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PARTNER ORIENTATION GUIDE

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# Who We Are

## 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.

## Eastern National's History

Eastern National's beginnings were in May 1947 in Gettysburg, Pennsylvania, at a meeting of park historians. The group, which included Herbert E. Kahler and Roy E. Appleman (key members in laying Eastern National's foundations), decided to sponsor the Eastern National Park & Monument Association. An interim board of directors was appointed in 1948, and on May 6, 1948, the association was incorporated in the Commonwealth of Virginia.

In 1949, the first two agencies began operations, first at Abraham Lincoln Birthplace and then at Colonial. In 1950, new agencies were added at Appomattox Court House, Morristown, Fort Pulaski, Petersburg, and Vicksburg. In the ensuing years, Eastern National has grown steadily and now serves over 160 national parks and other public trusts across 33 states, the District of Columbia, Puerto Rico, and the US Virgin Islands.

## Sharing Philosophy

Eastern National was founded to serve not just one park but a network of parks that would share resources for the greater good of the National Park Service and its visitors. Eastern National's founding members recognized that, while some highly visited sites could support their own association, many low-visitation parks would not be able to support a successful, stand-alone cooperating association.

Since our founding in 1947, parks that generate significant levels of revenue have generously shared resources to launch and sustain retail operations at smaller parks and to support Servicewide initiatives. This sharing philosophy continues to be the bedrock principle of Eastern National. We view the National Park Service as one large family. We believe all visitors to all national parks should have access to quality educational experiences, products, and services.



## Board of Directors

Eastern National's board members steer the organization toward a sustainable future by adopting sound, ethical, and legal governance and financial management policies as well as by making sure EN has adequate resources to advance its mission.

Board members perform their responsibilities through regular meetings and a committee structure that is appropriate for the size of the board and organization.

- Our bylaws set the number of board members at seven to nine members.
- Our board members serve for one six-year term.
- Our board committee structure consists of the executive committee; finance, pension, and audit committee; and nominating committee.
- Our board holds two meetings annually: one that is at or near EN's headquarters and one in a location typically near a site where EN operates.
- Our board committees meet via teleconference throughout the year as needed.

## National Park Service Advisory Group

The NPS Advisory Group consists of one representative from each of the four NPS regions in which Eastern National operates (Midwest Region, Northeast Region, National Capital Region, and Southeast Region) and one regional cooperating association coordinator. The group's primary purpose is to be a direct communication link between parks and Eastern National's board of directors. The NPS Advisory Group operates in accordance with *RM-32*.

- Advisory group members are co-selected by the appropriate NPS regional director and Eastern National's board chair.
- Members serve one four-year term.
- The group chair is selected by the group and may serve as chair for up to three years.
- The group chair attends both EN board meetings. All other group members attend the winter board meeting.

## Organizational Structure (see pages 4 and 5)

### Senior Leadership Team

Eastern National's daily operations are led by the senior leadership team, whose primary responsibility is set by the board of directors. The team determines the policies and resources needed to reach the strategic goals of the organization.

# Regional Management and Regions

## Regional Management Team

Eastern National regional management teams and store managers are the primary point of contact for the day-to-day store operations.

### Role of Regional Managers:

- Primary relationship manager/point of contact for park partners on any matters related to Eastern National
- Strategically manages multiple Eastern National operations within a geographic region
- Trusted advisor to park partners, co-creating and implementing strategies to accelerate mission delivery and growth

## Eastern National Regions





## Headquarters Team

The headquarters team provides support to regional and store team members in all areas of business operations.

### Human Resources Department

- Talent management
- Compensation and rewards
- Employee engagement and recognition
- Benefits and wellness
- Learning and development
- Employment and labor law compliance

### Finance Department

- Donations program
- Fiduciary agent
- Accounting and payroll
- Accounts payable

### Creative Department

- Custom publishing
- Graphic design
- Marketing and communications
- eCommerce

### Information Technologies Department

- User support
- Eastern National websites and Passport To Your National Parks® app
- Data security
- Email and communications

### Retail Department

#### Field Management:

- Employee management
- Inventory management
- Visitor and interpretive services

#### Purchasing Department:

- Centralized product development
- Inventory replenishment
- Vendor and item database maintenance
- Processing of expense and donation purchase orders

#### Operations Department:

- Warehouse fulfillment
- Merchandising
- Store design
- Training
- Operations evaluations

### Administration Department

- Policies and procedures
- Support to the board of directors
- Retirement plans
- Contracts and legal liaison
- Employees and Alumni Association of the National Park Service and E&AA Trust Fund

# Organizational Chart | 2017



## WAREHOUSE and ePARKS

*The Warehouse* fulfills products for eParks.com, ArrowheadStore.com, and wholesale business. They also transfer publications and supplies to stores.

- Fulfillment and customer service of online and wholesale orders
- Transfer of supplies and products to EN stores
- eCommerce management



**Kevin Kissling**  
President and  
Executive Officer  
x162

**Chmoyer**  
Information  
Technology  
156

## INFORMATION TECHNOLOGIES

Developing  
Information  
Technology

Hardware,  
Software, and data  
management

Computer  
Security  
and  
Networking

**Milovcich**  
Systems Analyst  
132

**Hammerman**  
Developer  
179

**Weisbrod**  
Technician  
174

**W. Singer**  
Technician  
177

com, and EN's  
stores.

maintenance

**Bello**  
House Lead  
at Shipper  
3-5389 x5

**Tidwell**  
House Product  
and Handler  
43-5389

**Alston**  
House Product  
and Handler  
43-5389

**Clay**  
House Product  
and Handler  
43-5389



**Megan Cartwright**  
Director of Retail  
x185



**Jack Ryan**  
Chief Administration  
Officer  
x124

## OPERATIONS DEPARTMENT

**Operations** supports EN's operations at regional offices and park stores.

- Ensures EN guidelines & partners' needs are met
- Works on store improvements, merchandising, and store design
- Oversees warehouse functions



**Mark Vineburg**  
Operations Support  
Manager  
x123



**Amber Houske**  
Systems Support  
Trainer  
267-559-1987



**Ethel Austin**  
Operations  
Specialist  
601-218-6193



**Noelle Sapp**  
Operations  
Specialist  
904-305-2945



**Karen Cadorath  
Peters**  
Merchandising & Store  
Design Manager  
904-307-1960



**Katie McClain**  
Operations Assistant  
x168

## FIELD MANAGEMENT and SUPPORT

**Field Management** is the primary contact for EN partners. The regional office teams work strategically to meet interpretive goals, and are responsible for all regional EN personnel matters and store business matters, including sales and inventory management.

- Employee management
- Inventory management
- Visitor and interpretive services



**Stacy Madalena**  
Assistant Director  
of Retail  
703-837-0746



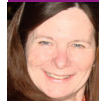
**Helena Adcock**  
Southern Regional  
Manager  
601-329-3612



**Kevin "Tripp" Bates**  
Coastal Southeast  
Regional Manager  
843-881-5851



**Becky Burke**  
Southeast Regional  
Manager  
404-295-6228



**Rulaine Kegerreis**  
Southeast  
Assistant Regional  
Manager  
252-475-4193



**Karen Searle**  
Blue Ridge  
Regional Manager  
828-298-2774



**Brad Cave**  
Blue Ridge  
Assistant Regional  
Manager  
828-298-5330



**Zoraida Rosa**  
Caribbean  
Regional Manager  
787-722-0990



**Nick Miano**  
National Capital  
Regional Manager  
703-837-9099



**Lee Pettey**  
National Capital  
Assistant Regional  
Manager  
703-837-0762



**Cathy Nagle-Ervin**  
Great Lakes  
Regional Manager  
419-618-8733



**Mary Price**  
New England  
Regional Manager  
508-902-7073



**Corinna Richards**  
Metro New York  
Regional Manager  
631-834-2424



**Danica Buehren**  
Virginia  
Regional Manager  
804-335-8100



**Brenda Cummins**  
Coastal Mid-Atlantic  
Regional Manager  
757-771-6846



**David Wagner**  
Mid-Atlantic  
Regional Manager  
717-357-4071



**Aimee Meadows**  
Appalachian  
Regional Manager  
304-890-6651

## ADMINISTRATION DEPARTMENT

**Administration** ensures EN's policies, procedures, and contractual arrangements are consistent with its mission and the direction of the board.

- Support to EN's Board of Directors
- Administrator for EN's retirement plans, contracts, and legal needs
- Fundraising initiatives
- Administrator for Employees and Alumni Association of the NPS, the E&AA Trust Fund, and the Vietnam Women's Memorial program

## PURCHASING DEPARTMENT

**Purchasing** manages the monthly inventory replenishment cycle, and provides support to vendors and field staff to ensure prompt order fulfillment.

- Centralized product development
- Processes new item requests, special order requests, and expense and donation purchase order requests
- Assists vendors and field with purchasing-related questions
- Maintains vendor and item database



**Julianna Haviv**  
Product Development  
Manager  
x173



**Erin Sweeney**  
Inventory Planner  
x169



**Heather Fisher**  
Purchasing Assistant  
x130

# Aid to Parks

## Aid to Parks

Cooperating associations are nonprofit organizations established for the purpose of supporting and assisting educational, interpretive, and research activities of the National Park Service. Although direct financial aid to the NPS is not the primary purpose of the partnership, it is an important contribution to interpretation and education programs in parks throughout the National Park System. An association makes donations to the NPS according to its stated purpose and in conformance with NPS policy.

Eastern National provides aid to parks through a variety of programs approved by our board of directors. Aid to parks is a distribution of our annual net operating income. Historically we've distributed 90 percent of our annual net operating income as aid to parks. The remaining money becomes retained earnings, which is used to reinvest in the short-term and long-term needs of the organization.

### Interpretive Donation Accounts

The interpretive donation account provides parks with a source of aid to support educational, scientific, historical, and interpretive activities of the National Park Service.

- Amounts allocated to these accounts are calculated as a percentage of annual sales.
- Amounts are approved by EN's board of directors after EN's annual audit is completed and added to the park's account in spring. Letters are sent to superintendents notifying them of the amount allocated to their account.
- The percent of sales may vary annually based on EN net operating income for the previous fiscal year.
- All parks receive the same percentage, with a minimum dollar amount that is determined annually to ensure low sales volume sites receive a reasonable level of aid.
- Funds in these accounts carry over from year to year and do not expire.
- The interpretive donation accounts are general ledger accounts, not bank accounts, and as such, do not accrue interest.
- The accounts can be accessed through an online portal: [donations.enparks.org](https://donations.enparks.org).

### Park Discretionary Accounts

Each superintendent receives a small, discretionary fund to use for incidental expenditures.

- Park discretionary funds are "use or lose" by the end of Eastern National's fiscal year (October 31).
- Funds are replenished in spring after EN's board approves the distribution of net income.
- Funds must be kept secure at the park with detailed records.

Eastern National's Agency Handbook provides additional details related to park discretionary funds.


## Additional Aid Programs

### Competitive Grants

Eastern National provides a competitive grant program for NPS units to apply for additional funding for specific projects that support the educational, scientific, historical, and interpretive activities of the National Park Service. An electronic call to superintendents and coordinators for competitive grant submissions occurs in fall, with grants awarded in late winter/early spring.

- Each NPS unit where Eastern National operates may submit one grant request annually.
- Grants typically expire by October 31 of the year they were awarded.
- The number of grants, maximum amount per grant, and total dollar amount available for competitive





grants is determined annually based on Eastern National's net operating income from the previous year.

Additional information can be found in Eastern National's Agency Handbook in the Year-End Procedures section.

## Publication Requests

Since our founding, publishing custom educational content for our partners has played an important role in fulfilling Eastern National's mission. Demand for our publications is typically greater than our resources, thus priority is given to requests based on a number of factors, including educational or interpretive value, the quality of the material, and expected return on investment.

A call for publication requests is sent to NPS superintendents and coordinators each fall, with grants awarded in late winter/early spring. Some guidelines include:

- Each NPS unit where Eastern National operates may submit one grant request annually.
- The number of publication projects approved is determined based on available financial resources, capacity in our Publications Department, and the number of projects already in progress.
- Detailed submissions are needed to adequately evaluate for consideration. Projects where development has already begun (manuscript written, photos provided) usually rank higher than those that haven't been fully developed.
- Approved projects move to a master production schedule. Depending on departmental workloads and resources, it may take up to six months for an approved project to commence development.
- In addition to developing new publications, requests may be submitted to convert park films to DVD and to reproduce historic maps and posters.

Additional information can be found in Eastern National's Agency Handbook in the Donations section.

## Store Improvements

Store improvement projects help to improve the visitor shopping experience and drive new revenue. As a park's merchandise selection evolves, there may be a need to expand the store's footprint, enhance some store fixtures, or replace all fixtures in an existing store. Additionally, new retail locations require new store fixtures. Store improvement projects are grouped into two categories: agency improvements and capital improvements.

### Agency Improvement Requests

Agency improvement projects are for limited store improvements such as purchasing a new store fixture or replacing a damaged unit.

- Requests may be for up to \$5,000.
- Park staff should work closely with their EN regional manager to determine agency improvement needs and prepare a request.
- Requests are submitted at least 12 months before the anticipated start date and are reviewed by the EN store design manager. Approved projects are announced each spring.
- Priority is given to projects with a quick return on investment and/or significant impact on interpretive and educational services for visitors.

### Capital Improvement Requests

Capital improvement projects are for major store renovations and new store projects.

- Requests are for more than \$5,000.

*continued on next page*

# Online Resources



- Park staff should work closely with their EN regional manager to determine capital improvement needs and prepare a request.
- Requests for capital improvement projects should be submitted at least two years in advance as these projects typically require multi-year funding. Requests with matching funds will receive highest priority.
- Requests are submitted at least two years before the anticipated start date and are reviewed by the EN store design manager. Approved projects are announced each spring.
- Priority is given to projects with a quick return on investment and/or significant impact on interpretive and educational services for visitors, especially where our park partners desire an expanded product selection.

Additional information about agency and capital improvement projects and requests can be found in Eastern National's Agency Handbook in the Donations section. Forms can be found at [www.enparks.org](http://www.enparks.org).

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## Online Resources

### **EasternNational.org**

Our corporate website features who we are, what we do, where we operate, how we support our partners, and more.

### **eParks.com**

Our eCommerce store features the award-winning Passport To Your National Parks® product line, along with thousands of educational items from our park stores that showcase the diversity of America's national parks.

### **ENParks.org**

Our intranet site hosts a wide range of informational material for employees and partners, including contact lists, our organizational chart, documents and forms, training material, and Eastern National's Agency Handbook. It also features detailed information about our donation programs and how park partners can access the donations portal.

### **Donations.ENParks.org**

Our online portal enables NPS staff to access their park's interpretive donation account. Once a login is established, users can view reports and their account history and electronically submit purchase orders.

### **ArrowheadStore.com**

The official online store for Arrowhead-branded merchandise offered exclusively to NPS employees, alumni, Volunteers-In-Parks, and park partners, to enhance morale and esprit de corps throughout the National Park Service.

### **Social Media**

Eastern National and the Passport program maintain an active presence on popular social media channels such as Facebook, Twitter, and Instagram. These channels and our social media strategy allow us to widely share our mission and educational products with supporters of America's national parks.



# STRATEGIC PLAN 2017 - 2019

## Our Central Strategic Challenge:

*Strengthen Eastern National's Foundation to Accelerate Mission Delivery and Growth.*

### 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.

### 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.



Serving the Visitors to America's  
National Parks and Other Public Trusts



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