN supported *Every Kid in a Park* programming by providing discounted orientation DVDs as pre-site visit material—a total of 1,466 students were served through the park’s *Every Kid in a Park* program. EN funding totaling over \$23,000 supported youth outreach as well as the living history and volunteer programs of the park.

## Our Partners:





A camping experience for Girl Scouts at Cowpens NB was supported with funding from an EN grant.







EN staff participate in a demonstration at Hopewell Furnace NHS.

At **Lincoln Home NHS**, over 150 new sales items were introduced. The park presented 233 summer living history programs to 10,346 visitors, and over \$27,700 in EN funding supported park programs and visitor services. EN also provided support for cell phone tours—used by over 8,000 visitors to experience the park’s history.

EN provided valuable support that made it possible for **Longfellow House – Washington’s Headquarters NHS** to present a rich and diverse interpretive program in 2017. EN

**“Thank you very much for all the support Eastern National provides. With this most generous support, we can provide our visitors the quality programs and experiences that they deserve and create the next generation of stewards to our parks.”**

Heather Brown, Chief of Interpretation,  
Tallgrass Prairie National Preserve

funds were used in support of numerous public programs during the year, including the Henry Wadsworth Longfellow birthday celebration, a living history presentation of Nathaniel Hawthorne and Henry David Thoreau, and a youth poetry slam.

At **Minuteman Missile NHS**, EN provided support for a “Build-A-Sputnik” activity, in which visitors could build and take home their own LEGO® Sputnik model, during the park’s 60th anniversary commemoration of Sputnik’s launch into orbit.

At **Moore’s Creek NB**, Hurricane Matthew had an impact upon visitation and forced the cancellation of the park’s second-largest special event—the annual Candlelight Tour. Despite this, the park saw an overall increase in visitation over 2016 of 27 percent, which led to an increase in sales of 20 percent. The park’s chief of interpretation attended the “Cooperating Association Partnerships for a New Century” training and reports that he learned valuable information and gained access to resources that will help forge a stronger relationship between EN and the park. EN provided support for living history programs, and EN funding was used to secure a new structure to protect the black powder used in the historic weapons programs.



“The staff of Chickamauga and Chattanooga National Military Park is grateful for Eastern National’s long history of commitment to this park’s education programs and their diligence in training volunteers and seasonals throughout the year. Through our positive working relationship with Eastern National staff at all levels of the organization, together we have made connections with the next generation of visitors, supporters, and advocates. The visitor has truly benefited by the assistance Eastern National has provided to the park over the years.”

Jon Bradley Bennett, Superintendent, Chickamauga and Chattanooga National Military Park

**National Mall and Memorial Parks** used over \$519,000 in EN funding in FY17 to support educational, interpretive, and other park programs. Thanks to EN, the park now offers a new free “Discovery Agents” app, a fun and educational way for kids to learn while exploring the monuments and memorials. A custom float for the Cherry Blossom parade was supported by \$40,000 in EN funding. EN offered commemorative merchandise for sale at an outdoor sales tent during the various National Cherry Blossom Festival events, including the official kites for the Cherry Blossom Kite Festival.

Over \$19,000 in EN funds were used at **New River Gorge NR** to provide valuable support in multiple ways, including for hiring a youth intern to help cover a park information desk for several months and provide assistance for interpretive programs. After experiencing an unexpected critical staffing shortage at the Canyon Rim Visitor Center—the busiest location in the park—these funds were a lifesaver for the park. EN funding was also used to purchase art supplies and materials for the Youth Arts in the Parks History Festival, which reached 125 middle school students. Participants learned about Appalachian heritage and parks using the arts as tools.

At **Niobrara NSR**, EN worked with the park to produce a version of the park’s new film that will be offered as a sales item in 2018.

## 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 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

## SOUTHEAST REGION

### ALABAMA

Horseshoe Bend National Military Park

Russell Cave National Monument

Selma to Montgomery National Historic Trail

Tuskegee Airmen National Historic Site

Tuskegee Institute National Historic Site

### FLORIDA

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

Gulf Islands National Seashore (FL & MS)

Ocala National Forest\*

Osceola National Forest\*

Timucuan Ecological and Historic Preserve

### GEORGIA

Andersonville National Historic Site

Chattahoochee River National Recreation Area

Chickamauga and Chattanooga National Military Park (GA & TN)

Cumberland Island National Seashore

Jimmy Carter National Historic Site

Kennesaw Mountain National Battlefield Park

Martin Luther King, Jr. National Historic Site

## 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

### KANSAS

Tallgrass Prairie National Preserve

### LOUISIANA

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

### MISSISSIPPI

Natchez National Historical Park  
Natchez Trace Parkway  
Vicksburg National Military Park

### MISSOURI

Harry S Truman National Historic Site  
Ozark National Scenic Riverways  
Wilson's Creek National Battlefield

### NEBRASKA

Homestead National Monument of America  
Niobrara National Scenic River

### SOUTH DAKOTA

Minuteman Missile National Historic Site

## 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\*

**“The ‘Cooperating Association Partnerships for a New Century’ training provided a great opportunity for me and my staff to receive firsthand accounts of the success of the Eastern National and NPS partnership. Meeting with EN and NPS staff initiated conversations to identify best practices to take back to our park.”**

J. Tracy Stakely, Superintendent, Congaree NP

At the **Outer Banks Group**, over \$29,000 in EN funding supported a variety of park needs, including production costs for the park newspaper, *In The Park*; development of lesson plans by local schoolteachers for Fort Raleigh; and assistance with the purchase of new lands to provide parking options at the Ocracoke Lighthouse.

EN supported an event at **Ozark NSR** to celebrate the release of the park's America the Beautiful quarter in June. Over 2,200 visitors were present to see the release during the official ceremony. EN also provided support for an event to view the total solar eclipse and for the annual Haunting in the Hills—the park's largest special event—which had an attendance of over 4,800 people.

EN funds were used to purchase black powder supplies at **Pea Ridge NMP**. With EN's support, the park was able to provide 180 historic weapons firing demonstrations to 6,000 visitors in FY17.

A **Perry's Victory and International Peace Memorial** staff field trip for team building and enhancing knowledge about the War of 1812 was supported with EN funding.

Over 1,000 visitors and volunteers benefited from EN's support of park programs at **Petersburg NB** in FY17. The rededication of Poplar Grove National Cemetery, programming associated with the 153rd anniversary of the opening assaults on Petersburg, and a volunteer recognition event each were made possible through EN support. The park was also able to acquire a portable surgeon's desk used during the Siege of Petersburg. The desk belonged to Dr. B.E. Dalton of the 36th New York Infantry.

Due to EN's support, **Pictured Rocks NL** was able to expand the types of environmental education programs offered, reach more schoolchildren, share information about the park with visitors, and help staff learn more about the park.



**Richmond NBP** and **Maggie L. Walker NHS** experienced robust sales in FY17, and sales were up at both sites. EN funds supported one of Richmond NBP's major projects—construction of a bridge at Gaines' Mill. The bridge's completion now allows for visitor access to previously unseen areas of the park.

EN provided support for a "Meet the People" program at **Saugus Iron Works NHS** in which 3rd through 5th grade students explored the park to relive, through role-playing, the struggles and successes that shaped early colonial New England.

At **Selma to Montgomery NHT**, sales at the Selma Interpretive Center were up by 49 percent from 2016. Many new items were offered for sale, including Edmund Pettus Bridge mugs, glasses, magnets, and keychains. Customized new postcards and T-shirts were also designed.

At **Shiloh NMP**, over \$37,500 in EN funding support was used for a variety of park needs. The park was able to purchase an original Confederate frock coat through \$20,000 from EN that supplemented funds from the Friends of Shiloh. The coat, which belonged to Col. Francis Eugene Whitfield, who was wearing it during the Battle of Shiloh when he was wounded, is now part of the park's permanent collection.

**Sleeping Bear Dunes NL** used \$37,340 in EN funding to support various park needs such as printing the summer ranger-led programs guide and the 2017 park visitor guide.

**Steamtown NHS** was able to thank the dozens of volunteers that help keep the park on track all year long with its annual volunteer recognition event, made possible by EN. Railfest 2017 was another successful event, which EN supported by funding musicians, magicians, and children's activities.

Interpretive programs that explored cultural history, education, and experiences were made possible through EN support at **Tallgrass Prairie N PRES**. Programs like the Prairie Harvest Festival, the preserve's 20th birthday celebration, the candlelight tour event, the Kid's Farm and Ranch Animal Day, and horse-drawn haying demonstrations and wagon rides created opportunities for visitors of all ages to learn about the prairie and ranch life.

EN provided support for programs at **Tuskegee Airmen NHS**, including one that commemorated the 75th anniversary of the first Tuskegee Airmen graduates.

EN assisted with a volunteer recognition event at **Tuskegee Institute NHS** and also supported the park's volunteer field trip to educate the volunteers on the connected story with Selma to Montgomery NHT.

**Weir Farm NHS** worked closely with EN to publish *Legacy of a Landscape*, the official park guidebook. The new book was a top-seller at the park—placing second in the top five sales items for the year.

At **Wilson's Creek NB**, EN funding supported living history events, multiple necessities for the park's volunteer program, and special events including "Arts in the Parks." The park's cell phone tour was also funded through EN support.

**Women's Rights NHP** had a 46 percent increase in sales in FY17. Over \$14,900 in EN funding supported various park needs, including hiring interns.

**"Thank you for another wonderful year of partnership! Your support makes a positive difference for our park every day."**

Melissa K. Cobern, Superintendent,  
George Washington Birthplace National Monument  
and Thomas Stone National Historic Site



Passport books were stamped and given as gifts to commemorate the Doughton Park Visitor Center opening at Blue Ridge Parkway.



# Grants

Oneida Nation Art and History series demonstration at Fort Stanwix NM.

## GRANTS TO PARTNERS

Eastern National's Competitive Grant Program provides funding to parks to support the educational, scientific, and interpretive activities of the National Park Service. These partners were awarded grants in FY17 to support the following projects, programs, and events:

**Big South Fork National River and Recreation Area** - \$2,925 to support the "GO BIG 2017 Challenge," a yearlong park-wide event designed to involve visitors from diverse backgrounds and physical abilities to experience their park.

**Blue Ridge Parkway** - \$10,000 to develop a Comprehensive Interpretive Plan for the Moses Cone Memorial Park and to document recommendations to rehabilitate exhibits at the Waterrock Knob Visitor Center.

**Canaveral National Seashore** - \$8,310 to purchase and install new extreme weather IP cameras, WIFI speed directional stations, and routers and switches, as well as one-year onsite support, for the live streaming webcams on the beach and in Mosquito Lagoon.

**Cape Lookout National Seashore** - \$9,000 to update and refurbish equipment for the park's Traveling Trunks and Junior Ranger Adventures programs.

**Castillo de San Marcos National Monument and Fort Matanzas National Monument** - \$6,805 to host the "Hands-on-History & Nature Camps" summer camp program and support youth outreach initiatives.

**Catoctin Mountain Park** - \$4,950 for critical assistance in the acquisition of interpretive and educational materials for the park's Discovery Activity Room, located in the visitor center, which provides hands-on activity stations for children.

**Cowpens National Battlefield** - \$8,530 for a two-night camping experience at the park for Girl Scouts that highlights the park's cultural history, giving the girls a hands-on experience of colonial-era life.

**Flight 93 National Memorial** - \$10,000 for buses to transport local schoolchildren, many who are underprivileged students, to visit the memorial and participate in educational programming. The grant also supported the cost of the production of a Teacher Guide and wildflower seed packets to be given to the students to take home for a post-visit activity.

**Fort Stanwix National Monument** - \$9,850 to support the Oneida Nation Art and History series, in which the park worked with the Oneida Indian Nation to provide living history programming and artisan demonstrations during summer 2017 special events.



**George Rogers Clark National Historical Park** - \$8,000 for the repair and replacement of period clothing and other accoutrements used in the park's living history programs.

**George Washington Birthplace National Monument** - \$8,275 to obtain oral histories from the descendants of Washington family slaves to inform exhibit planning for the tricentennial of George Washington's birth in 2032. The grant also supported a project to remove an outdated slavery exhibit and install a reflecting area in its place.

**Hampton National Historic Site** - \$5,900 to fund day camps for Baltimore-area elementary school students to expose them to the many stories of the Hampton estate.

**Harry S Truman National Historic Site** - \$1,090 to digitize and create high-quality preservation copies of several park films that depict the park's history and development.

**Homestead National Monument of America** - \$10,000 to support the park's three-day event to commemorate the total solar eclipse on August 21, 2017.

**Hopewell Culture National Historical Park** - \$5,000 to support production of an interactive interpretive and educational display at the Mighty Museum, a new children's museum in Chillicothe, Ohio, that introduces children to the park.

**Horseshoe Bend National Military Park** - \$3,600 to create three traveling trunk exhibits, which provide materials for teachers to teach the story of the Battle of Horseshoe Bend and the Creek War, to send to 4th grade classrooms.

**James A. Garfield National Historic Site** - \$6,500 to support the park's annual Civil War encampment weekend.

**Kennesaw Mountain National Battlefield Park** - \$10,000 to hire an intern from a youth partner conservation agency to assist park staff with education and outreach.

**Lincoln Home National Historic Site** - \$3,584 to secure the services of a Teacher-Ranger-Teacher to create curriculum-based programs and present a training class to park staff on how to connect students with the history and cultural resources of the park.

**Mammoth Cave National Park** - \$10,000 to upgrade six cave wayside exhibits.

**Minuteman Missile National Historic Site** - \$9,000 for supplies and materials as part of a new science, technology, engineering, and math-based education and outreach program, engaging youth in the science of intercontinental ballistic missiles.

**Natchez Trace Parkway** - \$8,300 to support the "Wildlife Weekend" event at the parkway.

The EN grant enabled over **4,400** schoolchildren to come to Flight 93 National Memorial and learn through experiencing it firsthand.



**New Orleans Jazz National Historical Park** - \$10,000 to support the Music for All Ages program, a total of 20 Saturday interpretive programs, in which youth and other visitors can join in on one of the performances by a professional New Orleans brass band to learn to play New Orleans music in the traditional way—by ear and by example.

**New River Gorge National River** - \$9,600 to fund four elementary, four middle, and four high school teachers to participate in a workshop to strengthen existing and develop new environmental education curriculum programs for the park.

**Obed Wild and Scenic River** - \$4,770 to purchase 30 digital cameras, memory cards, camera cases, and mini tripods for use in the Parks in Focus® curriculum-based youth program. These park-owned digital cameras are provided during ranger-led park programs to help connect youth from underserved communities to nature through photography.

**Oxon Cove Park** and **Fort Washington Park** - \$3,500 for materials for "NPS on the Go" environmental interpretive traveling trunks, each containing items for a park staff member to lead an engaging program for a youth audience on one of five different nature topics: birds, trees, insects, climate change, and the watershed.

**Rock Creek Park** - \$3,050 to support Saturday educational arts/crafts programs, a square dancing event, and interpretive programming at the park's annual Heritage Day event.

**Salem Maritime National Historic Site** - \$2,500 to assist in funding a number of summer camp and school environmental education programs, actively engaging local youth on the water at Salem Sound through ecology, marine wildlife, and aquatic adventures.

**Shiloh National Military Park** - \$9,600 to fund the rehabilitation of two interpretive exhibit areas in the visitor center at Shiloh Battlefield.

**Stones River National Battlefield** - \$3,840 to support an event based on the first Decoration Day and later expressions of celebrating the freedoms won during the Civil War.

# Awards

**EASTERN NATIONAL'S ANNUAL AWARDS** highlight excellence in performance and partnership. The awards program was designed to acknowledge outstanding individual achievements and contributions that have had a positive impact on an Eastern National operation or an individual park, thus furthering and promoting EN's unique relationship with its partners. Here are the winners for 2017:

The **CHARLES S. MARSHALL UNIT AWARD** was presented to **Homestead National Monument of America** for exceptional teamwork in preparation for the park's event to celebrate the total solar eclipse. Nearly two years of collaboration with programming and custom product development resulted in a spectacular visitor experience and over \$75,000 in sales for the three-day event—traditionally the yearly sales figure for the site.



Pictured left to right: President and CEO Kevin C. Kissling, Southern Regional Manager Helena Adcock, Site Manager/Acting Assistant Regional Manager Emily Rapp, and Homestead NM of America Superintendent Mark Engler. Mark accepted the Charles S. Marshall Unit Award on behalf of Homestead NM of America.

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

**Nathan "Nate" Johnson**, supervisory park ranger at Frederick Douglass NHS and Carter G. Woodson Home NHS, for his unwavering support and assistance during the planning process for the new store at Carter G. Woodson Home NHS and with store operations at Frederick Douglass NHS, which had a 57 percent sales increase over the previous centennial year.

**Jim Roberts**, supervisory park ranger at John Fitzgerald Kennedy NHS, for partnering with Eastern National to develop new sales items to commemorate the centennial anniversary of JFK's birth. Jim offered innovative ideas and



Superior Performance Award winners (L to R) Jim Roberts, Nate Johnson, and Brenda Pennington.

assisted with merchandising to ensure the store is both fun and educational, resulting in a sales increase of over 79 percent over the prior fiscal year.

**J. Tracy Stakely**, superintendent of Congaree NP, for his leadership and support in setting goals for increasing sales at the park. After attending the "Cooperating Association Partnerships for a New Century" NPS training, Superintendent Stakely created a forum for innovation and collaboration on a new line of educational and relevant products, resulting in far exceeding the FY17 sales goal.

**Brenda Pennington**, superintendent of Stones River NB, for her commitment to partnership. This included bringing a fresh perspective to the new items approval process, which contributed to numerous successful sales items, as well as utilizing interpretive donation account funding for additional staffing at the store—all resulting in increased sales and setting this site up for future growth.

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 **J. Tracy Stakely**, superintendent of Congaree NP.

**DISTINGUISHED SERVICE AWARDS** recognize significant active service at a high level of excellence that has resulted in substantial contributions to EN. Distinguished Service Awards were presented to the following EN board members whose board terms have ended: **Dr. G. Jay Gogue** and **Michael A. Walker**; to **John F. "Jack" Ryan**, chief administration officer





Photo left (L to R): Board Chair George Minnucci and Dr. G. Jay Gogue with his Distinguished Service Award. Photo right (L to R): Scott Weisbrod, Special Achievement Award winner; Hank Schmoyer, with his Distinguished Service Award; and Scott Grabus, Director of IT.

and secretary/treasurer, and **Mark Woods**, NPS advisory group chair and Southeast representative, who have both recently retired; and to **Hank Schmoyer**, information technology advisor.



Pictured left to right: President and CEO Kevin C. Kissling, Caribbean Regional Manager Zoraida Rosa, and Director of Retail Megan Shelley Cartwright with El Yunque National Forest's Customer Service Award. Zoraida accepted on behalf of the store staff.

The **CUSTOMER SERVICE AWARD** was presented to El Yunque National Forest. 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.

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

**Helena Adcock**, EN Southern regional manager, for volunteering to oversee additional sites in FY17—ending up with the largest region and successfully supporting 31 stores—and providing instrumental support for the highly successful total solar eclipse event at Homestead National Monument of America.

**Lisa Barrett**, site manager at Stones River NB, for her conceptualization and development of a statewide project for a new apparel item specific to national parks in Tennessee, resulting in a successful product that is now serving as a model and under consideration for other states.



Special Achievement Award winners Lisa Barrett, James Gilligan, and Melissa Hawkins.

**Rose Fetty**, site manager at Homestead National Monument of America, for her dedication and hard work helping to ensure that the total solar eclipse event at the park was a success.

**James Gilligan**, unit manager for Salem Maritime NHS – Waite & Peirce and Saugus Iron Works NHS for his merchandising talent, extensive retail knowledge, and dedication in his management of three different locations—resulting in a very successful sales year.

**Melissa Hawkins**, unit manager at Colonial NHP – Yorktown Battlefield, for her consistent, exceptional performance in store operations and customer service training, resulting in outstanding customer service and increased sales that exceeded budget.

**Mark Hudson**, unit manager at Independence NHP – Benjamin Franklin Museum, for his talents creating inviting and eye-catching store displays and merchandise and making the park's museum store locations look their best, resulting in increased sales.

**Wanda Kindrick**, site manager at Fort Pulaski NM, for her professionalism and commitment in going above and beyond to successfully guide operations through a challenging year when the park was impacted by three natural disasters during FY17.

**Erin Nolan**, unit manager at Lincoln Memorial, for her dependability in working every one of the year's special events in EN's National Capital Region, willingness to help with inventory and store operations outside of her own store, and leading her team to an increase in sales.

**Emily Rapp**, site manager at Wilson's Creek NB, for her support during the total solar eclipse event at Homestead National Monument of America and to the staff and partners in the Southern Region in her role as acting assistant regional manager for the second half of 2017.

**Scott Weisbrod**, POS technician at Eastern National Headquarters, for his significant positive impact upon the information technology support provided for EN's headquarters and field locations.

# Management's Financial Report

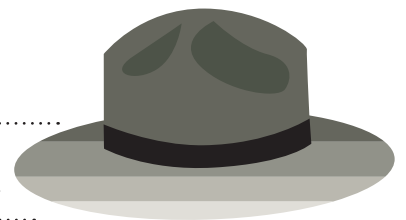
CONDENSED STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

Year Ended October 31, 2017

	<u>2017</u>
<b>Revenues and Other Support</b>	
Sales	\$ 43,021,000
Cost of Sales	<u>19,329,000</u>
Gross Profit	23,692,000
Other Support	<u>126,000</u>
Total Revenue and Support	<u>23,818,000</u>
<b>Expenses</b>	
Program Services	15,423,000
Direct Aid to the National Park Service*	2,429,000
General and Administrative	3,991,000
Other	<u>392,000</u>
Total Expenses	<u>22,235,000</u>
Increase (decrease) in net assets from operating activities	1,583,000
Adjustment to net assets from non-operating activities	<u>1,007,000</u>
Increase (decrease) in net assets	2,590,000
Temp Restricted Net Assets Vietnam Women's Memorial	18,000
Net assets, beginning of the year	<u>9,542,000</u>
Net assets, end of the year	<u><u>\$ 12,150,000</u></u>

\*2017 Direct Aid to the National Park Service

Interpretive Program Support	79% .....
Research and Other	10.8% .....
Agency and Capital Improvements	6.2% .....
Publication Costs and Free Publications	4% .....





## Fiscal Year 2017 Sales Product Mix



# Our Team



Eastern National's Regional Management Team



Members of Eastern National's 2017 Board of Directors, top row (L to R): George Minnucci, Gerard Gabrys, Dr. G. Jay Gogue, and David Harmon, and bottom row (L to R): Harvey C. Perry, Dusty Shultz, Michael A. Walker, Esq., and Deborah Yandala.

## BOARD OF DIRECTORS

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

## OFFICER

John F. Ryan, Secretary/  
Treasurer

## EXECUTIVE COMMITTEE

George Minnucci, Chair  
Gerard Gabrys, Vice Chair  
Dr. G. Jay Gogue  
Harvey C. Perry  
Deborah Yandala

## NOMINATING COMMITTEE

Dusty Shultz, Chair  
George Minnucci

## FINANCE COMMITTEE

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

## NPS ADVISORY GROUP

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

## SENIOR LEADERSHIP TEAM

Kevin C. Kissling, President and Chief Executive Officer  
Megan Shelley Cartwright, Director of Retail  
Scott Grabus, Director of Information Technology  
Meredith McClatchy, Director of Human Resources  
Jason Scarpello, Creative Director  
Heidi A. White, Chief Financial Officer



## HEADQUARTERS TEAM

Jennifer Allen, Publications Coordinator  
Katrina Andrews, Accounts Payable Specialist  
Georgeanne Bogdan, Accounts Payable File Specialist  
Curt Clinefelter, Graphic Designer  
Emily Cruse, Project Coordinator  
Daniel Doyle, Senior Accountant  
David Eberle, Marketing Assistant  
Joanne Gallagher, eCommerce and Marketing Analyst  
Emily Geesaman, Marketing Manager  
Crystal Graham, Donations Specialist  
Megan Hamlett, Publications Specialist  
Julianna Haviv, Product Development Manager  
David 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  
Hank Schmoyer, Information Technology Advisor  
William Singer, POS Technician  
Andrea M. Singmaster, Human Resources and Employee Benefits Administrator  
Bonnie Stetson, Membership Coordinator and Administrative Secretary  
Kathy Sumter, Staff Accountant  
Erin Sweeney, Inventory Planner  
Melissa Totten, Human Resources Representative  
Mark Vineburg, Operations Support Manager  
Scott Weisbrod, POS Technician  
Karen Wernick, Communications Specialist  
Carica Williams, Office Administration Manager  
John Zimmerman, Software Developer

## AMERICA'S NATIONAL PARKS WAREHOUSE AND EPARKS TEAM

Tony Bello, Warehouse Lead Product Shipper  
Robert Clay, Warehouse Product Shipper and Handler  
Stephen Drain, Warehouse Manager  
Dave Hoffman, Customer Service Manager  
Wayne Tidwell, Warehouse Product Shipper and Handler  
Joan Yamrich, Assistant Warehouse Manager

## OPERATIONS SUPPORT TEAM

Ethel Austin, Operations Specialist  
Amber Houske, Systems Support Trainer  
Stacy Madalena, Assistant Director of Retail  
Karen Peters, Merchandising and Store Design Manager  
Noelle Sapp, Operations Specialist

**“My position as systems support trainer for Eastern National is a literal example of the strategic plan in action with an emphasis in both the operations and people areas! With the strategic priorities as my guide, I consider it a great privilege to be tasked with continuing to develop this position into a constructive, consistent field support.”**

Amber Houske, Eastern National  
Systems Support Trainer

## REGIONAL MANAGEMENT TEAM

Helena Adcock – Southern Region  
Kevin Bates – Coastal Southeast Region  
Danica Buehren – Virginia Region  
Becky Burke – Southeast Region  
Brenda Cummins – Coastal Mid-Atlantic Region  
Aimee Meadows – Appalachia Region  
Nick Miano – National Capital Region  
Cathy Nagle-Ervin – Great Lakes Region  
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  
Rulaine Kegerreis – Southeast Region  
Lee Pettey – National Capital Region

## UNIT MANAGERS

Jennifer Austin-Janssen, Blue Ridge Parkway - Destination  
Lyne Bradley, Vicksburg NMP  
Karin Burnette, Outer Banks Group – Bodie Island  
René Capizzi, Assateague Island NS  
Julie Castille, Jean Lafitte NHP & PRES – French Quarter  
Cheryl Clark, Outer Banks Group – Wright Brothers N MEM  
Paula Cormany, Mammoth Cave NP  
Ann Cummings, Acadia NP  
James Gilligan, Salem Maritime NHS – Waite & Peirce / Saugus Iron Works NHS  
Margaret Haight, Fredericksburg and Spotsylvania NMP  
Melissa Hawkins, Colonial NHP  
Davidson Hobbs, Thomas Jefferson Memorial  
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  
 Elizabeth Linehan, Boston NHP – Faneuil Hall  
 Kevin Marshall, Ford's Theatre NHS  
 David Mull, Lincoln Home NHS  
 Erin Nolan, Lincoln Memorial  
 Paula Perrone, Cape Cod NS – Highland Light  
 Elizabeth Perry, Fort Sumter NM  
 Carlene Pittman, El Yunque National Forest  
 Sandra Quidley, Outer Banks Group – Cape Hatteras NS  
 Maria Rolon, San Juan NHS  
 Erin Romanelli, Antietam NB  
 Paul Tiemann, Boston NHP – Charlestown Navy Yard  
 Steven Trimmer, Castle Clinton NM  
 Rafael Vasquez, Statue of Liberty NM – Ellis Island  
 Joseph Wooley, Arlington National Cemetery

### SITE MANAGERS

Patricia Alcaro, Gateway NRA – Sandy Hook Unit  
 Gregory Allen, Natchez Trace Parkway  
 Sherri Anderson, Grand Portage NM  
 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  
 Tracy Costello, Big South Fork NRRRA  
 Kailyn Danko, Saratoga NHP  
 Robin Davis, Outer Banks Group – Fort Raleigh NHS  
 Kelly DiNapoli, Harriet Tubman Underground Railroad NHP  
 Lou Dixon, Fort Macon State Park  
 Allyson Dowdle-Pemble, Apostle Islands NL  
 Brian Downey, Blue Ridge Parkway – Blue Ridge Music Center  
 Carlene Edwards, Florida Keys Eco-Discovery Center  
 Rosanne Fetty, Homestead National Monument of America  
 Jennifer Fiske, Ozark NSR  
 Mandy Gardner, Sleeping Bear Dunes NL  
 Shannon Gher, Effigy Mounds NM  
 Ruth Giardina, Steamtown NHS  
 Mickey Goodson, Martin Luther King, Jr. NHS  
 Linda Gottemoller, Delaware Water Gap NRA  
 Jane Grossman, Carl Sandburg Home NHS  
 Timothy Haven, Dayton Aviation Heritage NHP  
 Debra Hayes, Springfield Armory NHS  
 Patricia Hendrix, Blue Ridge Parkway – Humpback Rocks  
 Gwenn Hicks, Gulf Islands NS  
 Linda Hiltner, Minuteman Missile NHS  
 Charles Holbrook, Perry's Victory and International  
 Peace Memorial  
 Ellen Hutchinson, Tuskegee Airmen NHS  
 Karen Jaggars, Shiloh NMP

## The following Eastern National employees reached these milestone anniversaries in 2017:

### 5 Years

Patricia Alcaro, Site Manager, Gateway NRA - Sandy Hook Unit  
 Heather Alexander, Store Associate, Sleeping Bear Dunes NL  
 Taymi Maldonado Arroyo, Store Associate, San Juan NHS  
 Ralph Casale, Site Manager, Cuyahoga Valley NP -  
 Canal Visitor Center  
 Rosemary Costa, Site Manager, Castillo de San Marcos NM  
 Ana DeJesus, Store Associate, San Juan NHS  
 David Eberle, Marketing Assistant, Headquarters  
 David Hardin, Store Associate, Mammoth Cave NP  
 Pamela Hardin, Store Associate, Mammoth Cave NP  
 Elizabeth Linehan, Unit Manager, Boston NHP - Faneuil Hall  
 Nora Lynch, Store Associate, Boston NHP - Charlestown  
 Navy Yard  
 Megan Mair, Store Associate, Fredericksburg and  
 Spotsylvania NMP  
 Carolyn Morris, Store Associate, Fort Caroline N MEM  
 Patricia Orcutt, Store Lead Associate, Boston NHP -  
 Faneuil Hall  
 Carlene Pittman, Unit Manager, El Yunque National Forest  
 Gregory Rudy, Store Associate, Blue Ridge Parkway -  
 Blue Ridge Music Center  
 Anette Tavarez, Store Associate, San Juan NHS  
 John Zimmerman, Software Developer, Headquarters

### 10 Years

Ellen Bolin, Site Manager, Lincoln Boyhood N MEM  
 René Capizzi, Unit Manager, Assateague Island NS  
 Robin Davis, Site Manager, Outer Banks Group -  
 Fort Raleigh NHS  
 Carlene Edwards, Site Manager, Florida Keys  
 Eco-Discovery Center  
 Patricia Hendrix, Site Manager, Blue Ridge Parkway -  
 Humpback Rocks  
 Davidson Hobbs, Unit Manager, Thomas Jefferson Memorial  
 Doris McMahan, Office Assistant, Coastal Mid-Atlantic  
 Regional Office  
 Aimee Meadows, Regional Manager, Appalachia Region  
 Deborah Morgan, Store Lead Associate, Blue Ridge Parkway -  
 Folk Art Center  
 Lee Pettrey, Assistant Regional Manager, National Capital Region  
 Jesus Piñero Rivera, Store Associate, El Yunque National Forest  
 Ron Rogers, Glassblower Journeyman, Jamestown Glasshouse  
 Carlos Rosado, Store Associate, El Yunque National Forest  
 Erin Sweeney, Inventory Planner, Headquarters  
 Nereida Torres, Store Associate, El Yunque National Forest  
 Michael Vigneau, Site Manager, Blue Ridge Parkway -  
 Waterrock Knob  
 Joseph Wooley, Unit Manager, Arlington National Cemetery



John Kelton, Andersonville NHS  
Wanda Kindrick, Fort Pulaski NM  
Parker Knudsen, Blue Ridge Parkway – Craggy Gardens  
Carly Koch, Jimmy Carter NHS  
Deborah Luketich, Indiana Dunes NL  
Barbara Luna, Appomattox Court House NHP  
Tina Maquar, Chickamauga and Chattanooga NMP  
Ellen McDonell, Sagamore Hill NHS  
Jessica McNeill, Belmont-Paul Women's Equality NM  
Joseph Napurano, Thomas Edison NHP  
Wendy Neer, Richmond NBP – Tredegar Iron Works  
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  
Sarah Reedy, Fort Necessity NB  
Teresa Renner, Abraham Lincoln Birthplace NHP  
Janda Sample, Manassas NBP  
Anna St. Brice, Christiansted NHS  
Nancy Stewart, Guilford Courthouse NMP  
Jennifer Sturch, Ozark-St. Francis National Forests  
Michael Vigneau, Blue Ridge Parkway – Waterrock Knob  
David Walthall, Petersburg NB  
Robert Willey, New River Gorge NR – Canyon Rim  
Nancy Yaddow-Marland, Fort Stanwix NM

## 15 Years

Gina Amenta, Store Associate, Independence NHP - Benjamin Franklin Museum  
Georgeanne Bogdan, Accounts Payable File Specialist, Headquarters  
Ann Cummings, Unit Manager, Acadia NP  
Crystal Graham, Donations Specialist, Headquarters  
Marge McBeth, Accounts Payable Specialist, Headquarters  
Barbara Michelson, Assistant Unit Manager, Acadia NP

## 20 Years

John Farrington, Assistant Unit Manager, Boston NHP - Charlestown Navy Yard  
Susan Moore, Store Associate, Blue Ridge Parkway - Linn Cove  
Wilma Scoggins, Store Associate, Kings Mountain NMP

## 25 Years

Charles Rich, Store Associate, Shiloh NMP  
Eric Schneider, Lead Glassblower Journeyman, Jamestown Glasshouse

## 30 Years

Kevin C. Kissling, President and Chief Executive Officer, Headquarters

## ASSISTANT UNIT MANAGERS

Danielle Bright, Antietam NB  
Sara Brock, Sleeping Bear Dunes NL  
Wilma Diaz, San Juan NHS  
Brian Doyle, Statue of Liberty NM – Ellis Island  
John Farrington, Boston NHP – Charlestown Navy Yard  
Christy Fisher, Lincoln Home NHS  
Deborah Gardin, Arlington National Cemetery  
Chastity Halfhill, Flight 93 N MEM  
Beth Humbrecht, Outer Banks Group – Cape Hatteras NS  
Arkile Jackson, Martin Luther King, Jr. Memorial  
Ebony Jackson, Thomas Jefferson Memorial  
William Keller, Independence NHP – Benjamin Franklin Museum  
Julie Kirschbaum, Minute Man NHP  
Michelle Lord, Statue of Liberty NM  
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  
Jerome Wells, Lincoln Memorial  
Jennifer Williams, Vicksburg NMP

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Philadelphia, PA 19103

## INDEPENDENT AUDITORS

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

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CELEBRATING

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*Years*

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