

Return to the Summit!

Note: this plan was developed assuming COVID-19 will continue to significantly impact Eastern National operations throughout 2021.

We anticipate sales at our highest-revenue park stores, located primarily in urban areas greatly affected by COVID-19, will not recover until after 2021. There is also uncertainty as to how many stores will open in 2021, including seasonal locations that were closed in 2020.

Based on these assumptions, we are unable to predict when we will resume providing direct aid to parks, publishing or reprinting EN titles, renovating park stores, or offering competitive grants. At a minimum, these programs will not be available until spring of 2022.

We may adjust our areas of focus as conditions change throughout the year.

2021 FOCUS:

Ensure Employee and Visitor Safety; Maintain a Strong Workforce; and Manage Cash Flow to Return to Financial Stability.



PEOPLE

Safety of our staff and customers is a key focus in People. We will support the wellbeing of our teams and maintain high levels of engagement across the organization.

Key objectives:

- Provide safe work environments for our teams, visitors, and partners.
- Communicate areas of focus to our team members, clarify roles, and balance workloads to ensure organizational alignment while focusing on the right priorities.
- Develop a process to provide team members with performance feedback and areas of focus for 2021.
- Be prepared to return or recruit new team members as additional park stores reopen and revenue increases.
- Continue to provide training for professional development opportunities.
- Expand our Respectful Workplace Program, in order to promote a safe, diverse, and inclusive workplace.



PARTNERSHIPS

Collaboration is a key focus, to ensure that partners and staff understand the significant impact that COVID-19 has had on EN operations and our people.

Key objectives:

- Ensure mutual understanding of each partner's needs, with a high level of trust in each other's priorities and decision-making processes.
- Provide frequent communications to partners about EN's focus, the significant impact that COVID-19 has had on our resources, and the true length of recovery.
- Support our regional managers as the primary relationship contact for park staff, to ensure timely, safe, and efficient reopenings of park stores.
- Ensure communication channels are in place at parks where EN stores are closed. Encourage partners to communicate timely operational changes that may result in opening a closed store.
- Collaborate with our partners to continue providing virtual educational experiences to visitors through a variety of mission-focused initiatives.



OPERATIONS

Capacity is a key focus in Operations, as we align regions, HQ, and technology to support our stores, while ensuring strong safety protocols are in place for our staff.

Key objectives:

- Regularly review, update, and communicate EN's COVID-19 Safety Response Policy to comply with state and local requirements, while ensuring staff have the training and materials they need to remain safe and successful.
- Implement adaptive operations plans, where necessary, to resume operations quickly and safely.
- Manage inventory movement and replenishment while ensuring adequate stock levels to meet visitor needs within the financial constraints of the organization.
- Monitor workforce levels throughout the organization to align with current revenue.
- Implement a new point of sale system in 2021 to improve retail operations and support the future needs of the organization.



FINANCES

Stability is our overarching focus. We will manage income, expenses, and cash flow to strengthen the long-term health of the organization.

Key objectives:

- Manage cash flow and ensure adequate cash on hand to meet the financial obligations of the organization.
- Maintain sufficient cash reserves for future uncertainties.
- Convert current inventory to cash while maintaining adequate inventory levels to meet customer demand.
- Maximize revenue at open stores and eCommerce channels to reduce the impact of COVID-19 on our financial position.
- Ensure expenses align with revenue to return the organization to financial stability.

TOGETHER WE CLIMB.

