

E A S T E R N   N A T I O N A L

2019 ANNUAL  
REPORT



# FISCAL YEAR 2019



## 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 more than \$163 million in direct and in-kind aid to parks.





# Message to Our Supporters

*From the Board Chair and President*



As we look back on 2019, we reflect on a year in which Eastern National experienced both challenges and successes. The year began with an unprecedented 35-day federal government shutdown, causing substantial operational disruptions throughout the company. Additional shutdowns from prior years—along with a devastating hurricane season—took a toll on our people and on revenue, and we made the difficult decision to limit donations to parks. This action, along with raising our cash reserves, will ensure Eastern National's long-term health while providing a strong foundation for future support of our public-lands partners and visitors. We are proud of and thankful for the resiliency and commitment shown by our staff during a trying portion of our year.

There was good news and growth as well in 2019. It was the third year of our current strategic plan, which features a central strategic challenge to *strengthen Eastern National's foundation to accelerate mission delivery and growth*. Hundreds of Eastern National team members completed *Reach for the Summit!*, our strategic plan game that helped track the progress of our strategic goals while recognizing team members for the inspired work they do every day to reach those goals. We made significant strides in strengthening relationships with partners and staff, increasing field and HQ support, adopting new tools to help us do our jobs better, developing our staff's skills and growth potential, updating our inventory management processes, and much more.

In 2019, we launched Outer Banks Forever—our first philanthropic branch—to support the three National Park Service units in eastern North Carolina. We rebranded 275 of our stores that are located at national parks under the new America's National Parks™ brand name. In October, we selected Erply as our next retail Point-of-Sale software provider, and we will begin to implement Erply in our stores in 2020.

This three-year period of strengthening our infrastructure has set the stage for increased financial and mission support for our partners, team members, and customers.

While we made considerable progress over the past three years, a few unfinished strategic objectives remain; we are extending our strategic journey beyond 2019 to complete these remaining goals. In 2020, we begin planning the next chapter of Eastern National's future.

We thank our Eastern National team members, our public-lands partners, and the many visitors who supported us throughout the year. We look forward to continuing the valuable work we do to support the interpretive, educational, scientific, and historical projects and programs of our partners. Together, we are providing inspiring experiences for millions of visitors to America's national parks and other public trusts.

*Deborah Yandala*  
BOARD CHAIR

*Kevin C. Kissling*  
PRESIDENT & CEO



# FY19 At-A-Glance



Number of visitors served  
through interpretive  
services:

**291,771**  
interpretive interactions



**275 stores** rebranded  
as America's National Parks™ stores

Percentage of new sales  
items developed in fiscal  
year 2019: **27%**



**\$163+**  
**million**  
in aid to parks  
since our founding  
in 1947

**\$6.7**  
**million**  
in direct and in-kind  
aid to parks



Our staff worked  
**647,500 hours**  
in support of our mission.

**14 park stores** participated  
in a yearlong Grow Sales Evaluation measuring  
internal factors that affect our retail business.

**276,893**  
park visitors

chose to reuse  
by purchasing  
reusable tote  
bags and  
eliminating  
single-use  
plastic bags.





# We Reached the Summit!

OVER THE LAST THREE YEARS, our strategic plan has successfully strengthened our foundation. With most of our strategic objectives operationalized and a few left to finalize, we are well on our way to use our improved tools, processes, and infrastructure throughout the organization. We are now extending our strategic plan journey beyond 2019, and the remaining key objectives that we are pursuing will continue to improve business operations, helping us to meet the current and future needs of our staff, partners, and customers. This long-term approach positions Eastern National for sustained, healthy growth, leading in turn to increased mission delivery and partner support.

## 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 Relationships
- ✓ Develop Training Programs

### Increase Brand Awareness

- ✓ Develop Brand Strategy
- ✓ Develop Marketing Plan

*"The park store associate was knowledgeable and told us about the Civil War Interpretive Museum at Corinth. We were unaware of the Corinth section and decided to visit it. She was also helpful with directions and other park information. It was a good visit at Shiloh, enhanced by the very friendly park associate."*

### Key:

- ✓ Operationalized
- ... In Progress
- ✗ Not Pursuing at This Time
- ⏸ Awaiting Partner Guidance

## 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
- ✓ Align HQ Departments

### Support High-Performance Culture

- ✓ Improve Performance Management
- ✓ Update Compensation Model
- ✓ Increase Employee Engagement

### Develop Talent

- ✓ Develop Current Talent
- ✓ Acquire Additional Talent
- ... Develop Succession Plans

*"Jordan Klatt, at the register, was absolutely wonderful. He was helpful and gave us great suggestions as well as giving my husband specific instructions as to how to get to the Highland Light in Truro. Jordan had a wonderful personality, and our friends from England and the Netherlands were very impressed with him. He was funny, kind, and helpful!"*







## 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 Key Processes
- ✓ Streamline Processes
- ✓ Implement Collaboration Tool

### Improve Inventory Management

- ✓ Centralize Vendor Management
- ✓ Strengthen Merchandise Lifecycle
- ✓ Develop O.T.B. Guidelines

### Update Retail Technology

- Replace P.O.S. System
- ✓ Develop Recovery Strategy
- ✓ Integrate Technology Systems

*"The Chickamauga Battlefield offers the most courteous and knowledgeable staff. I have purchased books from their store for well over 20 years. I go not only for the books but also for the informative conversations and superb customer service."*

## 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

### Improve Financial Return

- Grow Sales
- Improve Operating Income
- Increase Partner Donations

### Fundraise for Parks

- ✗ Support Fundraising Partners
- || Launch Checkout Donations
- ✗ Develop Grant Capabilities
- ✓ Explore Fundraising Role

*"The Flight 93 National Memorial store was well stocked with many different types of items. High quality. The employees were extremely nice and helpful. They told me that proceeds go back to the park. That is important to me."*







# Retail Operations

## *Letter from the Chief Operating Officer*



Megan Shelley

Above and facing page: attendees and presenters at the “Back to Base Camp” training program and America’s National Parks team members in national park stores.

For the past three years, Eastern National has been actively working through a strategic plan to strengthen our foundation to accelerate mission delivery and growth. Together, we have been climbing and taking giant steps up the proverbial mountain as we **Reach for the Summit**. As hikers and mountaineers approaching Mount Everest get ready for their epic climb, they spend time at base camp to ensure they have the necessary tools and supplies to prepare for their ultimate goal: the summit! Similarly, throughout 2019, the retail operations staff spent some time at our “base camp” getting equipped for our final ascent in our strategic plan.

Despite some setbacks throughout the year—the longest federal government shutdown in history, construction delays that affected store operations, and store closures due to Hurricane Dorian—our time at base camp primed us to achieve results in our retail operations that will benefit our partners and park visitors well into the future.

Throughout 2019, Eastern National staff interacted with well over two million park visitors in our retail stores, providing excellent customer service; featuring quality, educational products; reminding them that their purchase supports the park, forest, or cultural institution they are visiting; and enhancing their park experience for future park enthusiasts. And, thanks to our strategic plan initiatives—which are now being put into use across the organization—Eastern National’s foundation is stronger than ever.

Just wait until you see the view from *this* summit. It looks fantastic from where I’m standing! Together We Climb!



*"The mountains are calling and I must go."*  
— John Muir

## SOME OF THE 2019 KEY RESULTS:



- Wrote over 100 **Annual Park Operating Plans** to document expectations for partnership communication and operations in park stores.
- Launched a new **America's National Parks™** brand in our national park stores to strengthen visitor awareness about the connection between the park, the park store, and the support their purchases provide for educational programming at that site.



- Streamlined and automated the recruiting process and provided field managers with tools and templates to **recruit top talent** faster and more consistently.
- Delivered a series of management development and technical skills trainings to 93 percent of field managers through the **"Back to Base Camp"** training program both in person and online.



- Integrated the **Office 365** suite of collaborative tools throughout the entire organization.
- Expanded the **Choose to Reuse** program to 235 park stores, eliminating plastic shopping bags from 160 national parks.
- Completed nine **park store renovations** enhancing the shopping experience for park visitors.
- Selected and began a long-term **partnership with Erply**, a new Point-of-Sale software provider that will transform our future store operations.



- Managed the **Grow Sales Evaluation**—a yearlong program review gathering data, measuring the internal variables that have an impact upon our retail business, and planning a road map for the future of our park stores.
- Exceeded 2018 sales by 2.8 percent and had the **highest sales results** in our history.

*Megan Shelley*  
CHIEF OPERATING OFFICER

*Do we have an winning team?*





# Our Products

Our America's National Parks™ stores invite park lovers of all ages and backgrounds to enhance and share their national park visit by offering them a selection of the highest-quality educational and commemorative products. For fiscal year 2019, we developed an array of new product offerings that continue to fulfill this mission, including product collections created as part of Eastern National's Grow Sales Evaluation, a new line of Passport To Your National Parks® Single Stickers, and a Civil War Mascots product line.



Frederick Douglass products developed as part of EN's Grow Sales Evaluation at Frederick Douglass NHS.

## Grow Sales Evaluation Products

These product collections were developed as part of Eastern National's 2019 Grow Sales Evaluation. One measurement made in the evaluation was how product mix assortment planning and new item development influenced the growth of sales of the stores in the study.

Through a product control group, new product development workflows were tested that kept all of our staff and park partners involved in the brainstorming process but centralized the product development work through a single buyer. We incorporated market trends like word art and quotes on multiple items to create cohesive product collections. The Abraham Lincoln "Word Art" and Frederick Douglass quote art combine designs that are on

trend but also educate our customers about these important words from history. This creates a stronger impact through visual merchandising and gives the customers that connect with the art many options.

As with all of our products, these items extend the park experience into the park store. The Harriet Tubman quote collection, for example, features art panels from the visitor center at Harriet Tubman Underground Railroad NHP as a backdrop to the inspiring Harriet Tubman quotes that can be found throughout the exhibits. Visitors can take this inspiration home with them and share the story of their park experience with anyone that sees the sticker on their water bottle, the magnet on their refrigerator, or the print hanging in their home.



This line of products for Lincoln Home NHS shares the tale of Abraham Lincoln's pet dog, Fido, and is a great way to connect with children.

## Passport To Your National Parks® Single Stickers

Eastern National introduced Passport To Your National Parks® Single Stickers at 11 pilot locations in 2019. The Passport Single Stickers are individual, self-adhesive stickers that have select park photos and interpretive text that aren't available in the annual Passport To Your National Parks commemorative stamp sets.

Visitor experience is a top priority for the Passport program, and a key consideration in the development of the Single Stickers was offering customers more choices in how they interact with the program. Though the annual stamp set can be a cost-effective way to kickstart a Passport collection, many customers look for stickers and other Passport accessories that directly reflect their current adventure. Passport Single Stickers are also more customizable, offering fans the option of sticking just the photo, just the interpretive text, or both in their Passports or other sticker collections.







Product collections that were developed as part of Eastern National's Grow Sales Evaluation. **1.** Abraham Lincoln "Word Art" for Lincoln Home NHS. **2.** The Harriet Tubman Underground Railroad NHP quote collection. **3.** The "Night Sky" collection, developed from a letter from Frederick Douglass to Harriet Tubman, allows us to sell the products at both Harriet Tubman

Underground Railroad NHP and Frederick Douglass NHS. **4.** Each year, bluebells mark the beginning of spring at Manassas NBP, and to pull more nature themes into the park store, this product line that features the flowers was developed so that visitors who come to admire them can bring those memories home.

## Civil War Mascots

Animals held important roles during the Civil War—from transportation and hauling supplies to communication and serving as morale-boosting mascots. EN released a new line of Civil War Mascots products in FY19 that helps to tell the stories of these mascots to kids. To create this kid-friendly line of educational Civil War products, our product development team worked closely with the interpretive staff at Stones River NB. The products feature a coloring and activity book about many of the different animal mascots of the Civil War, along with plush finger puppets that represent four of the mascots from the book.





## Our Stores



The ribbon is cut at the newly renovated and rebranded America's National Parks™ Store at Acadia National Park. Pictured left to right: Ann Cummings, store manager; Laura Cohen, Acadia NP chief, visitor experience and education; Kevin C. Kissling, EN president and CEO; Kevin Schneider, Acadia NP superintendent; Lee Pettey, EN New England Region assistant regional manager; and Jane Holland, assistant store manager.



At our National Park Service locations on July 1, 2019, we opened our doors to visitors under the new America's National Parks™ brand name. Branded in-store signage better tells the story of how our park stores support America's national parks. Improvements were made to a handful of stores—including those featured here—as a result of visitor center renovations and as part of Eastern National's Grow Sales Evaluation.

Following visitor center renovations and enhanced store designs with increased sales areas and new product assortments, the stores at Acadia NP and Cape Hatteras NS reopened in late June. The space at Lincoln Home NHS was updated with new fixtures and the register area was moved to allow for an improved ability to engage with customers. The visitor center at Allegheny Portage Railroad NHS was remodeled, new exhibits were installed, and a relocated EN sales area was created with all new fixtures and improved merchandising. At Rock Creek Park, the Old Stone House underwent major renovations and the store was upgraded with custom-made fixtures that provide an attractive way to merchandise new product lines. Renovations to the Faneuil Hall Marketplace that were completed in 2018 led to the park store getting a major facelift and reopening in 2019 with a dramatically enhanced floor plan, new fixtures, increased lighting, and better traffic flow that has vastly improved the visitor experience at this Faneuil Hall, Boston NHP location.

An enhanced store design for the America's National Parks Store at Acadia National Park (top left) incorporates the park's scenic views. Special merchandise to support Outer Banks Forever was developed for the America's National Parks Store at Cape Hatteras National Seashore (bottom left).





**1.** The America's National Parks Store at Allegheny Portage Railroad National Historic Site **2.** The America's National Parks Store at Lincoln Home National Historic Site **3.** The America's National Parks Store at Cape Hatteras National Seashore **4.** The America's National Parks Store at Faneuil Hall in Boston National Historical Park **5.** The America's National Parks Store at Old Stone House in Rock Creek Park



# Outer Banks Forever

## Letter from the Outer Banks Forever Director



**OUTER BANKS**

FOREVER

**CAPE HATTERAS**

NATIONAL SEASHORE

**FORT RALEIGH**

NATIONAL HISTORIC SITE

**WRIGHT BROTHERS**

NATIONAL MEMORIAL

### Our Vision:

The Outer Banks national parks protect much of what you love most about being here. With your support, Outer Banks Forever will ensure that future generations can continue to learn, grow, and create memories here in the Outer Banks through history, conservation, and the celebration of innovation. Together, we will support the Outer Banks national parks by engaging current and future visitors through philanthropy, education, volunteerism, and partnerships.

*“Outer Banks Forever has made remarkable progress during its first year, spreading the word on how everyone can give back to their national parks to improve the quality of visitor experiences and enhance resource stewardship.”*

David E. Hallac, Superintendent,  
National Parks of Eastern North Carolina

In 2016, our team at Eastern National began to explore ways to adopt a greater role in fundraising to support our park partners. We decided our pilot philanthropic branch would support the three national parks in the Outer Banks: Cape Hatteras National Seashore, Wright Brothers National Memorial, and Fort Raleigh National Historic Site.

It was an exciting year leading this initiative. We publicly launched during National Park Week in April 2019, and I am happy to report that in just eight months, Outer Banks Forever built a strong foundation of support for these amazing parks that includes:

- Raising \$35,000 to protect and enhance our Outer Banks national parks.
- Growing a supporter base of nearly 150 donors, more than 750 email subscribers, and 3,000 social media followers who are passionate about their Outer Banks national parks.
- Recruiting and engaging a founding Board of Directors—comprised of six community leaders—who provide strategic direction and opportunities for continued growth.
- Establishing a young professionals committee, led by board member Nick Graham, who is engaging a new generation of leaders.
- Launching Outer Banks Forever merchandise at the America’s National Parks™ Store at Cape Hatteras National Seashore, including the popular Adopt A Turtle plush program.

While building this foundation, we led two key projects that raised funds and visibility for the parks in the local community: the Adopt A Pony program and the Love the Beach, Respect the Ocean campaign. Through the Adopt A Pony program, visitors can symbolically adopt one of the 14 ponies who live on Ocracoke Island and receive a photo and adoption certificate for their pony. These donations support the care and maintenance of the beloved island residents. Outer Banks Forever also played a key role in growing the Love the Beach, Respect the Ocean campaign. A collaboration between the National Park Service, local municipalities, and local life-saving services, this community campaign provides education on ocean safety to reduce the number of ocean-related fatalities in our coastal community.

Along with raising funds and awareness for the Outer Banks national parks, we helped raise their visibility around the region. We were invited to submit a nomination to The Cultural Landscape Foundation’s *Landslide 2019* program, which highlights important cultural landscapes in the United States that are threatened by climate change. It was an honor to be featured in the report, which explains the threat sea-level rise has on our Outer Banks national parks. We collaborated with the foundation on a press release that was picked up by media outlets across the country, including the *Charlotte Observer*, the *Atlanta Journal-Constitution*, and the *Chicago Tribune*.



## FY19 Revenues



The Outer Banks Forever founding Board of Directors with Dave Hallac, superintendent of National Parks of Eastern North Carolina (far left), and Jessica Green, Outer Banks Forever director (fourth from right). The six founding board members shown are (left to right) Bob Woodard, Mike Smith, Mary Helen Goodloe-Murphy, Beth Midgett, Nick Graham, and Trip Forman.

We look forward to making an even bigger impact in the upcoming year. Our vision is to be the premier philanthropic partner of our national parks, giving them support that allows them to achieve a margin of excellence in their work and flexibility to respond to ever-changing visitor and community needs.

The focus of our work in 2020 includes:

- Expansion of the Board of Directors to encompass community and business leaders from around the region that represent the diverse visitors who enjoy these parks.
- Growing our presence in the parks and the community to increase our reach to new supporters.
- Funding projects at all of the three parks that will include partnering with the Outer Banks Visitors Bureau to install webcams, launching an Artist-in-Residence program, and kicking off a campaign to build new multi-use paths.
- Hosting events off the islands to engage visitors in key cities who have strong connections to the Outer Banks.

I am incredibly grateful to the National Park Service leadership and staff here in the Outer Banks for fully embracing Outer Banks Forever and working side by side with us to make our first year a success.

*Jessica Green*  
DIRECTOR, OUTER BANKS FOREVER

DONATIONS:  
**\$23,100**

ADOPT A PONY:  
**\$2,600**

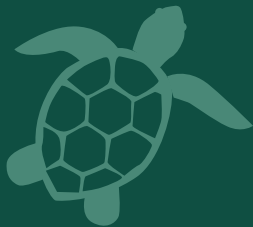
ADOPT A TURTLE:  
**\$4,100**

OTHER MERCHANDISE  
REVENUE:  
**\$5,200**

TOTAL REVENUE:  
**\$35,000**



# What We Achieved in FY19



**500**

turtle adoptions



**146**  
donors



**100,000** ocean  
safety cards distributed

**3,000**

social media  
followers

**6**

founding  
board  
members





# OBX Forever 2019 Donors



## Forever Founders \$1,000+

Dare County  
Gifts in Honor of Edward and  
Rebecca Boone-Masterka  
Bridget Hart  
Kevin and Michele Kissling  
Linda Meyers  
National Park Foundation  
Ocean Atlantic Rentals  
Outer Banks Visitors Bureau  
Jason Scarpello  
Michael "Moose" Smith\*

## \$500-999

Mary Helen Goodloe-Murphy\*  
Cat and Charlie Lineberry  
Bob Woodard\*

## \$100-499

Joseph Abell  
Carol Bauer  
Shanna Blanchard  
Brian and Julie Claydon  
Brian Doyle

*"The more visible supporters a national park has, the better chance it will thrive. Outer Banks Forever has put OBX on the map when it comes to regular people like me being able to support our area's national parks. The most immediate way I could make an impact to protect and preserve our OBX national parks was to become a Forever Founder. I am proud to be a Forever Founder and look forward to seeing the impact my investment will make to protect and enhance these amazing parks."*

Bridget Hart, Forever Founder

Trip Forman\*  
Gerry Gabrys\*\*  
Lloyd Godwin  
Nick Graham\*  
Kimberly Harris  
Stephen Jones  
Frances March  
William McKendree\*\*  
Beth Midgett\*  
Paul Mortensen  
Nancy Myers  
Katherine Nelson  
Paul Orser  
Tom and Sue Phalen  
Julia, Tegan, and Kylie Royster  
Jason Sartori  
Susan Schroeder\*\*  
Megan Shelley  
Dusty Shultz\*\*  
Tom Stenzel  
Christine Trippel McGrew  
Peter Vankevich  
Joan Watts  
Richard Weaver

Kathleen Welton  
Barbara Werner  
Wesley's Way Foundation  
Don Willis  
Davitt Woodwell  
Deb Yandala\*\*

## \$1-99

Anonymous Donors  
Kennedy Arnold  
aka Associates  
Sally and Charles Ayers  
Emily Balmer  
Michael Barber  
Bonnie Barnes  
Wayne Barnes  
Catherine Baus  
Arthur Bennet  
Amy Berry  
Luke Biringer  
Mary Biringer  
Anthony Borash  
Deborah Bowen  
Amanda Brandt  
Colleen Brilhart  
Chuck Burdick  
William Cameron  
Lisa Campbell  
Kenneth Carlile  
James and Marie Carter, Jr.  
Laura Chaney  
Jay Collins  
Babette Corona  
Roger Culpepper  
Ryleigh Danford  
Nicholas Dumais  
Nicole Erickson  
Camille Euliss  
Dana Falardeau  
Kaytee and Lawson Fox  
Lenny and Jane Frieden  
Adriana Gatto  
Christie Graf  
Jessica Green  
Beatrice Grimes  
Hallsboro/Artesia  
Elementary School  
Leslie Hamilton  
Sarah Hanna-Jones  
Becca Haque  
David Harmon\*\*  
Sandra Harrington  
Frankie Hill  
Avery Hillhouse

*"We are so fortunate to have three historic and beautiful parks on the Outer Banks! All of them are quite unique.... I believe our three national parks—Cape Hatteras National Seashore, Wright Brothers National Memorial, and Fort Raleigh National Historic Site—are such treasures, worthy of support from all of us."*

Mike Smith, Outer Banks Forever Board Member  
and Forever Founder

Nancy Jenkins  
Diana Johnson  
Rosa Jones  
Teresa Kesselring  
Mary Jo Kishter  
Glenn Kregar  
Erin Krohl  
Robert Kronenberg  
Gregory Lauer  
Annie Leonard  
Yuanjun Li  
Daniel Lopez de la Cruz  
Lourdes Luis  
Diane Lumpkin  
Making Waves Tea  
Robyn Marshall  
Maria Martin  
Felicia Matthews  
Caroline McCarthy  
Nancy McGrath  
Clara Moise  
Lena Morandi  
Laura Mueller  
Maddie Murray  
Diane Norton  
Shelley and David Olsen  
Jerilyn Oltman  
Ann and Reggie Owens  
Outer Banks Chamber  
of Commerce  
Mike and Terre Paris  
James Parsons  
Joyce Pettigrew Garcia  
Mariana and Lauren Poole  
James Pratt  
Nancy Proctor  
Carolyn Pugh  
Aiyana Quist  
Joey Raymond  
Amitris Razavi  
Phil Reppert

Cathy Riddell  
Daniel Ryman  
Daniel Schmoyer  
Jeff, Jennifer, and Kaitlyn  
Schwartzberg  
Barbara Schwegman  
Sherry Scott  
Susan Sherman  
Thomas and Susan Shulthise  
Julie Shuren  
Vera Smith  
Marshall Smith  
Daniel Song\*\*  
Stack 'Em High Pancakes  
Henry Steiger  
Vicky Steiger and Jack  
Schaefer  
Richard Stillman  
Martin Stoyanov  
Greg Taylor  
Melissa Thompkins  
Judy Topper  
Melissa Totten  
April Valentine  
Daniel Vallandingham  
Chris Van Alstyne  
Peggy and Bruce Wackelin  
Sarah Welch  
William Wherry  
Mason Wickline  
David Wigglesworth  
Terri Williams and Hubert King  
Lance Wines  
Gwen Wright  
Arthur Young  
Kimberly Zippay

\*Outer Banks Forever board member

\*\*Eastern National board member

Note: This list includes donors through end of calendar year 2019.



# Eastern National's FY19 Regions





# Regional Highlights

**DURING THIS MOMENTOUS YEAR**, 275 of our stores located in nearly 170 national parks opened their doors to visitors under the name America's National Parks™. This represents the first phase of a rebranding effort for Eastern National to strengthen visitor awareness about the connection between the park, the park store, and the support their purchases provide for educational programming at that site. In addition to a new look and logo, the America's National Parks brand brings a renewed emphasis on extending the park experience for visitors. New store signage makes it clear that the interpretive programs they experienced were funded by purchases made in the America's National Parks store.

Each year, these purchases that visitors make at our park stores—in person or online—enable Eastern National to provide aid to parks to our partners in support of the interpretive, historical, and educational mission of the National Park Service. Here are some examples of this aid to parks in action and other highlights about our park stores and partners from fiscal year 2019.

At **Abraham Lincoln Birthplace NHP**, EN funding supported a number of park events such as the annual Walk Through Lincoln's Life event—a two-day educational program that connected over 1,000 children with the site and Lincoln's life. EN funded honorariums for blacksmith demonstrations and musical performances as well as living history portrayals of Abraham Lincoln, Mary Todd Lincoln, and Frederick Douglass for this event. A volunteer appreciation gathering, a night sky program, and a naturalization ceremony were also supported with EN funding.

EN funds totaling \$20,700 were used for numerous projects and events at **Acadia NP**. Support was provided for internships and for a stipend for volunteers who assisted with the park's night sky programming.

Several key programs brought visitors to **Allegheny Portage Railroad NHS** this year, with more than 300 attending the annual Living History Day in July and more than 200 attending the 14th annual Spirits of Staple Bend Tunnel tours in the fall. These events—in addition to the summer's *Evening on the Summit* series, which is supported with EN funding—helped boost store sales for an increase over FY18. New items,

including T-shirts, hoodies, baseball caps, pins, patches, hiking medallions, keychains, magnets, stickers, mugs, and tin signs were added to the store's inventory in FY19 to coincide with the renovation of the visitor center and store.

At **Andrew Johnson NHS**, a new roof was installed at the visitor center and the America's National Parks store was remodeled. New sales items were introduced including pins, patches, and magnets featuring a brand-new design highlighting Greenville, Tennessee. The store experienced a 7.3 percent sales increase in FY19. Yearly sales have increased from \$16K in 2016 to \$34K in 2019.

A significant highlight for the year at **Antietam NB** was beginning the process for the upcoming complete rehabilitation of the visitor center, and EN funding directly supported these efforts. This included a one-day historians' round table held to discuss

and refine park themes and goals for new exhibits and funding for an intern to research the Battle of Antietam. EN operates the Antietam Battlefield Guide program, which continues to thrive. Three new Antietam Guides made it through the extensive application, selection, and approval process, and 981 private guided tours were presented in FY19. EN funding supported volunteer appreciation efforts for the 1,148 volunteers who contributed 20,449 hours of service during the year.

EN provided funding assistance to **Apostle Islands NL** for various educational purposes, including support for the Junior Ranger program.

**Appomattox Court House NHP** used \$10,300 in EN funding in FY19, much of which was used to support the living history program at the park.

**Arkansas Post N MEM** used more than \$10,900 of EN funding to purchase two new museum display cases with humidity control, which are used to

*“Eastern National’s funding provides George Washington Memorial Parkway with increased capabilities that support and sustain our interpretive experience. Each year, we extend a special thanks to our EN partners for their commitment and diligence in guiding our retail operations.”*

Charles Cuvelier, Superintendent, George Washington Memorial Parkway



display a collection of Quapaw Pottery and arrowheads and European artifacts from the first Arkansas Post, dating from the late 1600s to mid-1700.

With EN support totaling \$47,400, **Assateague Island NS** was able to fund a number of park projects and other operational necessities throughout FY19. Highlights include translating park brochures and maps into Spanish, support for summer interns who performed resource management monitoring services for threatened and endangered species, obtaining supplies to provide a healthy aquatic environment for the visitor center aquaria displays, and having aerial photography taken of the shoreline and infrastructure for a new wayside exhibit.

EN funding of over \$92,000 supported **Blue Ridge Parkway** in multiple ways, including for video production

*“Fort Pulaski National Monument looks forward to another successful year in partnership with Eastern National. We anticipate that the good relationship between park staff and EN staff will continue, and the high level of public service provided by both will endure. Fort Pulaski thanks EN for its continued strong support.”*

Joel Cadoff, Chief of Interpretation, Education, and Volunteers,  
Fort Pulaski National Monument

and animation services as part of interpretive product development and for park programming such as apple-butter-making demonstrations.

New sales items were added to the park store at **Booker T. Washington NM**, including water bottles that enabled visitors to purchase one bottle and refill it in the park to reduce the use of plastic water bottles. The park was excited to be a participant in the Choose to Reuse tote bag program and reduce the use of plastic shopping bags.

\$9,700 funded printing of the summer trip planner and the activity guide, which provide visitors with important visitation information and a schedule of park interpretive activities.

At **Carl Sandburg Home NHS**, \$4,500 in EN support enabled the park to continue offering to the public free summer performances of plays based on Carl Sandburg’s *Rootabaga Stories* in partnership with the Flat Rock Playhouse. EN funding also contributed to the park’s volunteer recognition event—held to thank the more than 200 adult volunteers who provide over 11,000 hours of service to the park each year.

**Castillo de San Marcos NM** used \$28,600 in EN funding, including over \$13,500 for historic research services and park library management.

With EN funding support, **Catoctin Mountain Park** was able to organize and catalog its electronic photograph collection. Over 23,000 images were cataloged and organized in a way that makes them retrievable by staff for programs, program promotion, and research. New exhibits were opened in the visitor center, and new inventory items were added to the America’s National Parks store supporting the themes of these exhibits giving visitors the opportunity to purchase books and learn more.

In FY19, **Chickamauga and Chattanooga NMP** used \$24,900 in EN funding support. EN provided support for the park’s Junior Ranger program with \$8,850 to print a new



**PROTECT. PRESERVE. SUPPORT.**

Purchases at this America’s National Parks Store support educational programs at

**FLIGHT 93**  
NATIONAL MEMORIAL



The new store signage at the America’s National Parks Store at Flight 93 National Memorial makes it clear that the interpretive programs visitors experience in the park were funded by purchases made in the park store.

Over \$68,000 in EN funding supported various park needs at **Boston NHP**. This included upgrades at Faneuil Hall, where these funds were used for construction work as well as for building a new visitor information desk to provide improved visitor services.

**Cape Cod NS** used \$25,500 in EN funding in FY19 in support of park events and programs. This included two different events held at the Salt Pond Amphitheater: the fourth annual free Cape Symphony summer concert and the Mosquito Story Slam, an annual storytelling event. Both events were offered free to the public. Over



Junior Ranger booklet. This hands-on activity guide was designed to reach multiple age groups and connect kids with the park.

Over \$37,000 in EN funding made a variety of interpretive activities possible at **Colonial NHP**. These funds supported the park's living history program, holiday events, and more.

EN's support helped **Cumberland Gap NHP** preserve stories and places, offer creative programming, and commemorate two historic events that illuminated "An Iron Will"—the 200th anniversary of the Iron Furnace (1819-2019) and the 250th anniversary of Boone's long hunt through Cumberland Gap (1769-2019). EN funding provided support for living historians, brochures, and more for these anniversary events. In addition, EN funds were used to support associated costs for housing Amish volunteers who contributed 2,000 hours to help restore historic log buildings at the settlement.

At **Cumberland Island NS**, EN funding supported the 2018 Plum Christmas event and was used to purchase atlats for the historic weapons segment of a new archeology program at the island. Reimbursement for bus transportation to bring 8th grade students to the park for this archeology program was also funded by EN.

EN helped **Fort Pulaski NM** achieve its mission of providing quality interpretation and education experiences for a variety of audiences. EN funding supported the 48th New York Infantry Volunteer Regiment during Veterans Day weekend, the holiday Candle Lantern event, an intern research trip to the National Archives, visitor and volunteer events such as National Public Lands Day, volunteer recognition efforts, and membership in local organizations to increase awareness of the park and community support.

# Where We Operated in FY19

## 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

### 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)

## CAROLINAS 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 and Fort Moultrie National Historical Park  
Kings Mountain National Military Park  
Ninety Six National Historic Site  
Reconstruction Era National Historical Park

## 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

## COASTAL SOUTHEAST REGION

### FLORIDA

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

### GEORGIA

Cumberland Island National Seashore

### PUERTO RICO

El Yunque National Forest\*  
San Juan National Historic Site

### US VIRGIN ISLANDS

Christiansted 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 Park  
Lincoln Boyhood National Memorial

### MICHIGAN

Pictured Rocks National Lakeshore  
Sleeping Bear Dunes National Lakeshore

### MINNESOTA

Grand Portage National Monument

\* affiliated agencies





Dave Wagner (third from right) among his fellow Eastern National coworkers at a park meeting in August 2019.

## In Memoriam: David Wagner (1963-2020)



**E**astern National is sad to say goodbye to EN Mid-Atlantic Regional Manager David Wagner, who passed away suddenly on January 27, 2020. Dave was a beloved member of our EN family for more than two decades. He left a legacy of partnership and goodwill with the National Park Service and will be missed deeply by all of us who had the pleasure of working with him. Dave will be remembered for his dedication

to America's public lands but, more importantly, for being a fun, generous, and inspirational colleague and a good friend.

*"Over the past 20 years, Dave's dedication, desire to help, and pleasant personality had a positive impact on many. Dave was a true leader—always looking to teach others to help them grow personally and professionally. Dave was a strong team member—ready to assist others as needed to provide help. Dave was a true partner to the National Park Service—with a strong understanding of the Park Service's mission and how his role supported it. But most importantly—Dave was a great friend to many. He will be sorely missed, but he will never be forgotten. Rest in peace my friend."*

Kevin C. Kissling, President & CEO

*"The great thing about Eastern National is that we have wonderful colleagues, and we all care about our mission. The downside of this is that saying goodbye to a member of the team is a profound loss. It was such a joy to work with such a great guy, and Dave is missed every day."*

Megan Shelley, Chief Operating Officer

At **Fort Sumter and Fort Moultrie NHP**, a production of a theatrical immersion experience entitled *Osceola's Muse* and a Transit of Mercury educational astronomy program for the visiting public were made possible with EN support. In addition, EN provided funding support for the 2019 naturalization ceremony at **Charles Pinckney NHS**—an annual signature event that has been held since 1997.

At **George Washington Memorial Parkway**, \$97,600 in EN funding supported a variety of needs, including more than \$50,000 to complete a new sales outlet at **Arlington House, The Robert E. Lee Memorial**, which opens in 2020. In addition, funding was used to support volunteer appreciation events, performer recitals held throughout the summer at the Netherlands Carillon in Arlington, Virginia, and student intern program expenses.

The park store at **Grand Portage NM** attained record high sales in FY19; from 2015 to 2019, sales have risen each year. Fiscal year 2019 saw an approximate 13 percent increase in sales over fiscal year 2018. EN funding supported the annual Rendezvous Days and Pow-Wow special events activities, which included interpretive workshops and demonstrations of skills and techniques from the 18th-century Great Lakes fur trade era. Firearms demonstrations, ensemble music concert and dance instruction, string music, blacksmithing techniques, and workshops to help provide an understanding and appreciation of traditional quillwork done by Ojibwe peoples were some of the activities visitors were able to enjoy thanks to EN's support.

EN contracted with Aperture Films to produce the park orientation film, *Harriet Tubman: Soldier of Freedom*, for **Harriet Tubman Underground Railroad NHP**. EN funding supported



a park program held as part of the nationwide bell-ringing ceremony commemorating the 400th anniversary of the first enslaved Africans arriving in the colonies.

EN provided support for the Junior Ranger program at **Hot Springs NP** by funding the printing costs—over \$3,700—for the park’s Junior Ranger book. This book fosters the next generation of rangers and engages young visitors in activities about art, nature, science, and culture in fun and interactive ways.

At **Independence NHP**, EN provided \$10,600 in support in FY19, with \$6,000 of this amount used for the creation of a temporary exhibit in the Liberty Bell Center on the history of the LGBT civil rights movement.

Throughout the 2019 season, **John Fitzgerald Kennedy NHS** commemorated the 50th anniversary of the site’s opening. A ceremony was held on JFK’s 102nd birthday on May 29, 2019, and EN funding supported the event. EN provided support to have an American Sign Language interpreter for an onsite tour conducted for the hearing impaired, and funds were used to purchase 2,000 specially designed chocolate bars for the annual Beals St. Community Halloween event. To commemorate the end of the site’s 50th season, the chocolate bars were packaged with an interpretive bookmark featuring the establishment of the site by Mrs. Joseph P. Kennedy in 1969. This event alone resulted in 6,015 visitor contacts. The 50th anniversary of the Apollo 11 moon landing was commemorated with two book author events and a talk by a NASA astronaut. New sales items were introduced in the America’s National Parks store relating to the moon landing and the 50th anniversary of the site.

## GREAT LAKES REGION cont’d

### OHIO

Charles Young Buffalo Soldiers National Monument  
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)

## METRO NEW YORK REGION

### NEW JERSEY

Morristown National Historical Park  
Paterson Great Falls National Historical Park  
Thomas Edison 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

### 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

## MIDWEST REGION

### IOWA

Effigy Mounds National Monument  
Herbert Hoover National Historic Site

### KANSAS

Tallgrass Prairie National Preserve

### 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

## 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



**Kings Mountain NMP** used \$31,100 in EN support for various events and programs including an event to commemorate the anniversary of the Battle of Kings Mountain.

Over \$21,000 of EN funding was used at **Lincoln Home NHS** to provide support in multiple ways. Highlights include support for living history presentations—including portrayals of Harriet Tubman, Martin Luther King, Jr., and Mary Lincoln—as well as an event celebrating the bicentennial of the birth of Mary Lincoln.

As in years past, EN worked with **Lowell NHP** on the box office sales of Lowell Summer Music Series tickets. There was an increase in sales—including the total amount of sales and the average sales amount of each transaction—for the Boott Cotton Mills Museum store, where the store manager completely remerchandised displays using new items and overall themes. At the visitor center, new themed tables were designed. The store manager worked with the park interpretive lead to design sales tables to coincide with events such as Kerouac weekend. The America's National Parks stores are now plastic-bag free, with the Choose to Reuse tote bags among the top sellers at both the visitor center and Boott Cotton Mills Museum locations. In February, the park's America the Beautiful quarter was released, and EN facilitated off-site sales at the quarter launch event, selling commemorative quarter sets and other merchandise.

**Mammoth Cave NP** used EN funding for an exhibition of student artwork at the park's visitor center, for cell phone tour interpretation services for the "Park Trail Beneath Your Feet"

*"Thank you for your continued assistance to our national parks and your valued relationship with Arkansas Post National Memorial."*

Karen Bradford, Superintendent, Arkansas Post National Memorial



Sales blossomed to nearly \$4,000 when National Capital Region staff manned the tent at the July 2019 Lotus and Water Lily Festival at Kenilworth Park & Aquatic Gardens. Pictured left to right: Jerome Wells, store manager at Lincoln Memorial; Erin Nolan, store manager at Thomas Jefferson Memorial; and Kevin Marshall, store manager at Washington Monument Lodge and Ford's Theatre NHS, are shown displaying the very pretty merchandise offered for sale.

program, for printing Junior Ranger booklets, and more. Over \$40,000 in funding support was used in FY19.

**Manassas NBP** used over \$30,000 of EN funding to support various interpretive and educational needs. Funds provided support for the production of nearly 20 new waysides, which will enhance the park's interpretation of the battles. Other funded activities included updating the reader rails in the visitor center museum, providing insurance for the museum collection, and supporting an annual education event. The America's National Parks store broadened its selection of Civil War and park-related

products, including park ornaments, magnets, shirts, and caps. Among top-selling items are merchandise related to the Passport To Your National Parks® program, including the Classic Edition and Collector's Edition of the Passport. In addition, traditional park-related media and publications remain the store's strongest performers.

**Marsh-Billings-Rockefeller NHP** used EN funding for woodworking and cultural demonstrations as part of the annual Forest Festival. The festival celebrates the park's status as the only national park site practicing active forestry and helps the visiting public learn the way in which some of the wood from the forest is used.

**Martin Luther King, Jr. NHP** used \$27,400 in EN support, including \$5,500 for the design, fabrication, and installation of an exhibition entitled *400 Years*—commemorating the history of



slavery in America—and \$5,000 for new signage needed as a result of the park’s change in designation.

At **Martin Van Buren NHS**, seven high school students received scholarships from the Friends of Lindenwald, and EN donated copies of a Martin Van Buren biography for presentation during the award ceremony. EN provided financial support for the park’s subscriptions to local newspapers. Three park employees attended the NPS Fundamentals training program, and EN supported their experience by donating items used in a class raffle. The result was increased familiarization with the park and its story across the NPS.

**Minute Man NHP** used \$12,300 in EN funding, including \$7,500 for an Artist-In-Residence project. Funds also supported the park’s 60th anniversary program and the 2019 Great Walden BioBlitz, in which participants documented species of living organisms within a five-mile radius of Walden Pond.

**National Mall and Memorial Parks** used \$106,400 in EN funding in FY19 to support educational, interpretive, and other park programs, including \$12,000 for comprehensive interpretive plan development at **Ford’s Theatre NHS** and more than \$5,000 for editing an Edith Lee Payne video project.

At **Niobrara NSR**, the highlight of the year was bringing Wi-Fi to the visitor center in partnership with the America’s National Parks store.

At the **Outer Banks Group**, over \$36,000 in EN funding supported a variety of park needs, including printing costs for Junior Flight Ranger booklets and the park newspaper, *In The Park*; development of new interpretive signage at Cape Hatteras NS; and support for volunteer appreciation events and seasonal staffing needs. Sales for all of the sites

## WASHINGTON, D.C. cont’d

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

## NEW ENGLAND REGION

### CONNECTICUT

Coltsville National Historical Park  
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 Historical Park

### NEW YORK

Fort Stanwix National Monument  
Martin Van Buren National Historic Site  
Saratoga National Historical Park  
Women’s Rights National Historical Park

### 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

### GEORGIA

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

## 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

### 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

## 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\*





Ranger-led hikes at Antietam NB are popular with visitors.

## Antietam National Battlefield Gift

In FY19, Eastern National received a \$1 million gift from an anonymous benefactor. The donation is designated to expand and enhance Antietam National Battlefield's educational trail program, helping to increase access and provide new opportunities for visitors to connect with interpretive resources. The gift supports the construction of a new hiking trail system as well as the development of interpretive resources such as trail guides, trailhead exhibits, ranger-led battlefield hikes and tours, and enhanced visitor experience and resource protection capabilities.

Antietam National Battlefield's acreage more than doubled since the completion of the last General Management Plan in 1992. The construction of new trail segments and realignment of existing trails will offer future visitors easier access and interpretive context when they visit these newer sections of the park. It is estimated that the project will take seven years to complete.

*"We are delighted to have received such a generous gift. As stewards of the land and its history, we're excited for a new opportunity to connect visitors to Antietam in meaningful ways."*

Susan Trail, Superintendent, Antietam National Battlefield

The gift stemmed from an inquiry from an anonymous patron who wanted to support trails at the park. Staff from EN and the NPS worked closely to formalize the project with a philanthropic support agreement, then submitted a proposal to the prospective donor. With substantial funding in place, park officials are able to leverage the donation to apply for matching funds from federal sources.

combined were up by 7.94 percent over FY18. New items accounted for 10 percent of overall sales, and new top sellers included Outer Banks Forever turtle bracelets and plush sea turtles.

Several interpretive events were possible at **Ozark NSR** in FY19 through contributions from EN. For a Chilton House Reunion event—thanks to EN funding—the park was able to hire a professional reenactor to portray the character of Francis Chilton, who built the home in the 1860s. EN funds supported a guest speaker at its Winter Paddling Clinic who spoke to the 200 attendees about how to safely paddle the rivers in the winter. To kick off National Park Week, the park hosted a B.A.R.K. Ranger Hike in which canines and their handlers learned about the principles of being a Bark Ranger (**B**ag your pet's waste, **A**lways wear a leash, **R**espect wildlife, and **K**now where you can go—ie: which areas are pet friendly). After they were sworn in, the new Bark Rangers received an exclusive Ozark NSR Bark Ranger bandana provided through EN funding.

At **Petersburg NB**, new items were introduced in the America's National Parks store, including the line of Civil War Mascots products. As a tie-in to these new products, the park hosted an author's talk interpretive event about Sallie, a bull terrier who was the mascot for the 11th Pennsylvania Volunteer Infantry Regiment. The park store featured the Civil War Mascots products, including the Sallie finger puppet, at the event. In addition, EN worked with Petersburg NB on programs commemorating the 155th anniversary of the Siege of Petersburg and provided funding for reenactors who portrayed General Lee and General Grant during the 155th anniversary of the Battle of the Crater event.

EN provided support for a variety of the interpretive demonstrations that were offered at **Richmond NBP** during



its second annual Harvest Day, a free event for the public held at Rural Plains.

In FY19 at **Roger Williams N MEM**, \$11,500 of EN funding was used, with more than \$8,000 of this amount providing support for interpretive signage installation needs at the park.

**Sagamore Hill NHS** experienced a catastrophic loss of the visitor center and EN park store due to a fire on December 24, 2018 during the federal government shutdown. Park and EN staff moved the store and visitor center to the Old Orchard Museum, and the store successfully reopened in April 2019. Emphasis was placed on the centennial commemoration of Theodore Roosevelt's death, including a special exhibition and ranger programming. EN provided funding support for musical performances and an appearance from Theodore Roosevelt portrayed by Joe Wiegand.

EN funding supported the Salem Maritime Festival and "Salem Sets Sail" education programs for Salem Public Schools at **Salem Maritime NHS**.

**Shiloh NMP** used \$10,500 in EN funding in FY19. For the Battle of Shiloh anniversary weekend, the America's National Parks store hosted a book signing with historian Kevin Gatchell, who authored *Scapegoat of Shiloh*, on hand to sign his books. A new event was held during the anniversary—the first-ever vintage living history baseball games, performed by the Tennessee Association of Vintage Baseball. The park store and park staff set up a mobile concession stand, and a variety of ballgame-related items were sold at the event along with a selection of books on baseball during the Civil War.

**Sleeping Bear Dunes NL** experienced strong visitation to the America's National Parks store; FY19 sales were up eight percent over FY18 and came to \$572,444—a new record sales high. The

park used \$26,200 in EN funding for various needs throughout the year. This included support for the Junior Ranger program through the purchase of 4,000 Junior Ranger patches and 5,000 Junior Ranger badges and printing 150,000 copies of the park newspaper, which is relied on as the main source of information that every visitor receives at the park contact stations. In addition, this funding supported a volunteer appreciation event and was used to provide a donation to the Grand Traverse Astronomical Society for their services during the Star Party programs held in the park throughout the year. These Star Parties, which attract thousands of visitors, highlight night-sky resources and showcase the importance of dark skies. EN offered merchandise that ties into the night-sky theme, including a "See the Stars" poster and T-shirts, guidebooks, puzzles, and a night-sky mini checker set.

EN provided support for the annual Prairie Harvest Festival at **Tallgrass**

**Prairie N PRES** by funding costs for interpretive wagon rides in which visitors learn about historic transportation.

At **Tuskegee Institute NHS**, EN provided support for an Alabama Bicentennial Teacher Workshop that was hosted by the park. As part of this workshop, participating teachers completed lesson plans on the theme of Booker T. Washington. The lesson plans were posted both on the park's website and the Alabama Bicentennial website and are used for school group park education programs. The park used a total of \$10,800 in EN funding in FY19.

At **Upper Delaware SRR**, the 15th annual Zane Grey Festival was held on July 4 with free activities for attendees that included an educational live birds of prey program, horse-drawn wagon rides to the historic Roebling Bridge, and more. Approximately 600 attended the festival, and visitation to the museum and America's National Parks store was over 330, helping to boost sales.



Site Manager Ellen McDonnell had a special visitor stop by the America's National Parks Store at Sagamore Hill National Historic Site in September. Prime Minister Scott Morrison of Australia—who is a big Teddy Roosevelt fan—visited the store. Ellen kept the store open for him to help him select some books and unique items.



# 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 2019:



Superintendent of National Parks of Eastern North Carolina David E. Hallac, pictured with Brenda Cummins, EN Coastal Mid-Atlantic regional manager (left), and Jessica Green, Outer Banks Forever director, accepted the Charles S. Marshall Unit Award on behalf of the Outer Banks Group.

The **CHARLES S. MARSHALL UNIT AWARD** was presented to the **Outer Banks Group (Cape Hatteras NS, Fort Raleigh NHS, and Wright Brothers N MEM)** for exceptional teamwork. This included a multi-year collaboration with EN on the Wright Brothers National Memorial Visitor Center renovation project that resulted in a spectacular visitor experience and an FY19 sales increase of 43 percent over FY18. In addition, the America's National Parks™ Store at Cape Hatteras National Seashore was expanded and was a participant in the Grow Sales Evaluation, and the Outer Banks Group as a whole entered into EN's first Philanthropic Partnership Agreement—the catalyst for launching Outer Banks Forever.

**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:

**James Lewis**, chief of interpretation at Stones River NB, for his contributions to EN, including researching and writing content for the new *Civil War Mascots Coloring and Activity Book*—part of a new line of products offered by Eastern National in FY19—and providing valuable feedback and assistance for EN's Grow Sales Evaluation at Stones River NB.

**Steven Roberts**, chief of interpretation at Castillo de San Marcos NM, for his involvement in new initiatives, new item development, and product selection and his assistance, approachability, and encouragement, all helping to create a cohesive partnership and drive sales.



Pictured left to right: Superior Performance Award winner Steven Roberts, Superior Performance Award winner Vince Vaise, and Superior Performance and Kahler Award winner Kirsten Talken-Spaulding.

**Kirsten Talken-Spaulding**, superintendent of Fredericksburg and Spotsylvania NMP, for her positive guidance, leadership, and commitment to partnership—including working with EN to keep the main park store open during the government shutdown and always keeping the store manager informed about parkwide communications and activities—thereby continuing to grow a stronger relationship between EN and the NPS at this site in FY19.

**Vince Vaise**, chief of visitor services at National Capital Parks-East, for his willingness to consider new ideas, being instrumental in the reopening of the store at Mary McLeod Bethune Council House NHS, partnering with EN during the Grow Sales Evaluation at Frederick Douglass NHS, and always including EN in discussions and planning for sites.

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 **Kirsten Talken-Spaulding**, superintendent of Fredericksburg and Spotsylvania NMP.

The **CUSTOMER SERVICE AWARD** was presented to **Steamtown NHS** and **Stones River NB**. This award recognizes the EN store staff with the highest average score in EN's secret shopper program and recognizes exceptional service through the results of online surveys taken from park store receipts. The program evaluates the overall store appearance, product presentation, and staff professionalism. These two park stores earned a tie score of 99.2 percent.

**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 **David Harmon**, whose term on the EN board has ended; **Peter Milovcich**, systems analyst, who retired after 43 years; and **Kathy Sumter**, staff accountant, who retired after 16 years. Pete joined EN





EN President and CEO Kevin C. Kissling presented EN Board Member David Harmon with a Distinguished Service Award.

in 1976 as a staff accountant and later moved to IT, where he helped develop key processes and eventually settled into his role as systems analyst. He has been instrumental in EN's growth and is the longest-serving EN employee to date. Kathy joined EN as a purchasing assistant before transitioning to her role as staff accountant. We thank David, Pete, and Kathy for their service.

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

**Becky Burke**, Southeast regional manager, for her ability and willingness to step into a variety of different roles as needed, knowing where to allocate resources to grow sales, and being a strong team player, mentor, and source of support for our staff and partners.

**Davina "Deane" Collie**, store manager at Fredericksburg and Spotsylvania NMP, for her exceptional customer service and teamwork skills, developing a sales mix that resulted in a four percent increase over prior year, and reenergizing park store operations overall.

**Kailyn Danko**, site manager at Saratoga NHP, for her creative

merchandising abilities, positive attitude, teamwork, and superior customer-service skills, resulting in a 6.7 percent increase in sales.

**Wilma Diaz**, site manager at El Yunque National Forest, for stepping in to manage store operations at the site in September and working with the staff during this time to develop a strategy of communication and cohesiveness—leading through the challenges and remaining committed to making an impact during this short-term position assignment.

**Jane Grossman**, site manager at Carl Sandburg Home NHS, for her creativity and dedication to sharing Carl Sandburg's works and home with the public and developing innovative new sales items that convey core park themes—all resulting in extending visitors' understanding and appreciation of Sandburg and a 15 percent sales increase over prior year.

**Amber Houske**, training specialist at Eastern National Headquarters, for fostering a culture of continuous learning and improvement, including utilizing the Sharepoint training site, developing the *Training Digest* to connect employees to training and development tools, and serving as principal trainer for the Erply Point-of-Sale software implementation.



Kevin C. Kissling and Peter Milovcich with his Distinguished Service Award.

**Taymí Maldonado**, Coastal Southeast assistant regional manager, for taking on the challenge of handling many different projects, including serving as partnership engagement coordinator at San Juan NHS, where she was the conduit that brought NPS and EN staff, volunteers, large corporations, and communities together.



Kevin C. Kissling and Kathy Sumter with her Distinguished Service Award.

**Tonya Michael**, store manager at Wright Brothers N MEM, for using the tools she learned in "Back to Base Camp" training to demonstrate consistent and exceptional performance in store operations throughout FY19, resulting in high secret shopper program scores and a 20 percent increase over the sales goal for the fiscal year.

**Tonya Seeley**, store lead associate at Cape Lookout NS, for finding new ways to improve efficiencies and help operations run smoothly—including developing a Point-of-Sale register training manual—and encouraging the development of positive relationships between staff and volunteers.

**Ashley Shortal**, store manager at Castillo de San Marcos NM, for promoting an EN/NPS collaborative team approach to operations at the site by working in partnership with park staff, engaging in park programming, and coordinating with park activities.



# Management's Financial Report

## Eastern National Statement of Activities Year ended October 31, 2019

	2019
<b>CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS</b>	
Operating Activities:	
Revenues, Net of Cost of Sales, and Other Support:	
Sales	\$ 43,700,000
Cost of Sales	18,285,000
Gross Profit	25,415,000
Other Revenues and Support	131,000
Total Revenues, Net of Cost of Sales, and Other Support	25,546,000
Expenses:	
Selling	16,571,000
General and Administrative	4,235,000
Direct Aid to the National Park Service*	1,359,000
Other	239,000
Total Expenses	22,404,000
Change in Net Assets Without Donor Restrictions from Operating Activities	3,142,000
Nonoperating Credits (Expenses):	
Interest Expense	(6,000)
Pension Related Changes Other than Net Periodic Cost	(85,000)
Postretirement Medical Cost Related Changes Other than Net Periodic Cost	(30,000)
Total Nonoperating Activities	(121,000)
Change in Net Assets Without Donor Restrictions	3,021,000
<b>CHANGES IN NET ASSETS WITH DONOR RESTRICTIONS</b>	
Investment Income	4,000
Contributions	1,020,000
Increase in Net Assets With Donor Restrictions	1,024,000
<b>CHANGE IN NET ASSETS</b>	4,044,000
Net Assets - Beginning of Year	12,152,000
<b>NET ASSETS - END OF YEAR</b>	<u>\$ 16,196,000</u>

\*2019 Direct Aid to the National Park Service



<b>76.7%</b>	Interpretive Program Support
<b>13.4%</b>	Agency and Capital Improvements
<b>8.0%</b>	Research and Other
<b>1.9%</b>	Publication Costs and Free Publications



# FY19 Sales Product Mix

**35.2%**  
Commemorative

**25.4%**  
Publications

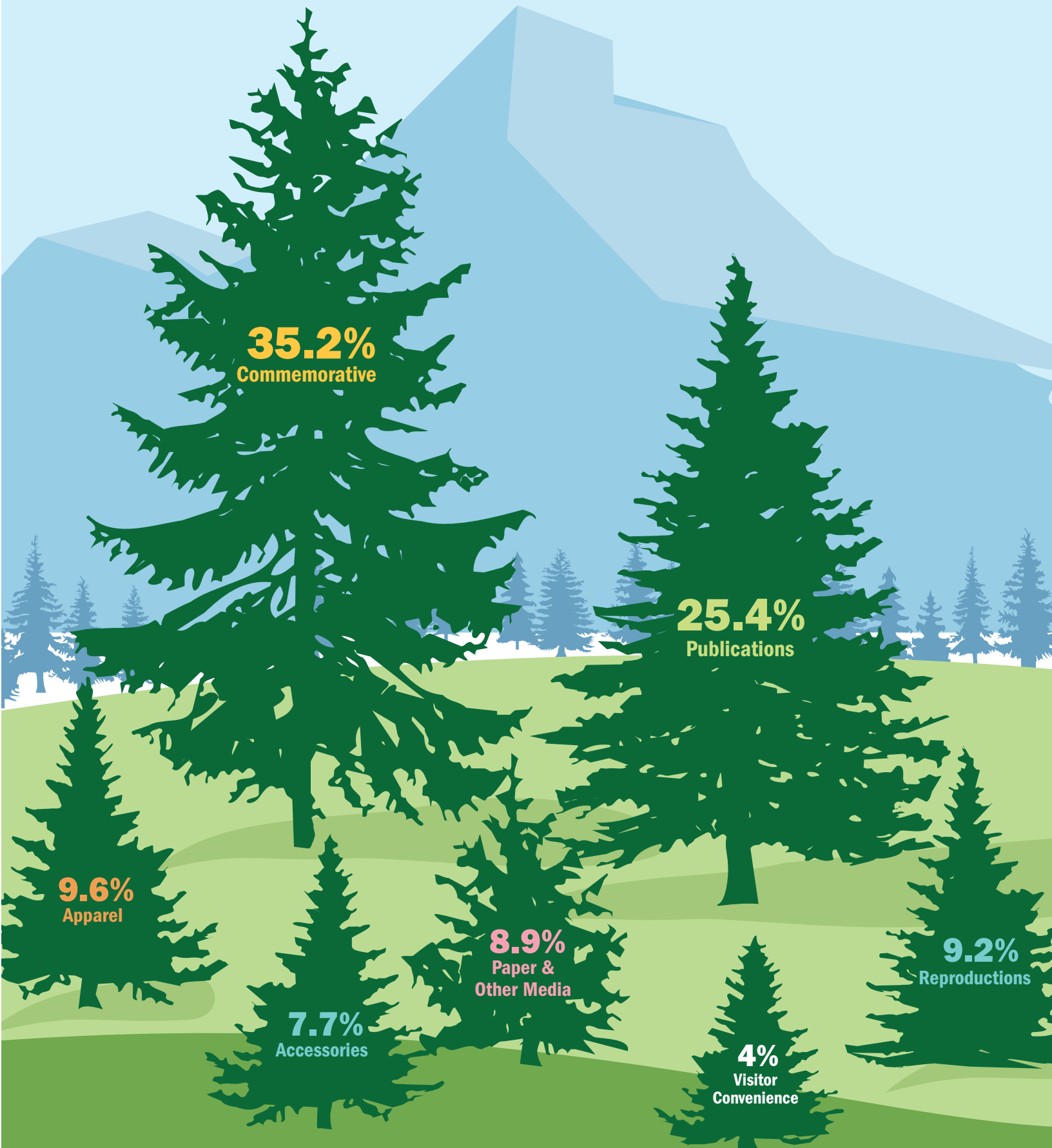
**9.6%**  
Apparel

**8.9%**  
Paper &  
Other Media

**7.7%**  
Accessories

**4%**  
Visitor  
Convenience

**9.2%**  
Reproductions





# Our Team

## BOARD OF DIRECTORS

Deborah Yandala, Chair  
Gerard Gabrys, Treasurer  
Dusty Shultz, Secretary  
David Harmon  
Bill McKendree  
Harvey C. Perry  
Susan Schroeder  
Daniel Song

## EXECUTIVE COMMITTEE

Deborah Yandala, Chair  
Gerard Gabrys, Treasurer  
Dusty Shultz, Secretary  
Bill McKendree

## GOVERNANCE COMMITTEE

Bill McKendree, Chair  
Kevin C. Kissling, Eastern National  
President and Chief Executive Officer  
Dusty Shultz  
Deborah Yandala

## FINANCE, AUDIT, AND INVESTMENTS COMMITTEE

Gerard Gabrys, Chair  
David Harmon  
Harvey C. Perry

## PHILANTHROPY COMMITTEE – AD HOC

Deborah Yandala, Chair  
Susan Schroeder

## NPS ADVISORY GROUP

Midwest Representative and Advisory  
Group Chair: Lisa Conard Frost,  
Fort Smith NHS

Northeast Representative: Linda Cook,  
Weir Farm NHS

Regional Cooperating Association  
Coordinator Representative:  
Thomas Richter, NPS Midwest Region

National Capital Representative:  
Susan Trail, Antietam NB

Southeast Representative: Barclay  
Trimble, Mammoth Cave NP



Members of Eastern National's senior leadership team, left to right: Kevin C. Kissling, Megan Shelley, Meredith McClatchy, Jason Scarpello, Heidi White, and Scott Grabus.

## SENIOR LEADERSHIP TEAM

Kevin C. Kissling, President and  
Chief Executive Officer  
Scott Grabus, Director of  
Information Technology  
Jessica Green, Outer Banks  
Forever Director  
Meredith McClatchy, Director of  
Human Resources  
Jason Scarpello, Creative Director  
Megan Shelley, Chief Operating Officer  
Heidi A. White, Chief Financial Officer

## HEADQUARTERS TEAM

Krista Adams, Graphic Designer  
Jennifer Allen, Publications Coordinator  
Stanley Anton, eCommerce Specialist  
Lauren Buchter, Buying  
Operations Assistant  
Jordan Cameron, Publications Specialist  
Phil Cooney, Store Design and Visual  
Merchandising Manager  
Emily Cruse, Project Manager  
Daniel Doyle, Senior Accountant  
David Eberle, Marketing Specialist  
Janet Fields, Operations Coordinator  
Jonathan-Paul Fix, Visual Merchandiser  
Emily Geesaman, Marketing Manager  
Crystal Graham, Donations Specialist

Julianna Haviv, Merchandise Manager  
Andrea Heaton, Controller  
Amber Houske, Training Specialist  
Maryann Jones, Senior Accounts  
Payable Specialist  
Jordan Kuhn, Junior  
Systems Administrator  
Stacy Madalena, Director of Retail South  
Marge McBeth, Accounts  
Payable Specialist  
Elizabeth McHugh, Product  
Photographer and Content Writer  
Peter R. Milovcich, Systems Analyst  
Kathleen Montgomery,  
Publications Manager  
Diane Motylinski, Accounts  
Payable Specialist  
Gabrielle Murph, Accounts  
Payable Specialist  
Susan Packer, Payroll Specialist  
Corinna Richards, Director of  
Retail North  
Noelle Sapp, Operations Specialist  
William Singer, POS Technician  
Andrea M. Singmaster, Human  
Resources and Employee Benefits  
Administrator  
Bonnie Stetson, Administrative Assistant  
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  
 James Winter, Systems Analyst  
 John Zimmerman, Software Developer

#### AMERICA'S NATIONAL PARKS WAREHOUSE TEAM

Tony Bello, Warehouse Lead Product Shipper and Handler  
 Stephen Drain, Warehouse Manager  
 Dave Hoffman, Customer Service Specialist  
 Patricia Jasper, Warehouse Lead Product Shipper and Handler  
 Richard Michael, Warehouse Product Shipper and Handler  
 Wayne Tidwell, Warehouse Product Shipper and Handler  
 Joan Yamrich, Assistant Warehouse Manager

#### REGIONAL MANAGEMENT TEAM

Helena Adcock – Southern Region  
 Kevin “Tripp” Bates – Carolinas Region  
 Lyne Bradley – Midwest 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  
 Philene Paris – Metro New York Region  
 Cindy Piccolo – Coastal Southeast Region  
 Mary Price – New England Region  
 Karen Searle – Blue Ridge Region  
 David Wagner – Mid-Atlantic Region

#### ASSISTANT REGIONAL MANAGEMENT TEAM

Karin Burnette – Coastal Mid-Atlantic Region  
 Brad Cave – Blue Ridge Region  
 Davidson Hobbs – National Capital Region  
 Taymí Maldonado – Coastal Southeast Region  
 Lee Petty – New England Region

#### STORE MANAGERS

Jennifer Austin-Janssen, Blue Ridge Parkway – Folk Art Center  
 Courtney Bittner, Antietam NB  
 René Capizzi, Assateague Island NS  
 Julie Castille, Jean Lafitte NHP & PRES – Jackson Square  
 Davina “Deane” Collie, Fredericksburg and Spotsylvania NMP  
 Ann Cummings, Acadia NP

Mandy Gardner, Sleeping Bear Dunes NL  
 James Gilligan, Salem Maritime NHS – Waite & Peirce/Saugus Iron Works NHS  
 Melissa Hawkins, Colonial NHP  
 Gwenn Hicks, Gulf Islands NS  
 Mark Hudson, Independence NHP – Benjamin Franklin Museum  
 Nonna “Gwyn” Johnson, Jamestown Glasshouse  
 Tyshon Kelton, Martin Luther King, Jr. Memorial  
 Julie Kirschbaum, Minute Man NHP – North Bridge  
 Jordan Klatt, Cape Cod NS  
 Gregory Kraycirik, Flight 93 N MEM  
 Kevin Marshall, Ford’s Theatre NHS  
 Tonya Michael, Outer Banks Group – Wright Brothers N MEM  
 Erin Nolan, Thomas Jefferson Memorial  
 Patricia Orcutt, Boston NHP – Faneuil Hall  
 Jacqueline Payne, Cumberland Gap NHP  
 Paula Perrone, Cape Cod NS – Highland Light  
 Elizabeth Perry, Fort Sumter and Fort Moultrie NHP – Liberty Square  
 Teresa Renner, Mammoth Cave NP  
 Maria Rolon, San Juan NHS  
 Ashley Shortal, Castillo de San Marcos NM  
 Paul Tiemann, Boston NHP – Charlestown Navy Yard  
 Steven Trimmer, Manhattan Sites



Eastern National's 2019 Board of Directors, left to right: Bill McKendree, David Harmon, Dusty Shultz, Deborah Yandala, Harvey C. Perry, Susan Schroeder, Gerard Gabrys, and Daniel Song.



The following Eastern National employees reached these milestone anniversaries between November 1, 2018 and October 31, 2019:

## 5 Years

Michael Anderson, Store Associate,  
Cape Cod NS  
Daivon Brown, Store Lead Associate,  
Arlington National Cemetery  
Felicia Bryant, Store Associate, Martin  
Luther King, Jr. NHP  
Crystal Canterbury, Site Manager,  
Outer Banks Group – Ocracoke Island  
Stephanie Carney, Store Associate,  
Martin Luther King, Jr. NHP  
Susan Carpenter, Site Manager, Blue Ridge  
Parkway – Linville Falls  
Carol Cartwright, Store Associate,  
Ozark-St. Francis National Forests  
Seraphine Codinha, Tour Guide,  
Cape Cod NS - Highland Light  
Connie Freightman, Store Associate,  
Martin Luther King, Jr. NHP  
Ruth Giardina, Site Manager, Steamtown NHS  
Jane Grossman, Site Manager, Carl Sandburg  
Home NHS  
Judith McCoy, Store Associate, Vicksburg NMP  
Jawara Myles, Store Lead Associate, Thomas  
Jefferson Memorial  
Colleen Nixon, Store Associate, Natchez NHP  
Katrina Nobles, Site Manager, Martin Luther  
King, Jr. NHP  
Latisha Pippin, Site Manager, Pea Ridge NMP  
David Poindexter, Assistant Store Manager,  
Lincoln Memorial  
Pedro Quintana-Davila, Store Associate,  
San Juan NHS  
Tamara Rapp, Store Lead Associate,  
Blue Ridge Parkway – Museum of North  
Carolina Minerals  
Noelle Sapp, Operations Specialist,  
Headquarters  
Nazli Shah, Assistant Store Manager,  
Fredericksburg and Spotsylvania NMP  
Leslie Smith, Store Lead Associate,  
Belmont-Paul Women's Equality NM  
Crystal Taylor, Store Lead Associate,  
Lincoln Memorial  
Gail Weeks, Store Associate, Fredericksburg  
and Spotsylvania NMP  
Arthur Yacobian, Store Lead Associate,  
Cape Cod NS

## 10 Years

Brad Cave, Assistant Regional Manager,  
Blue Ridge Region  
Jossie Gonzalez, Store Associate,  
San Juan NHS

Stephen Hall, Store Lead Associate,  
Ford's Theatre NHS  
Joseph Napurano, Site Manager, Thomas  
Edison NHP  
Karen O'Neal, Site Manager, Natchez NHP  
Mary Price, Regional Manager,  
New England Region  
Zulma Andujar Torres, Store Associate,  
El Yunque National Forest  
Melissa Totten, Human Resources  
Representative, Headquarters  
Nancy Vajo, Store Associate, Johnstown  
Flood N MEM

## 15 Years

Reginald Café, Warehouse Supervisor,  
National Capital Region Warehouse  
Chastity Halfhill, Assistant Store Manager,  
Flight 93 N MEM  
Ebony Jackson, Assistant Store Manager,  
Thomas Jefferson Memorial  
Stacy Madalena, Director of Retail South,  
Headquarters

## 20 Years

Kevin "Tripp" Bates, Regional Manager,  
Carolinas Region  
Ellen Beekman, Store Lead Associate,  
Acadia NP  
Daniel Doyle, Senior Accountant,  
Headquarters  
Nonna "Gwyn" Johnson, Store Manager,  
Jamestown Glasshouse  
Paul Tiemann, Store Manager, Boston  
NHP – Charlestown Navy Yard  
David Wagner, Regional Manager,  
Mid-Atlantic Region  
Janice Williams, Store Associate,  
Ninety Six NHS

## 25 Years

David Walthall, Site Manager,  
Petersburg NB  
Heidi White, Chief Financial Officer,  
Headquarters

## 35 Years

Brenda Cummins, Regional Manager,  
Coastal Mid-Atlantic Region  
Karen Searle, Regional Manager,  
Blue Ridge Region

Rafael Vasquez, Statue of Liberty NM –  
Ellis Island

Janu Washington, Vicksburg NMP  
Jerome Wells, Lincoln Memorial  
Joseph Wooley, Arlington  
National Cemetery

## SITE MANAGERS

Patricia Alcaro, Gateway NRA – Sandy  
Hook Unit  
Gregory Allen, Natchez Trace Parkway  
Christina Alvarado, Manassas NBP  
Sherri Anderson, Grand Portage NM  
Lisa Barrett, Stones River NB  
Daniel Beard, Kennesaw Mountain NBP  
Toni Bell, Canaveral NS  
Julie Bodenheimer, Tuskegee Airmen NHS  
Ellen Bolin, Lincoln Boyhood N MEM  
Jodi Bretzfelder, Dayton Aviation  
Heritage NHP  
Lois Brown, Adams NHP  
Timothy Byrwa, Pictured Rocks NL  
Kelly Cahoon, Outer Banks Group –  
Bodie Island  
Crystal Canterbury, Outer Banks Group –  
Ocracoke Island  
Susan Carpenter, Blue Ridge Parkway –  
Linville Falls  
Janel Clarke, Effigy Mounds NM  
Tracy Costello Cross, Big South  
Fork NRR  
Kailyn Danko, Saratoga NHP  
Robin Davis, Outer Banks Group –  
Fort Raleigh NHS  
Wilma Diaz, El Yunque National Forest  
Kelly DiNapoli, Harriet Tubman  
Underground Railroad NHP  
Lou Dixon, Fort Macon State Park  
Abby Dotson, Blue Ridge Parkway –  
Humpback Rocks  
Brian Downey, Blue Ridge Parkway –  
Blue Ridge Music Center  
Gregory Erickson, Cuyahoga Valley NP  
Jennifer Fiske, Ozark NSR  
Ruth Giardina, Steamtown NHS  
Jane Grossman, Carl Sandburg  
Home NHS  
David Harris, Blue Ridge Parkway –  
Linn Cove Viaduct  
Debra Hayes, Springfield Armory NHS  
Charles Holbrook, Perry's Victory and  
International Peace Memorial



Arkile Jackson, Rock Creek Park – Old Stone House  
 Karen Jaggars, Shiloh NMP  
 John Kelton, Andersonville NHS  
 Jacqueline Kent, Cumberland Island NS  
 Wanda Kindrick, Fort Pulaski NM  
 Deborah Luketich, Indiana Dunes NP  
 Tina Maquar, Chickamauga and Chattanooga NMP  
 Ellen McDonnell, Sagamore Hill NHS  
 Arlene McGrane, Blue Ridge Parkway – Moses H. Cone Memorial Park  
 Jessica McNeill, Belmont-Paul Women's Equality NM  
 Bucky Monreal, Hot Springs NP  
 Joseph Napurano, Thomas Edison NHP  
 Wendy Neer, Richmond NBP – Tredegar Iron Works  
 Nancy Newland, Women's Rights NHP  
 Katrina Nobles, Martin Luther King, Jr. NHP  
 Krystle Odell, Minuteman Missile NHS  
 Karen O'Neal, Natchez NHP  
 Robert Owen, Blue Ridge Parkway – Humpback Rocks  
 Robert Phillips, Delaware Water Gap NRA  
 Latisha Pippin, Pea Ridge NMP  
 Brandon Pribble, Fort Smith NHS  
 Destiny Redmon, Wilson's Creek NB  
 Sarah Reedy, Fort Necessity NB  
 Kimberley Snyder, Congaree NP  
 Elizabeth Springer, Abraham Lincoln Birthplace NHP  
 Nancy Stewart, Guilford Courthouse NMP  
 Grady Stribling, Blue Ridge Parkway – Craggy Gardens  
 Jennifer Sturch, Ozark-St. Francis National Forests  
 Dale Swapinski, Apostle Islands NL  
 Michael Vigneau, Blue Ridge Parkway – Waterrock Knob

Kayla Walbridge, Homestead National Monument of America  
 David Walthall, Petersburg NB  
 Robert Willey, New River Gorge NR  
 Kenneth Williams, Selma to Montgomery NHT

#### ASSISTANT STORE MANAGERS

Sara Brock, Sleeping Bear Dunes NL  
 Brian Doyle, Statue of Liberty NM – Ellis Island  
 Andrew Epps, Fort Sumter and Fort Moultrie NHP – Liberty Square  
 John Farrington, Boston NHP – Charlestown Navy Yard  
 Christy Fisher, Lincoln Home NHS  
 Jhoselenny Gonzalez – Statue of Liberty NM  
 Jarrett Graber, Mammoth Cave NP  
 Chastity Halfhill, Flight 93 N MEM  
 Hannah Harper, Castle Clinton NM  
 Paula Hatcher, Arlington National Cemetery  
 Shelagh Holland, Acadia NP  
 Ebony Jackson, Thomas Jefferson Memorial  
 William Keller, Independence NHP – Benjamin Franklin Museum  
 Gean Mallory, Martin Luther King, Jr. Memorial  
 Bridgette Nitza-Buwala, Antietam NB  
 David Poindexter, Lincoln Memorial  
 Angel Rosa, San Juan NHS  
 Nazli Shah, Fredericksburg and Spotsylvania NMP  
 Christa Sisson-Mesrobian, Jamestown Glasshouse  
 Kathleen Viprino, Cape Cod NS

#### SUPERVISORS

Reginald Café, National Capital Region Warehouse

Chris Carter, Blue Ridge Parkway Warehouse  
 Christopher Davis, Inventory Control, Statue of Liberty NM – Ellis Island

#### GENERAL COUNSEL

Duane Morris LLP  
 30 South 17th Street  
 Philadelphia, PA 19103

#### INDEPENDENT AUDITORS

CliftonLarsonAllen LLP  
 610 West Germantown Pike  
 Suite 400  
 Plymouth Meeting, PA 19462

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

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

This 2019 annual report is also available online at [easternnational.org](http://easternnational.org).

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# Eastern National

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

