

EASTERN NATIONAL



THE TIDE HAS TURNED! THE FREE MEN OF THE WORLD
ARE MARCHING TOGETHER TO VICTORY!
D-DAY ADDRESS TO TROOPS, JUNE 6, 1944

EISENHOWER

2020 ANNUAL REPORT



Fiscal Year 2020

OUR PARTNERS



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 critical items such 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 have partnerships with over 170 national parks and other public trusts across 33 states, the District of Columbia, Puerto Rico, and the US Virgin Islands. Since our founding in 1947, we have provided over \$166 million in direct and in-kind aid to parks.

Message to Our Supporters

2020 HAS BEEN THE MOST CHALLENGING YEAR in Eastern National's history. The onset of COVID-19 in the spring had a significant and long-lasting impact on our organization, which continues today. There are many we would like to thank for their support and dedication to Eastern National during this year. We are extremely grateful for the visitors to America's national parks and other public lands, our National Park Service and other public land partners, the Eastern National team, and our dedicated board of directors.

We are grateful to our NPS colleagues who worked with us to quickly resume store operations in early summer. We appreciate the high level of collaboration by leaders at all levels within the National Park Service in support of our long-standing partnership and our mission.

We would like to especially thank our frontline staff and those in customer-facing roles. Your work serving visitors at America's national parks and other public trusts was a critical step on our path to recovery. To our support teams who developed the safety, financial, and operational protocols needed to resume our mission – we could not have made it through COVID without your creativity and dedication.

We are indebted to our board colleagues who volunteered their time, shared their insight, and provided strong leadership during this year. With their continued guidance, we will chart the course to recovery that uses Eastern National's resources in a responsible manner.

As difficult a year as it was, there were some notable achievements as well. eCommerce sales were strong and provided a revenue lifeline for the organization. We commemorated the 100th anniversary of the 19th Amendment to the Constitution with a custom product collection and publication, both developed alongside our NPS partners. "Extend the Experience" and the "Virtual Passport Cancellation" programs allowed us to continue to deliver on our mission digitally.

Now we look forward. We want to assure the EN team, our supporters, the National Park Service, and our other public-land agency partners, that we are resilient and determined. We are confident that we will emerge from this crisis as a stronger organization. We look forward to returning to a position of financial health, and continuing to be a strong, trusted partner for many years to come.



Deborah Yandala
BOARD CHAIR

Kevin C. Kissling
PRESIDENT & CEO

*Now we look forward.
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together we overcome

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Rene Jeppesen-Capizzi (left) and Christine Mayotte prepare to welcome visitors back to the America's National Parks™ Store at Assateague Island NS.



Our top priority during this time was the safety and well-being of our employees while managing through this financial crisis.

Operations Updates

OVERVIEW

"You have set yourself a difficult task, but you will succeed if you persevere, and you will find a joy in overcoming obstacles." – HELEN KELLER

FISCAL YEAR 2020 STARTED OFF STRONGLY for Eastern National. During the first quarter of the year EN saw significant increases in revenue. With momentum heading into the spring, we invested deeply in inventory and store operations, and we geared up for what looked to be a record-setting year. Then, everything changed. In March, we shuttered our stores to help reduce the spread of COVID-19, and shifted our strategic focus to guiding the organization through this unprecedented chapter in EN history.

For a nonprofit organization that relies almost exclusively on earned income from the sale of educational products and services, our organization was severely impacted by store closures. With so much uncertainty due to the global pandemic, much of our longer-term strategic work came to a halt, and we shifted into scenario-based recovery planning to maintain our mission and stabilize our business. We researched and planned for safety measures and training, new revenue streams, expense management, and virtual methods of communication and engagement for staff, partners, and park visitors. Our top priority during this time was the safety and well-being of our employees while managing through this financial crisis.



LEFT: Our staff worked closely with partners to ensure a safe experience for everyone. Left to right: Greg Kraycirik (EN), Chastity Halfhill (EN), Audra Mitchell (NPS), Gregory Zaborowski (NPS).

We remained mission-focused by providing new virtual experiences to help bring the parks home during these difficult times. Park visitors were invited to "Extend the Experience" with fun activities, enriching stories, and exclusive free access to Eastern National publications with the Book of the Week series. Along with virtual programs offered by the National Park Service, these moments could be commemorated with virtual cancellations offered through Eastern National's signature program, Passport To Your National Parks®.

As we navigated business resumption, we were also pleased to open two new park stores in 2020. Eastern National entered into a new partnership agreement with Pilot Mountain State Park, and opened a new store in Pinnacle, North Carolina on August 31st. The America's National Parks™ Store at the Dwight D. Eisenhower Memorial, a new unit of the National Park Service, opened to the public in Washington, DC, on September 17th.

By the time our fiscal year ended on October 31, one-third of our park stores had resumed adaptive or standard operations following the Eastern National COVID-19 Safety Response Policy. These stores performed at 35% of historical sales for the remainder of the year. We made some very difficult decisions to align expenses with our significantly reduced revenue, including staff and salary reductions, furloughs, delaying implementation of our new point-of-sale system, reducing inventory levels, and canceling all non-critical business spending.

The impact of COVID-19 was immense, both professionally and personally. In addition to staff reductions and store closures, we grieved the sudden passing of two colleagues from our Regional Management team, David Wagner and Kevin "Tripp" Bates. But throughout the year, we remained focused on overcoming challenges and preparing for the future of Eastern National. Today, our team is focused on ensuring employee and visitor safety, maintaining a strong workforce, and managing cash flow to return to financial stability.

Megan Shelley
CHIEF OPERATING OFFICER



Angela Avery completes items on the Safety Checklist at the Fort Sumter Park Store.

Today, our team is focused on ensuring employee and visitor safety, maintaining a strong workforce, and managing cash flow to return to financial stability.

together we rebuild

Where We Operated
in Fiscal Year 2020

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

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

CONNECTICUT

Coltsville National Historical Park
Weir Farm National Historical Park

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

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

* affiliated agencies

SAFETY

WHEN COVID-19 HIT, our Safety Team worked quickly to develop the EN COVID-19 Safety Response Policy and Program, following CDC and OSHA guidelines. The program includes the policy, safety checklists, employee health screening, and protocols for reporting COVID-19 in the workplace.

The Warehouse was the first to pilot safety protocols in April 2020. In addition to resuming wholesale and eCommerce operations, the warehouse team began sourcing personal protective equipment (PPE) and cleaning supplies in anticipation of stores reopening to the public. They worked tirelessly to keep our employees and customers safe. And the Safety Team did an excellent job of setting up the Headquarters office to allow staff to return to work safely, which included social distancing protocols and specific office safety procedures for working in open or private spaces.

When park stores began resuming operations in June, pre-opening training, reopening checklists, and daily employee health screening requirements kept safety protocols at the forefront of our teams’ minds. Workplace safety coordinators were designated for each location and served as the liaisons between their worksite and EN leadership regarding safety in the workplace, while collaborating with park staff to implement safety protocols for all staff, visitors, and partners.



Employees like Bridgette Nitzu-Buwala from the America’s National Parks Store at Antietam NB frequently sanitize high-touch areas.



Good safety procedures are good customer service! Lisa Barrett safely greets visitors with a friendly wave at the Stones River NB Park Store.



Safety procedures were implemented across all areas of the organization, including the Jamestown Glasshouse.

Visitor feedback regarding EN’s safety response has been overwhelmingly positive. 99.2% of park visitors surveyed rated their overall impression of store cleanliness and safety protocols as meeting or exceeding their expectations. 61% said our stores’ safety guidelines were exceptional.

“Excellent and safe during covid! Staff were very helpful and well informed!”

– PARK VISITOR TO STONES RIVER NB

“Clean during a pandemic, guidelines were being followed.”

– PARK VISITOR TO COLONIAL NHP

“Staff was very friendly and kept the high touch areas sanitized.”

– PARK VISITOR TO STEAMTOWN NHS

“Glad the store associate was wearing a mask.”

– PARK VISITOR AT LINCOLN MEMORIAL

“The worker was very knowledgeable and greeted each person that came in. Sanitizing product was available as you entered.”

– PARK VISITOR TO GULF ISLANDS NS

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

IOWA

Effigy Mounds National Monument
Herbert Hoover National Historic Site

KANSAS

Tallgrass Prairie National Preserve

KENTUCKY

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

LOUISIANA

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

MAINE

Acadia National Park
Saint Croix Island International Historic Site

MARYLAND

Antietam National Battlefield
Assateague Island National Seashore
(MD & VA)
Catoctin Mountain Park
Chesapeake and Ohio Canal National
Historical Park (MD, DC, & WV)
Clara Barton National Historic Site (GWMP)
Fort Washington Park (NCP)
Hampton National Historic Site
Harriet Tubman Underground Railroad
National Historical Park
Monocacy National Battlefield
Oxon Cove Park and Oxon Hill Farm (NCP)

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

MICHIGAN

Pictured Rocks National Lakeshore
Sleeping Bear Dunes National Lakeshore

MINNESOTA

Grand Portage National Monument

MISSISSIPPI

Natchez National Historical Park
Natchez Trace Parkway
Vicksburg National Military Park

MISSOURI

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

NEW JERSEY

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

NEBRASKA

Homestead National Historical Park
Niobrara National Scenic River

NEW HAMPSHIRE

Saint-Gaudens National Historical Park



Joe Wooley (left) and Brandon Payne staff the adaptive Eastern National tent at Arlington National Cemetery.

ADAPTIVE OPERATIONS

AS EASTERN NATIONAL PREPARED TO REOPEN PARK STORES during the pandemic, an enormous amount of planning went into identifying options for both standard operating models and adaptive operations. We worked closely with our park partners to consider alternative methods of efficiently and cost-effectively reopening stores.

Eastern National safety protocols were the guiding force in determining alternative store layouts or locations, and our regional and store managers met virtually with their park partners to discuss available alternatives. Most locations were able to reopen safely by moving fixtures or making simple alterations, although a few stores needed significant changes to operations.

Some stores operated outdoors in tents as weather permitted. Many parks provided interpretation outdoors during the pandemic. In those cases, park stores were able to open as usual, but Eastern National staff served as the indoor visitor contacts and park orientation guides inside the visitor center, in accordance with local guidance for retail stores. Park stores at Carl Sandburg NHS, Tuskegee Airmen NHS and Cape Cod NS opened in alternate locations as they were determined to be better for safety protocols.

Our findings in the first six months of resuming operations were that the stores with the quickest recovery and highest revenue were those that were able to maintain a standard operating model in their regular footprint. We developed and implemented best practices in safety and adaptive operations, and shared them with National Park Service and other nonprofit partners during cooperating association trainings and the 2021 Public Lands Alliance Conference, to encourage sustainable business environments for partners during a global pandemic.



TOP: The Lincoln Memorial Park Store was initially able to reopen in an information kiosk before moving back to the chamber. ABOVE LEFT: Custom signage was developed for use at sites around the National Mall & Memorial Parks. ABOVE RIGHT: Adaptive operations at Carl Sandburg NHS.

NEW YORK

African Burial Ground National Monument
Castle Clinton National Monument
Federal Hall National Memorial
Fire Island National Seashore
Fort Stanwix National Monument
Gateway National Recreation Area
(NY & NJ)
General Grant National Memorial
Governors Island National Monument
Hamilton Grange National Memorial
Martin Van Buren National Historic Site
Sagamore Hill National Historic Site
Saratoga National Historical Park
Statue of Liberty National Monument/
Ellis Island (NY & NJ)
Theodore Roosevelt Birthplace National
Historic Site
Women’s Rights National Historical Park

NORTH CAROLINA

Blue Ridge Parkway (NC & VA)
Cape Hatteras National Seashore
Cape Lookout National Seashore
Carl Sandburg Home National Historic Site
Fort Macon State Park*
Fort Raleigh National Historic Site
Guilford Courthouse National Military Park
Moore’s Creek National Battlefield
Wright Brothers National Memorial

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

PENNSYLVANIA

Allegheny Portage Railroad National
Historic Site
Delaware Water Gap National
Recreation Area
Edgar Allan Poe National Historic Site
Flight 93 National Memorial

together we adapt

PENNSYLVANIA Cont'd

Fort Necessity National
BattlefieldFriendship 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

PUERTO RICO

El Yunque National Forest*
San Juan National Historic Site

RHODE ISLAND

Roger Williams National Memorial

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

SOUTH DAKOTA

Minuteman Missile National Historic Site

TENNESSEE

Andrew Johnson National Historic Site
Big South Fork National River and
Recreation Area (TN & KY)
Fort Donelson National Battlefield
Obed Wild and Scenic River
Shiloh National Military Park (TN & MS)
Stones River National Battlefield

US VIRGIN ISLANDS

Christiansted National Historic Site

VERMONT

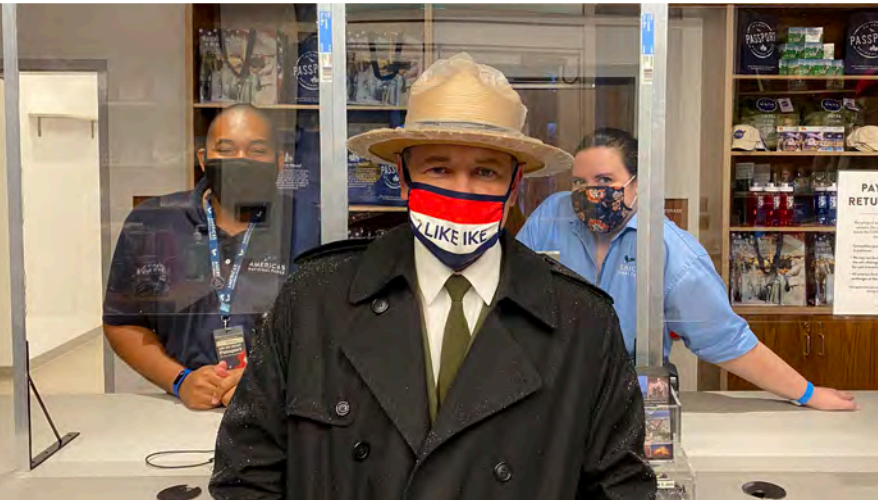
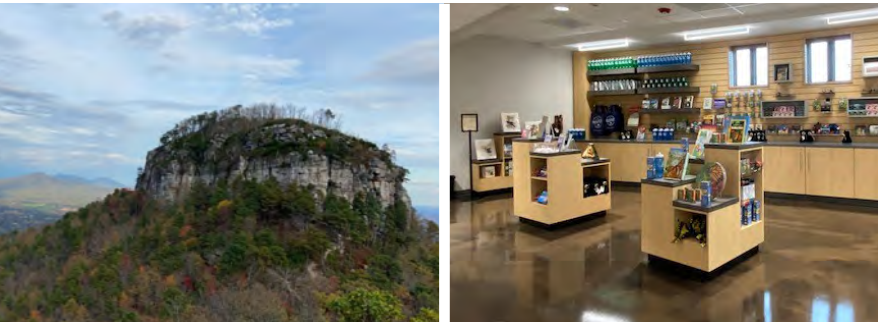
Marsh-Billings-Rockefeller National
Historical Park

VIRGINIA

Appomattox Court House National
Historical Park
Arlington House, The Robert E. Lee Memorial
Arlington National Cemetery
Booker T. Washington National Monument

New Stores

Pilot Mountain State Park opened a new store in Pinnacle, North Carolina, on August 31st. The Dwight D. Eisenhower Memorial, a new unit of the National Park Service, opened to the public in Washington, DC, on September 17th.



CLOCKWISE, FROM TOP LEFT: Pilot Mountain; Eastern National Store at Pilot Mountain State Park; Arkile Jackson (left), National Mall and Memorial Parks Superintendent Jeffrey Reinbold (center front), and Erin Nolan prepare to welcome visitors; Arkile Jackson (left) and Erin Nolan at the new Eisenhower Memorial Park Store; product display at the Eisenhower Memorial Park Store.



Weekly Extend the Experience newsletters included virtual Passport cancellations, free Books of the Week, and product features.

Programs

WHEN THE 2020 CHERRY BLOSSOM FESTIVAL WAS CANCELED it became apparent that there would be a need to keep visitors connected to America’s parks in new ways. Eastern National’s Creative team was able to quickly develop and launch “Extend the Experience,” a themed weekly educational newsletter that included a free digital Book of the Week, accompanying content from NPS, and virtual Passport cancellations. When operations resumed at the America’s National Parks™ Warehouse, a “Shop the Experience” section was added to the newsletter to help bolster eCommerce sales.

The idea to use virtual Passport cancellations to extend park experiences during the pandemic was borne of EN’s central mission to promote understanding and appreciation of our parks. By offering free virtual Passport cancellations and tying them to virtual experiences curated by the parks themselves, we were able to continue pursuing our mission by connecting would-be visitors to individual sites and themes from the comfort and safety of their own homes.

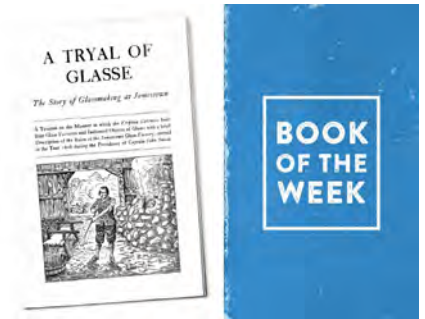
During FY 2020 more than 300 virtual Passport cancellations were created for 165 parks. Social media engagement on the Passport channels increased significantly across all channels. Extend the Experience and Virtual Passport cancellations drove more than 16,000 new users to the America’s National Parks website.

Extend the Experience and Virtual Passport cancellations drove more than 16,000 new users to the America’s National Parks™ website.



LEARN MORE ABOUT COLONIAL NHP

Jamestown Glass and the First American Manufacturing
At Colonial National Historical Park and surrounding areas, visitors can immerse themselves in the experiences of colonists who arrived here over 400 years ago. To help tell the story, the National Park Service reconstructed the historic glassblowing facility for living history demonstrations. Visitors can watch master glassblowers produce common glass objects very much as they must have done in the early days of the Jamestown colony. Let’s explore more!



SHOP THE EXPERIENCE



VIRGINIA Cont'd

Colonial National Historical Park/
Jamestown Glasshouse
Fredericksburg and Spotsylvania National
Military Park
George Washington and Jefferson National
Forests*
George Washington Memorial Parkway
(GWMP) (VA & MD):
Great Falls Park
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*

WASHINGTON, D.C.

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

National Mall and Memorial Parks:
Belmont-Paul Women's Equality
National Monument
Dwight D. Eisenhower Memorial
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

WEST VIRGINIA

New River Gorge National Park
and Preserve

WISCONSIN

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

Products

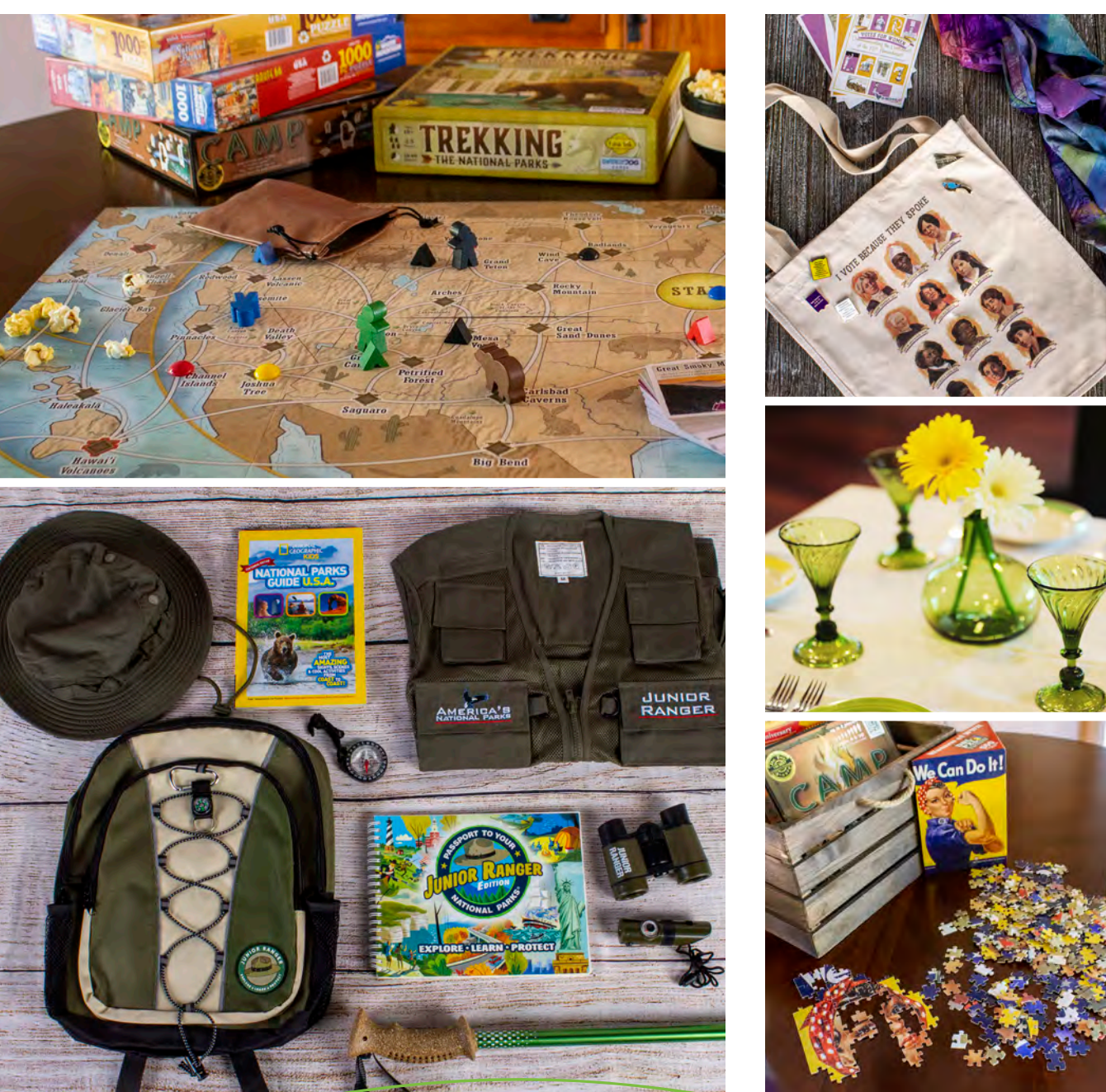
EN'S MERCHANDISE DEPARTMENT SHIFTED its product and inventory strategy in 2020 due to the uncertain nature of store openings. We worked closely with staff and our partners to align on store transfers, temporary product approvals, and creative replenishment approaches to help stock the right product in the right place at the right time. Several product lines were reimagined to freshen their appeal: We introduced Passport® Classic and Junior Ranger "Starter Kits," and piloted "Mystery Bags" featuring surprise collectibles – and all three proved to be popular with online shoppers.



eCommerce

LIKE MANY RETAILERS, THE SHIFT AWAY from in-person shopping increased our online business throughout the first year of the pandemic. Our eCommerce site, the America's National Parks™ Online Store, was the top-performing store for the year. Sales exceeded prior year by 12%. Not surprisingly, some product categories shifted significantly this year due to more virtual park visits. Compared to previous years, we saw marked increases in demand for apparel, crafts and hobbies, and toys and games.

Compared to previous years, we saw marked increases in demand for apparel, crafts and hobbies, and toys and games.





"The Outer Banks has always been one of our favorite destinations. We are in awe of not only the beautiful beaches and natural habitats for so many species, but also the many important roles that the Outer Banks have played in our history. We treasure the Outer Banks national parks for protecting and preserving this magical area and for continually teaching us new and innovative lessons about its history, conservation and wildlife."

— CAT & CHARLIE LINEBERRY,
FOREVER FOUNDERS



Outer Banks Forever

DIRECTOR'S LETTER:

WHEN EASTERN NATIONAL LAUNCHED Outer Banks Forever in early 2019, our vision was to build a strong foundation of support to protect and enhance these three amazing parks. We carried that vision through our second year of operation, despite the many challenges we all faced as a local and global community.

The Outer Banks national parks have always been a haven for visitors – allowing them glimpses back in time to stories that changed our nation, as well as providing open spaces and opportunities to connect with the beautiful and varied environment on these barrier islands. This past year you helped us stand strong beside our parks and adapt to the ever-changing needs of our community – whether they were here in person or at home – in need of ways to stay connected to this place that truly becomes a part of you after you visit.

One way we helped your parks adapt in 2020 was by supporting virtual learning and experiences. Through these initiatives, we helped engage nearly 80,000 people who enjoyed online experiences like virtual sea turtle nest excavations, virtual field trips, and online events like the 150th anniversary of the Cape Hatteras Lighthouse.

In July 2020, we announced our first round of projects to support your OBX national parks. I am thrilled to report that with the support of our generous donors and sponsors, we have fully funded 4 of those 6 initial projects and are working to implement them with your parks in 2021. These projects will create new ways for you and your family to safely experience your OBX national parks:

- Expanding Digital Aviation Education
- Views from Your Parks Webcams
- Artist in Community
- Mobility Friendly Kayak Launch at Oregon Inlet

In addition to these projects, your support has allowed us to strengthen the bonds between our community and your parks which will in turn only make our impact greater. 2021 is going to be an exciting year for us and your parks. I look forward to our continued work together to protect and enhance these special places.

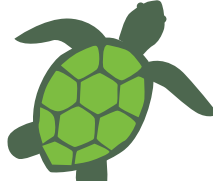
Jessica Barnes Green
DIRECTOR, OUTER BANKS FOREVER



Park Ranger Amy Johnson, holding a sea turtle hatchling that was rescued from an excavated nest on Ocracoke Island.

67 
Ocracoke Pony
Adoptions

56 
Sea Turtle
Nests
Adopted

820  Plush Turtle
Adoptions

7  Virtual
Events

Virtual Reach
80,000

FOUNDING BOARD OF DIRECTORS

- Trip Forman**, REAL Watersports
- Mary Helen Goodloe-Murphy**,
The Coastland Times
- Nick Graham**, Standard Insurance
- Beth Midgett**, Midgett Realty
- Michael E. Smith**, Outer Banks
Realty Group
- Bob Woodard**, Dare County and
Towne Insurance

"Growing up on the Outer Banks I was lucky to experience our three national parks firsthand. Whether it was a field trip to Fort Raleigh, the 100th anniversary of flight at the Wright Brothers Memorial, or a beach day down on Cape Hatteras National Seashore, all three provide fond memories. I truly believe that these three parks are an integral part of the history, culture and heritage of the Outer Banks of North Carolina."

— NICK GRAHAM, FOUNDING
BOARD MEMBER

Awards

We are proud to recognize the people, programs, and partners who received Eastern National and partner awards in 2020.

RECOGNITION FROM PARTNERS AND PEERS

JAMES V. MURFIN AWARD

Presented by the National Park Service

Stacy Madalena, EN director of retail, received the 2019 James V. Murfin Award from the National Park Service on March 2, 2020. The Murfin Award recognizes an individual who has made a significant and lasting contribution to the partnership between the NPS and cooperating associations over time.

NPS Acting Associate Director for Interpretation, Education, and Volunteers Tom Medema presents EN Director of Retail Stacy Madalena with the James V. Murfin Award at the 2020 Public Lands Alliance Convention.



OUTSTANDING PUBLIC ENGAGEMENT HONORABLE MENTION *Presented by the Public Lands Alliance*



The Public Lands Alliance award for “Outstanding Public Engagement” recognizes exemplary products, displays, programs or services created in partnership by a nonprofit organization and a land management agency that advance meaningful and sustainable connections between individuals and America’s public lands.

In 2020, **Eastern National** won an honorable mention for the Vietnam Women’s Memorial 25th Anniversary Commemoration.

EASTERN NATIONAL ANNUAL AWARDS

Eastern National’s annual awards highlight excellence in performance and partnership. The awards program was designed to acknowledge outstanding individual 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.

The **CHARLES S. MARSHALL UNIT AWARD** recognizes the most outstanding agency that has achieved noteworthy teamwork in promoting and aiding the historical, scientific, educational, interpretive and operational activities of our partners through EN agency operation. The 2020 Award recipient is Mammoth Cave NP.

The **SUPERIOR PERFORMANCE AWARD** recognizes outstanding partner support of an Eastern National agency. They are awarded annually to the top four outstanding partner personnel, regardless of agency size. The

2020 Superior Performance Awards were presented to:



Pauline Angelakis, superintendent of Carl Sandburg Home NHS, for her creativity and extraordinary

effort in supporting adaptive operations. Under her leadership, the park included Eastern National in adaptive operations planning and relocated our store to a more open-air space and created contact-free shopping and visitor services.



Joanne Blacoe, interpretation planner, Interior Region 1 North Atlantic – Appalachian, for her

partnership and commitment to our mission. Throughout the multi-year development and delivery of the 19th Amendment Centennial Collection, she helped Eastern National deliver its mission in educating a wider audience on women’s history. Her commitment to our partnership will serve as a template for creating synergy between interpretive planning and product development for years to come.



Glenn Klaus, visual information specialist, National Mall & Memorial Parks, for his partnership

and commitment to our mission. Glenn has been a champion for Eastern National during planning meetings for major projects at the Lincoln Memorial and Thomas Jefferson Memorial to ensure visitors’ interpretive journeys flow seamlessly from the memorials into our America’s National Parks stores. When COVID-19 hit, he offered his assistance in getting visitors safely into our stores and to promoting a sustainable store operation.



The Mammoth Cave NP team with the Charles S. Marshall Unit Award.

together we recognize

AWARDS Cont'd



Stephen M. Clark, superintendent of National Parks of Western Pennsylvania, for his creativity and extraordinary effort in supporting adaptive operations. Under his leadership the Western Pennsylvania parks were committed to reopening their sites as soon as possible following the March COVID-19 closure. All five America’s National Parks stores opened by June 19 in their existing standard operating model with enhanced safety protocols, becoming a model for many other Eastern National store operations and yielding the best results for financial recovery.

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 2020 Herbert E. Kahler Award winner is **Stephen M. Clark**, superintendent, National Parks of Western Pennsylvania.

SPECIAL ACHIEVEMENT AWARDS

In a typical year, the Eastern National awards committee reviews nominations and chooses select employees to be recognized with **SPECIAL ACHIEVEMENT AWARDS**. The recipients of these awards have demonstrated exceptional performance in the areas of retail operations and partner relations.

But 2020 was not a typical year.

This year, the awards committee unanimously agreed that **every Eastern National employee** earned a Special Achievement Award by going above and beyond in at least one of the following ways:

- Commitment to Partnership and EN’s Mission
- Attention to Employee and Visitor Safety
- Creativity and Extraordinary Effort in Supporting EN’s Adaptive Operations

We thank the entire team for their unwavering commitment to the organization and their outstanding contributions to Eastern National in the operation of its agencies and support of the National Park Service.

The **2020 EASTERN NATIONAL SPECIAL ACHIEVEMENT AWARD** winners are:

- Angie Alicea**, San Juan National Historic Site
- Christina K. Alvarado**, Manassas National Battlefield Park
- Stanley Anton**, Creative Department
- John Paul Arrington**, Fort Sumter and Fort Moultrie National Historical Park
- Michelle A. Ashley**, Appomattox Court House National Historical Park
- Angela Marie Avery**, Fort Sumter and Fort Moultrie National Historical Park
- Ana Ruth Ayala**, San Juan National Historic Site
- Margo L. Azzarelli**, Steamtown National Historic Site
- Lisa A. Barrett**, Stones River National Battlefield
- Daniel Auburn Beard**, Kennesaw Mountain National Battlefield Park

- Ellen E. Beekman**, Acadia National Park
- Toni C. Bell**, Canaveral National Seashore

- Anthony Bello**, America’s National Parks™ Warehouse
- Courtney M. Bittner**, Antietam National Battlefield
- Julie Lynne Bodenheimer**, Tuskegee Airman National Historic Site
- Mary Katherine Bolch**, Blue Ridge Parkway
- Matthew Borders**, Antietam National Battlefield
- Kristen Noel Bowman**, Kennesaw Mountain National Battlefield Park
- Jane P. Boynton**, Acadia National Park
- Lyne Bradley**, Midwest Region
- Nikki E. Branscom**, Cumberland Gap National Historical Park
- Clare W. Britcher**, Jamestown Glasshouse, Colonial National Historical Park
- Daivon Michael Brown**, Arlington House, Arlington National Cemetery, George Washington Memorial Parkway

- David T. Brown**, Congaree National Park
- Brierra D. Brown**, National Mall & Memorial Parks
- Robert M. Bryan**, Antietam National Battlefield
- James M. Buchanan**, Antietam National Battlefield
- Randy Alan Buchman**, Antietam National Battlefield
- Danica Buehren**, Virginia Region
- Rebecca M. Burke**, Southeast Regional Office
- Reginald Cafe**, National Mall & Memorial Parks
- Kelly Cahoon**, Bodie Island, Cape Hatteras National Seashore
- Crystal Canterbury**, Appomattox Court House National Historical Park
- Chris Carter**, Blue Ridge Parkway
- Sandra E. Carver**, Mammoth Cave National Park
- Richard Damian Cecil IV**, Mammoth Cave National Park
- Teresa A. Chavers**, National Mall & Memorial Parks
- Davina Deane Collie**, Fredericksburg & Spotsylvania National Military Park
- Diane Colon Morales**, Statue of Liberty National Monument
- Emily A. Cruse**, Human Resources & Administration Department
- Jeanette I. Culpepper**, Cape Hatteras National Seashore
- Ann Cummings**, Acadia National Park
- Brenda C. Cummins**, Coastal Mid-Atlantic Regional Office
- Adriann Star Davis**, Fort Macon State Park
- Lou Ann Dixon**, Fort Macon State Park

- Brian Christopher Downey**, Blue Ridge Parkway
- Daniel J. Doyle**, Accounting Department
- Stephen J. Drain**, America’s National Parks™ Warehouse
- Andrew M. Epps**, Fort Sumter and Fort Moultrie National Historical Park
- Jaclyn Fox**, Independence National Historical Park
- Rogers Fred**, Antietam National Battlefield
- Mandy Lynn Gardner**, Sleeping Bear Dunes National Lakeshore
- Sherri L. Gates**, Colonial National Historical Park
- Shauneen Brennan Gerhard**, Cape Hatteras National Seashore
- Ruth Louise Giardina**, Steamtown National Historic Site
- James P. Gilligan**, Salem Maritime National Historic Site
- Jossie A. Gonzalez**, San Juan National Historic Site
- Jhoselenny Gonzalez**, Statue of Liberty National Monument
- Amy J. Gordon**, Bodie Island, Cape Hatteras National Seashore
- Brad Gottfried**, Antietam National Battlefield
- Scott Grabus**, IT Department
- Jessica Barnes Green**, Outer Banks Forever
- Jane Lisbeth Grossman**, Carl Sandburg Home National Historical Site
- Kathleen Elizabeth Haines**, Colonial National Historical Park
- Chastity Ann Halfhill**, Flight 93 National Memorial
- Stephen Langton Hall**, National Mall & Memorial Parks

- Heather Ann Hallsey-Bernstein**, Acadia National Park
- Hannah L. Harper**, Castle Clinton National Monument
- David Michael Harris**, Blue Ridge Parkway
- Kelly D. Hartman**, Wright Brothers National Memorial
- Julianna M. Haviv**, Merchandise Department
- Melissa Kay Hawkins**, Colonial National Historical Park
- Andrea M. Heaton**, Accounts Payable and Accounting
- Rocksana M. Henry**, Hot Springs National Park
- Gwenn E. Hicks**, Gulf Islands National Seashore
- Davidson Hobbs**, National Capital Regional Office
- David N. Hoffman**, America’s National Parks™ Warehouse
- Sharon Lynne Hogan**, National Mall & Memorial Parks
- Shelagh Holland**, Acadia National Park
- Amber J. Houske**, Human Resources & Administration Department
- Taylor N. Howard**, Blue Ridge Parkway
- Mark Hudson**, Independence National Historical Park
- Kelly Q. Inman**, Jamestown Glasshouse, Colonial National Historical Park
- Arkile Keadun Jackson**, National Mall & Memorial Parks
- Ebony Regina Jackson**, National Mall & Memorial Parks
- Timothy D. Jacobs**, Flight 93 National Memorial
- Karen Renee Jaggars**, Shiloh National Military Park

Christopher Allen Jenkins,
Minute Man National Historical Park

Rene Jeppesen-Capizzi, Assateague
Island National Seashore

Nonna G. Johnson, Jamestown
Glasshouse, Colonial National
Historical Park

Maryann Jones,
Accounts Payable Department

Tyshon K. Kelton,
National Mall & Memorial Parks

Jacqueline L. Kent, Cumberland
Island National Seashore

Wanda Sue Kindrick, Fort Pulaski
National Monument

Janice Marie King, Salem Maritime
National Historic Site

Jordan Roy Klatt,
Cape Cod National Seashore

Stephen L. Koskey,
Blue Ridge Parkway

Gregory Kraycirik,
Flight 93 National Memorial

Jordan Kuhn, IT Department

Candice N. Lengyel,
Blue Ridge Parkway

Leandra M. Lewis, Cape Hatteras
National Seashore

Deborah A. Luketich, Indiana
Dunes National Park

Stacy Madalena, Retail Operations
Department

Taymi Maldonado, El Yunque
National Forest

Gean D. Mallory, National Mall &
Memorial Parks

Tina M. Maquar, Chickamauga-
Chattanooga National Military Park

Laura L. Marfut,
Antietam National Battlefield

Kevin Quintin Marshall, National
Mall & Memorial Parks

Anne Carmella Martina,
Acadia National Park

Justin Mayhue, Antietam
National Battlefield

Susan R. Mayne,
Acadia National Park

Christine B. Mayotte, Assateague
Island National Seashore

Marge M. McBeth,
Accounts Payable Department

Meredith McClatchy, Human
Resources & Administration
Department

Arlene P. McGrane,
Blue Ridge Parkway

Aimee Denise Meadows,
Appalachia Regional Office

Gloria C. Melfi, Cape Hatteras
National Seashore

Nicholas Miano, National
Capital Regional Office

John S. Milton,
Fort Macon State Park

Bucky Monreal,
Hot Springs National Park

Susan M. Moore,
Blue Ridge Parkway

Deborah Elaine Morgan,
Blue Ridge Parkway

Sharon A. Murray,
Antietam National Battlefield

Jawara Abdalla Myles, National
Mall & Memorial Parks

Wendy Neer, Richmond
National Battlefield

Nancy A. Newland, Women’s Rights
National Historical Park

Bridgette E. Nitza-Buwala,
Antietam National Battlefield

Colleen Marie Nixon, Natchez
National Historical Park

Katrina Marie Nobles, Martin Luther
King, Jr. National Historical Park

Erin Leigh Nolan, National Mall &
Memorial Parks

Krystle A. Odell, Minuteman Missile
National Historic Site

Patricia Marie Orcutt, Boston
National Historical Park

Susan Carole Packer,
Accounting Department

Dwight G. Parker,
Blue Ridge Parkway

Kevin R. Pawlak, Antietam
National Battlefield

Brandon M. Payne, Arlington
House, Arlington National
Cemetery, George Washington
Memorial Parkway

Jacqueline Suzanne Payne,
Cumberland Gap National
Historical Park

Elizabeth Jacques Perry, Fort
Sumter and Fort Moultrie National
Historical Park

Lee Anne Pettey, Northeast
Regional Office

Lindsay Maria Phaup, Jamestown
Glasshouse, Colonial National
Historical Park

Cindy Piccolo,
Coastal Southeast Region

Sandra Elaine Pickton, Fort Pulaski
National Monument

David Anthony Poindexter,
National Mall & Memorial Parks

John M. Priest, Antietam
National Battlefield

Martin Gregory Pritchett,
Antietam National Battlefield

Caitlyn H. Raymond, Manassas
National Battlefield Park

Sarah Elizabeth Reedy, Fort
Necessity National Battlefield

Sam Bergeson Rempfer,
Jamestown Glasshouse, Colonial
National Historical Park

Teresa Louise Renner, Pilot
Mountain State Park

Charles R. Rich,
Shiloh National Military Park

Corinna M. Richards, Metro New
York and Boston Regional Office

Ronald K. Rogers, Jamestown
Glasshouse, Colonial National
Historical Park

Gary Rohrer, Antietam
National Battlefield

James A. Rosebrock,
Antietam National Battlefield

Jason Scarpello,
Creative Department

Peggy Lynn Scherer,
Flight 93 National Memorial

John W. Schildt, Antietam
National Battlefield

Eric V. Schneider, Jamestown
Glasshouse, Colonial National
Historical Park

Karen A. Searle, Blue Ridge
Parkway Regional Office

Weston Sellars, Mammoth Cave
National Park

Niki A. Semnack, Boston National
Historical Park

Gerelle T. Sheard, National Mall &
Memorial Parks

Jacob D. Shelhorse, Jamestown
Glasshouse, Colonial National
Historical Park

Megan Shelley,
Operations Department

Ashley L. Shortal, Castillo De San
Marcos National Monument

Cheryl L. Shuett, Bodie Island,
Cape Hatteras National Seashore

Andrea M. Singmaster, Human
Resources & Administration
Department

Andrew Skavicus, Minute Man
National Historical Park

James Kent Skill, Fort Sumter
and Fort Moultrie National
Historical Park

David L. Slaton, Antietam
National Battlefield

Nicholas A. Sloan, Mammoth
Cave National Park

James O. Smith, Antietam
National Battlefield

Kimberley S. Snyder,
Congaree National Park

Brooks E. Spain, Jamestown
Glasshouse, Colonial National
Historical Park

Elizabeth Anne Springer, Abraham
Lincoln Birthplace National
Historical Park

Joseph Stahl, Antietam
National Battlefield

Erin Sweeney,
Merchandise Department

Crystal Ann Taylor, National Mall &
Memorial Parks

Wayne Eric Tidwell, America’s
National Parks™ Warehouse

Paul H. Tiemann, Boston
National Historical Park

Jonathan Tokay,
Blue Ridge Parkway

Nina L. Treherne, Wright Brothers
National Memorial

Stephnie Trent, Gulf Islands
National Seashore

Steven M. Trimmer, Castle Clinton
National Monument

Nancy Ann Vajo, Johnstown Flood
National Memorial

Rafael Vasquez, Statue of Liberty
National Monument

Stefanie Vaznelis, Indiana Dunes
National Park

Michael H. Vigneau,
Blue Ridge Parkway

Christopher Vincent, Antietam
National Battlefield

Mark A. Vineburg, Retail
Operations Department

Kathleen A. Viprino, Cape Cod
National Seashore

Kayla Wallbridge, Homestead
National Monument

Janu Washington, Vicksburg
National Military Park

Robert S. Watt, Mammoth Cave
National Park

Gail A. Weeks, Fredericksburg &
Spotsylvania National Military Park

Jerome Wells, National Mall &
Memorial Parks

Karen Boedecker Wernick,
Creative Department

Roger K. White, Jamestown
Glasshouse, Colonial National
Historical Park

Heidi A. White, Finance Department

Carica Williams, Human Resources
& Administration Department

Kenneth L. Williams, Selma to
Montgomery National Historic Trail

Logan Alexandra Willis, Wright
Brothers National Memorial

James R. Winter, IT Department

Joseph David Wooley, Arlington
House, Arlington National
Cemetery, George Washington
Memorial Parkway

Joan Mary Yamrich, America’s
National Parks™ Warehouse

together we collaborate

Management's Financial Report

Condensed Statement of Activities and Changes in Net Assets Year Ended October 31, 2020

Revenues and Other Support

| | |
|---------------------------|---------------|
| Sales | \$ 16,252,569 |
| Cost of Sales | 6,724,412 |
| Gross Profit | 9,528,157 |
| Other Support | 105,170 |
| Total Revenue and Support | 9,633,327 |

Expenses:

| | |
|--|------------|
| Program Services | 12,517,210 |
| Direct Aid to the National Park Service* | 416,106 |
| General and Administrative | 3,661,838 |
| Other | 17,574 |
| Total Expenses | 16,612,728 |

| | |
|---|--------------|
| Increase (decrease) in net assets from operating activities | (6,979,401) |
| Adjustment to net assets from non-operating activities | (1,200,764) |
| Increase (decrease) in net assets Without Donor Restrictions | (8,180,165) |
| Changes in Temp Restricted Net Assets with Donor Restrictions | 67,735 |
| Change in Net Assets | (8,112,430) |
| Net assets, beginning of the year | 16,195,886 |
| Net assets, end of the year | \$ 8,083,456 |

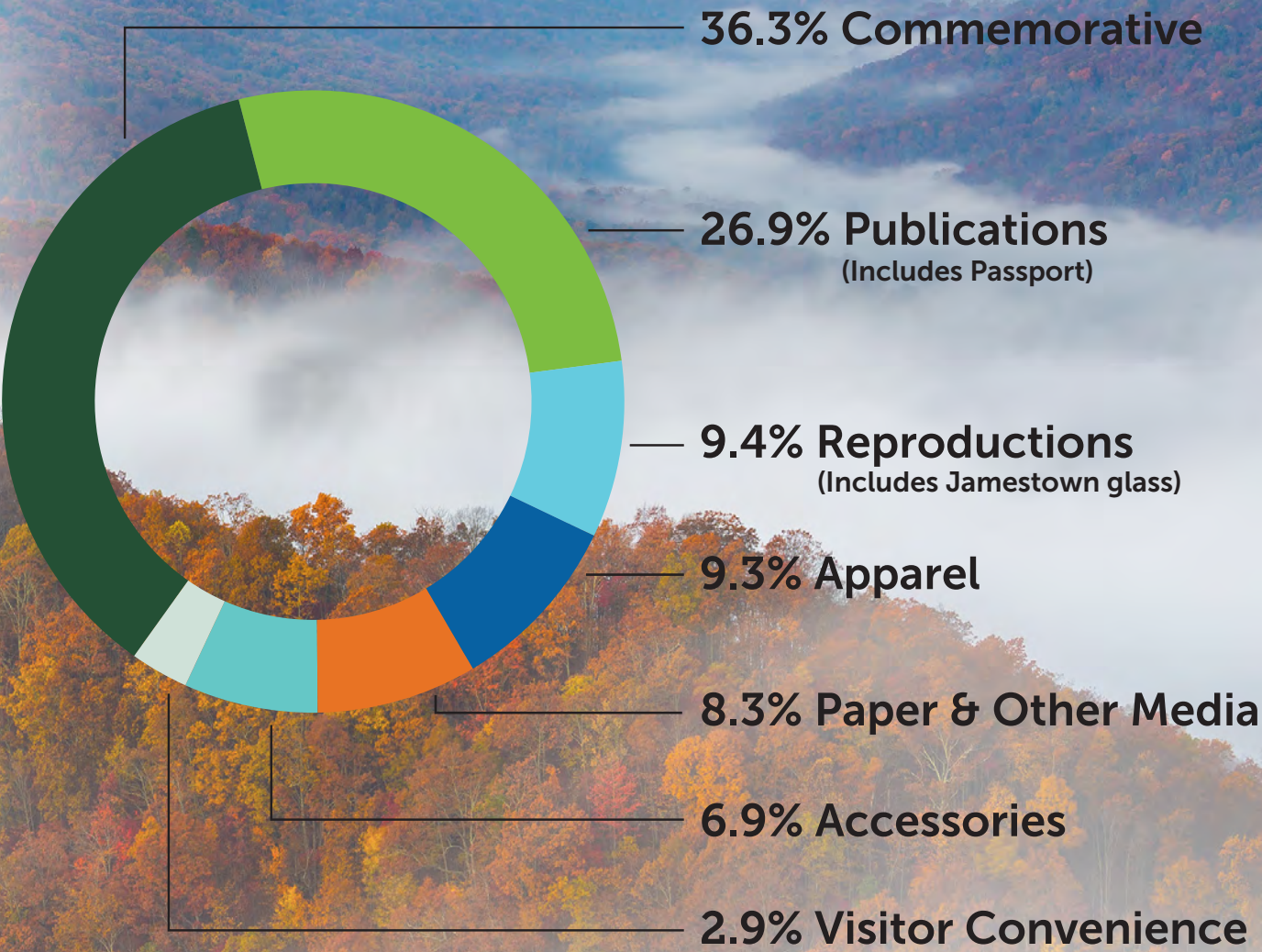
*2020 Direct Aid to the
National Park Service



- 72% Interpretive Program Support
- 17% Publication Costs and Free Publications
- 11% Agency and Capital Improvements

The Massachusetts Woman Suffrage Association used bluebirds on campaign signs leading up to a statewide referendum in 1915. The symbol was reproduced as a pin as part of Eastern National's 19th Amendment Centennial Collection.

FY20 Sales Product Mix



Leadership

BOARD OF DIRECTORS

Deborah Yandala, Chair
Gerry Gabrys
Bill McKendree
Harvey C. Perry
Susan Schroeder
Dusty Shultz
Daniel Song
Bob Vogel

OFFICERS

Deborah Yandala, Chair
Heidi White, Treasurer
Dusty Shultz, Secretary

EXECUTIVE COMMITTEE

Deborah Yandala, Chair
Gerry Gabrys
Bill McKendree
Dusty Shultz, Secretary
Kevin Kissling, President & CEO

FINANCE COMMITTEE

Gerry Gabrys, Chair
Harvey Perry
Kristie Paskvan
Daniel Song
Bob Vogel
Heidi White, Treasurer and CFO

GOVERNANCE COMMITTEE

Bill McKendree, Chair
Dusty Shultz
Deb Yandala
Kevin Kissling, Eastern National
President & CEO

SENIOR LEADERSHIP TEAM

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

In Memoriam



Kevin “Tripp” Bates, regional manager of Eastern National’s Carolinas Region, passed away on April 27, 2020. Tripp was a longtime member of the EN family, having marked his 20-year anniversary in 2019. Tripp joined EN in 1999 as site manager at Fort Sumter NM. He advanced to assistant regional manager in December 2007, and became regional manager in January 2009. Tripp will always be known for his sense of humor and dedication to Eastern National and the national parks he served.



Gary Everhardt, former Eastern National board member and director of the National Park Service, passed away December 27, 2020, just days after his beloved wife and fellow park advocate Nancy had passed. Gary committed his career to national parks, spending more than two decades as superintendent of the Blue Ridge Parkway. Shortly after his retirement, Gary joined the Eastern National board of directors, where he served from 2001 – 2006, including as vice chair in 2006. Nancy was by his side the entire time, sharing Gary’s dedication to the parks.

Employee Anniversaries

The following Eastern National employees reached these milestone anniversaries between November 1, 2019 and October 31, 2020:

5 Years

John Arrington, Store Lead Associate, Fort Sumter NM - Liberty Square
Matthew Borders, Antietam NB
Lyne Bradley, Midwest Region
Adriahn Davis, Fort Macon State Park
Brian Downey, Blue Ridge Parkway - Music Center
Stephen Drain, America’s National Parks™ Warehouse
Shauneen Gerhard, Cape Hatteras NS
David Harris, Blue Ridge Parkway - Linville Falls
Amber Houske, Headquarters
Timothy Jacobs, Flight 93 NM
Gregory Kraycirik, Flight 93 NM
Marisol Maldonado, San Juan NHS - El Morro

Nancy Newland, Women’s Rights NHP
John O’Brien, Cape Cod NS - Highland Lighthouse
Jacqueline Payne, Cumberland Gap NHP
Elizabeth Perry, Fort Sumter NM - Liberty Square
Sarah Reedy, Fort Necessity NB
Teresa Renner, Pilot Mountain State Park
Corinna Richards, Metro New York Region
Daniel Ridgeway, Martin Luther King, Jr. NHP
Scott Scherer, Flight 93 NM
Peggy Scherer, Flight 93 NM
Trista Stutzman, Flight 93 NM
Carol Thompson, Acadia NP
Christine Twombly, Cape Cod NS

10 Years

Carla Gutridge, Store Lead Associate, George Washington Birthplace NM
Erin Nolan, Store Manager, National Mall & Memorial Parks - Dwight D. Eisenhower Memorial
Tyshon Kelton, Store Manager, National Mall & Memorial Parks - Martin Luther King, Jr. Memorial
Charles Holbrook, Site Manager, Perry’s Victory & International Peace Memorial
Elizabeth Swofford, Store Associate, Natchez NHP
Wanda Kindrick, Site Manager, Fort Pulaski NM

15 Years

Debra Hayes, Site Manager, Springfield Armory NHS
Lois Brown, Site Manager, Adams NHP
Wilma Diaz, Assistant Store Manager, San Juan NHS - El Morro

35 Years

Sherri Gates, Store Associate, Colonial NHP



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www.easternnational.org

