

EASTERN NATIONAL



2021
ANNUAL
REPORT

Fiscal Year 2021

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.

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 \$170 million in direct and in-kind aid to parks.

Topographic Maps courtesy of USGS.gov

CEO/Board Chair Letter

This year, America has seen incredible growth in interest in visiting our public lands and enjoying the outdoors they offer. Many people are visiting parks to connect with nature and history, to learn and explore, or to take time to reflect and experience a sense of normalcy, during what has been a challenging period in our recent history.

Our nation, and the world, has adjusted and adapted to many changes this year, many of which may become "the new norm" for living in these times. And Eastern National has adapted as well. As parks resumed operations and visitor travel increased, we were able to start recovering from the significant impact Covid-19 had on our organization.

The safety of our team, our partners, and our visitors remains a top priority. Throughout the pandemic, our team has adapted to new safety protocols, as we continue to learn about operating through a pandemic. The collective work of all our team members is what continues to move the organization forward, and we are especially grateful to the frontline team who are heroes of the pandemic.

The support we received from our National Park Service and other public land partners has been a key part of our recovery. They have worked closely with our team to find creative solutions to resuming store operations and serving visitors this year. There have been many good examples of how our partnerships have flourished during these difficult times.



Bill McKendree



Kevin C. Kissling

Our volunteer board of directors continue to provide guidance to help us navigate through uncharted waters. Their leadership and dedication remained focused on our mission and the future of the organization. We sincerely appreciate their time and expertise.

We are well-positioned to emerge from the pandemic as a stronger organization, and recent sales performance has given us optimism that we are closer to a full recovery than ever. We have learned much over the past years about who we are, our impact on the visitor experience, and a range of ways we can accelerate delivering our mission. Our best days are ahead of us, and we thank all our staff and partners for helping us to navigate this journey over the last two years. Together, we continue to move forward.

Bill McKendree

BOARD CHAIR

Kevin C. Kissling

PRESIDENT & CEO

OUR PARTNERS





1	CEO/Board Chair Letter	12	eCommerce
4	Operations Overview	14	Passport To Your National Parks®
5	Sales Performance	16	Outer Banks Forever
6	Safety	18	Awards
7	Staffing	20	Management’s Financial Report
8	Employee Engagement	21	FY21 Sales Product Mix
9	Education and Enrichment Sessions	22	Leadership Team
10	New and Remodeled Stores	24	Anniversaries • In Memoriam

Operations Overview

"We must adjust to changing times and still hold to unchanging principles." - Jimmy Carter's Inaugural Address, January 20, 1977. Attributed to his high school teacher, Miss Julia Coleman



As we entered the second year of operations during a global pandemic, Eastern National remained focused on ensuring employee and visitor safety, maintaining a strong workforce, and managing cash flow to return to financial stability. During the winter months of 2021, we experienced ongoing business interruptions.

Despite these challenges, there was optimism as we prepared for the spring. Travel forecasters indicated that spring and summer travel could resume to as much as 80% of pre-pandemic norms as the weather and vaccination distribution improved. By April 2021, these forecasts began coming to fruition, and there was a dramatic shift in visitation and operations compared to 2020.

Like many retailers that had to quickly ramp up to meet demand, Eastern National had to manage through supply chain interruptions and a nationwide labor shortage. Our focus remained the same, but we had to adjust to these changing times and new challenges. Staff recruitment and onboarding,

creative inventory management, and maintaining employee morale were the new priorities.

Over the course of the fiscal year, more than 900 park visitors to 83 different park stores responded to our cash register receipt surveys. During a year where nothing was consistent, Eastern National employees consistently focused on creating safe, positive visitor experiences. While transaction counts were only 60% of 2019, the average dollar amount spent per customer was 24% higher than 2019. Fewer park visitors entered our stores, but those who did were met with excellent customer service, and they wanted to support our parks. Thanks to the hard work and efforts of our team members, Eastern National completed the fiscal year on an upward trajectory.

Average transaction increased 24%

Eastern National is now on the road to recovery. And while times have changed, our principles have not. Just like every one of the past 74 years, we remain mission-focused and continue to *promote the public's understanding and support of America's national parks and other public trust partners by providing quality educational experiences, products, and services.*

Megan Shelley
CHIEF OPERATING OFFICER



Store Manager Ashley Shortal safely welcomes customers to the America's National Parks™ Store at Castillo de San Marcos NM.

SALES PERFORMANCE

Eastern National's annual revenue is typically measured in comparison to prior year and budget. This year we benchmarked against fiscal year 2019, the last full year before the global pandemic. By the end of 2021, EN sales were 73% of 2019.

48 stores with sales increases, generating an additional **\$3.4 million**

139 stores with sales decreases, totaling **\$11.8 million**

72 closed stores with a sales loss of **\$4 million**

New River Gorge NP & Pres new designation helped drive sales to **90% over 2019**

Acadia National Park saw brisk visitation during the year. Despite having to implement a 5-guest capacity limit, the park store exceeded **\$1 million in sales**



Hot Springs National Park marked its 100th year as a national park on March 4, 2021. The year-long celebration, including special centennial merchandise at the park store, drove record sales that were **55% over 2019**

SAFETY

Eastern National’s Safety Team continued working diligently throughout the year to put our employees’ safety first. Since initially drafting EN’s COVID-19 Safety Response Policy, the safety team has made ten revisions to our policies, procedures, and protocols to remain compliant with the most current guidance from health and safety agencies, including the CDC and OSHA. Additional EN Safety Team responsibilities include workforce training, safety compliance audits, and support for Workplace Safety Coordinators at each EN site.

These efforts continue to ensure a safe and healthy environment for employees and visitors. Following these protocols, EN safely re-opened 83 park stores in FY 2021 that had previously closed since the beginning of the pandemic in March 2020.

98% of visitors said store safety protocols met or exceeded their expectations

Park visitors have provided overwhelmingly positive feedback. 98.7% of respondents said store cleanliness and safety protocols in the park store Met or Exceeded their expectations. 63% said the store was Exceptional.

WHERE WE OPERATED IN FISCAL YEAR 2021

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	Hot Springs National Park Ozark-St. Francis National Forests Pea Ridge National Military Park	Fort Matanzas National Monument Gulf Islands National Seashore (FL & MS) Timucuan Ecological and Historic Preserve	Jimmy Carter National Historical Park Kennesaw Mountain National Battlefield Park Martin Luther King, Jr. National Historical Park	INDIANA George Rogers Clark National Historical Park Indiana Dunes National Park Lincoln Boyhood National Memorial	KENTUCKY Abraham Lincoln Birthplace National Historical Park Cumberland Gap National Historical Park (KY, TN, & VA) Mammoth Cave National Park	MAINE Acadia National Park Saint Croix Island International Historic Site	Clara Barton National Historic Site (GWMP) Fort Washington Park (NCP) Hampton National Historic Site Harriet Tubman Underground Railroad National Historical Park Monocacy National Battlefield
ARKANSAS Arkansas Post National Memorial Buffalo National River Fort Smith National Historic Site	CONNECTICUT Coltsville National Historical Park Weir Farm National Historical Park	GEORGIA Andersonville National Historic Site Chattahoochee River National Recreation Area Chickamauga and Chattanooga National Military Park (GA & TN) Cumberland Island NS Fort Pulaski National Monument	ILLINOIS Illinois Waterway – US Army Corps of Engineers Lincoln Home National Historic Site Pullman National Monument	IOWA Effigy Mounds National Monument Herbert Hoover National Historic Site	LOUISIANA Cane River Creole National Historical Park Jean Lafitte National Historical Park and Preserve New Orleans Jazz National Historical Park	MARYLAND Antietam National Battlefield Assateague Island National Seashore (MD & VA) Catoctin Mountain Park Chesapeake and Ohio Canal National Historical Park (MD, DC, & WV)	Monocacy National Battlefield Oxon Cove Park and Oxon Hill Farm (NCP) Potomac Heritage National Scenic Trail (MD, DC, PA, & VA) Thomas Stone National Historic Site



FLNI Crew 20th Commemoration • The America’s National Parks Store crew at Flight 93 NM assisted visitors during the 20th Anniversary Commemoration. Left to right: Store Associate Tim Jacobs, Assistant Store Manager Beth Walukas, Store Manager Greg Kraycirik

Here are some visitor responses across the country and throughout the year:

“Very personable sales associate. She had a nice way of keeping people socially distanced in the not so big store.” – VISITOR AT YORKTOWN PARK STORE AT COLONIAL NHP

“The layout was great. They had lots of merchandise and it was spread out to give plenty of room for social distance and enjoyable shopping.” – VISITOR TO MAMMOTH CAVE PARK STORE

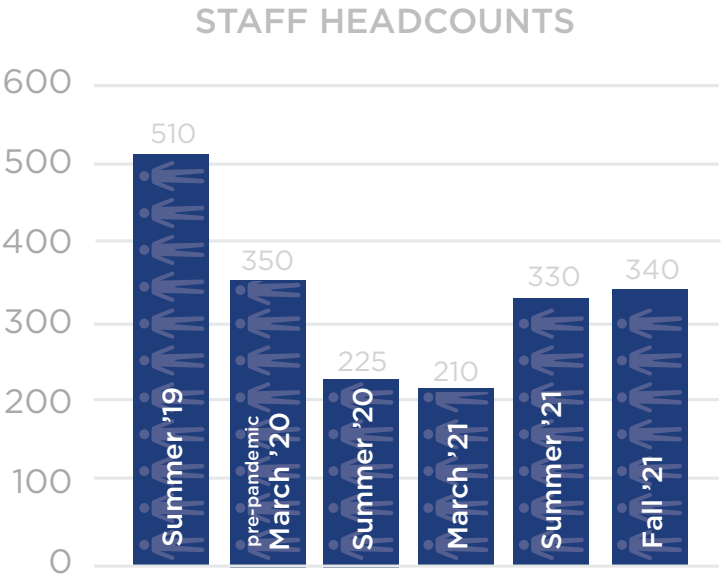
“They were limiting the number of customers due to COVID, and I was grateful for that.” – VISITOR TO PROVINCE LANDS PARK STORE AT CAPE COD NS

“The store clerk was wonderful. She was diligent and knowledgeable about the fort and the island. She insisted on masks being worn by customers to keep us all safe.” – VISITOR TO PARK STORE AT SAN JUAN NATIONAL HISTORIC SITE – EL MORRO

STAFFING

Fiscal Year 2021 was a year of rebuilding as EN had reopened a number of locations and returned many field staff to work. Faced with an unprecedented national labor shortage, EN was still able to grow headcount across the organization to 80% of pre-pandemic levels, with more than 60% of the headcount returning staff. While turnover for FY21 was up slightly to 27% as compared to 22% pre-pandemic, nationally, the retail industry was seeing attrition rates up over 55%.

In the comparison graph below, headcount steadily increased growing 62% by the end of the fiscal year. Investments in field staff positions were the primary focus with several returning staff to HQ and regional management.



Nearly 100 EN employees shared positive comments, photos, and kudos about fellow team members throughout the year. These

submissions were featured in “Good News” presentations at monthly Field Management meetings. The heartwarming stories celebrated big and small moments of camaraderie and teamwork.

The Boston staff, positioned in three different locations, worked together to maintain staffing while fixing a technical problem resulting in lack of phone and internet. Conflicting priorities required a quick shift in focus. Store Manager Paul Tiemann kept the stores open and sent another EN member to an important partner meeting so he was available to meet the technician. Lead Associate Christopher Jenkins switched his location mid-day so Paul could focus his efforts at other locations. Great job Bostonians!

– DIRECTOR OF RETAIL NORTH CORINNA RICHARDS



GOOD NEWS & Kudos

Blue Ridge Warehouse Manager Chris Carter purchases, prepares, and delivers roughly half the

inventory for the entire Blue Ridge Region, serving seven stores and supporting three more this year. He stays in close contact with vendors and has made excellent purchasing decisions and experiments to adapt to the unusual 2021 season. Throughout recent inventory replenishment challenges and huge sales increases, Chris has helped his store team members' morale and effectiveness by personally delivering transfers more often than shipping. He helps unpack when needed, listens to coworkers, and shares inventory updates. He is frequently refreshing his mental image of each site's needs and opportunities. Store staff are better able to shake off frustrations and navigate the swift currents of customer service and "selling what they have" because they trust that Chris has got their back.

- REGIONAL MANAGER KAREN SEARLE

EMPLOYEE ENGAGEMENT

In September of FY21, EN surveyed staff to gauge employee engagement levels across the organization. This short survey was a condensed version of the 2017 Employee Engagement Survey. A comparison of data collected from these two surveys demonstrated consistent engagement levels despite the global pandemic: 70% engagement in 2021 vs. 71% in 2017. Specifically, improvements were noted in participant responses to 6 of the 7 survey statements used for the shortened survey. The survey statement "I feel like I belong here" grew by 10% from the prior survey, as did the survey statement "This organization cares about its employees."

"I feel like I belong here" grew by 10% from the prior survey

The 2021 Employee Engagement Survey provided important feedback about the positive impact our people-first approach to leading through the pandemic had on staff, for example as seen in the staff headcounts chart. The information collected will be used to inform strategies, priorities and programs for future employee engagement and inclusion initiatives.

EDUCATION AND ENRICHMENT SESSIONS

During monthly management meetings, the Retail Operations team incorporated educational enrichment sessions to further engage our field teams to our mission; philanthropic and programmatic activities beyond retail; and NPS interpretation and themes. A series of guest speakers, including park rangers, EN board members and directors, and other guests shared their work in education, interpretation, philanthropy, and storytelling. Topics included "Expanding Interpretation at Arlington House, The Robert E. Lee Memorial," Presented by NPS Chief of Visitor Services Justin Monetti, and NPS Park Ranger Heidi Dietze at George Washington Memorial Parkway; "Connected Conservation," presented by NPS Park Ranger Emily Palmer at Timucuan Ecological and Historic Preserve; and "Outer Banks Forever, the Philanthropic Branch of Eastern National," presented by Jessica Barnes, Director of Philanthropy.

A series of speakers shared their work in education, philanthropy, and storytelling



GOOD NEWS & Kudos

Kudos to Store Manager Wendy Scott at New River Gorge NP & Pres and the rest of the Region 16 team!

I want to commend the entire team on the way they work together as a team. They support and encourage one another in ways that make them better and stronger. They jump in to help one another regularly, are quick to step forward to offer to help me, and even help other regions. I could not possibly be prouder of them and all that they are accomplishing.

- REGIONAL MANAGER AIMEE MEADOWS

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

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
Moores Creek National Battlefield
Pilot Mountain State Park
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

New and Remodeled Stores

WHILE EASTERN NATIONAL'S PRIMARY FOCUS remained on opening stores that had been closed due to the pandemic, we also collaborated with our NPS partners on several store design projects. We completed two newly renovated America's National Parks™ stores at Arlington House, The Robert E. Lee Memorial in Virginia and Wilson's Creek National Battlefield in Missouri. EN also celebrated the grand opening of the America's National Parks™ Store at Pullman National Monument in Chicago.



The America's National Parks Store at Arlington House, The Robert E. Lee Memorial reopened in a new location in 2021. The product assortment was reconceptualized to align with the site's updated interpretive goals.

ARLINGTON HOUSE

In 2021 the National Park Service completed a three-year restoration project at Arlington House, The Robert E. Lee Memorial. Eastern National conducted a thorough review and revision of the product assortment in the park store to align with the NPS interpretive goals for the site. Today, the store features more items that share specific stories about Black history, women and families, and enslaved people who worked on the plantation. The park store opened in early 2021 and tours of Arlington House resumed in the summer.



The new park store at Wilson's Creek NB features 1860s-inspired materials and textures. New products and books help tell more diverse stories.

WILSON'S CREEK NB

Wilson's Creek NB completed an 18-month renovation of the visitor center, which provided the opportunity for encouraging a seamless visitor experience by creating a thematic park store space and updating the product mix. The park store reopened on Memorial Day with a new collection of lifestyle home goods inspired by the Ray House, the only surviving dwelling from the Battle of Wilson's Creek, offering a unique perspective on family life during the period. More diverse stories are told through new products and books honoring Nathaniel Lyon, the first Union general killed in action; enslaved people and Black Americans in Missouri; and women's roles during the Civil War.

PULLMAN NM

On Labor Day, a new park visitor center opened to the public at Pullman NM, featuring a new America's National Parks™ Store (below). The educational merchandise continues threads of interpretive stories told through the visitor center exhibits. Thematic highlights include the experimental industrial town built in the 1880s centered around rail car production, the labor movement including the Strike and Boycott of 1894, the African American union, the Brotherhood of the Sleeping Car Porters, and larger themes of transportation, urban planning, and the fight for civil rights.



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

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

eCommerce

SALES AT THE AMERICA'S NATIONAL PARKS™ INCREASED 15% OVER THE PRIOR YEAR due to strategic inter-departmental promotional planning and connections to monthly National Park Service themes. Throughout the year, ShopANP.org eblasts also served as a platform for sharing relevant educational content, helping us continue to deliver our mission by connecting customers to the stories behind our products.



Where your purchase supports the parks

FREE SHIP FRIDAY HAS ARRIVED!

TIP:

Add a donation to your order to reach \$50 shipping minimum and support your national parks!



SHOP NOW

Kick off your weekend with free* shipping on your purchase of \$50 or more at the America's National Parks™ Online Store, where your purchase supports the parks!

DID SOMEONE SAY SHIPPING?



For more than 100 years communities along the Potomac River relied on the C&O Canal to receive coal, lumber, and agricultural products. Take a virtual tour of this national historical park to experience the historical, natural, and recreational treasures for yourself.

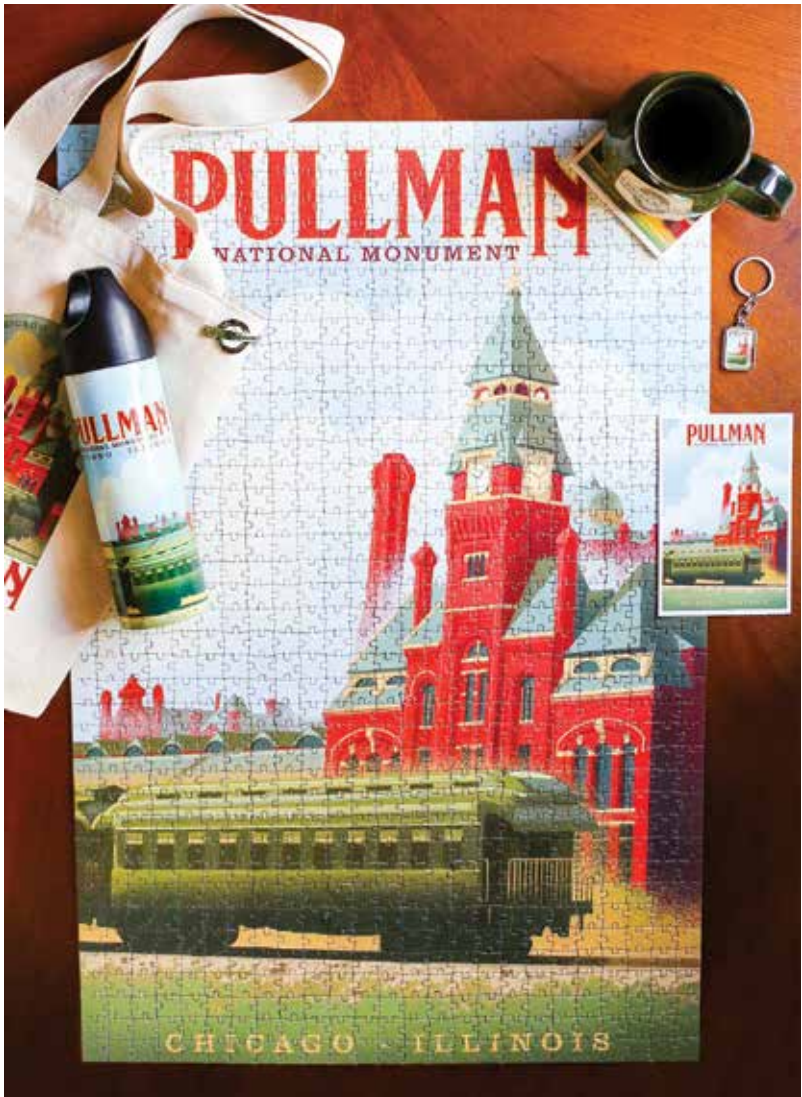
VIEW TOUR

Follow Us

10

DONATE NOW

*Available only on shop.annp.org. Free Shipping applies to the 48 contiguous United States on orders of \$50 or more valid 1/1/2020-1/31/2021. Additional discount/coupons cannot be applied to Clearance items, Jamestown Glass, already discounted items, 2021 Stamps, Passport and Airer Planger Sticker Kits and sets.



A custom “Bert the Turtle” plush was created in partnership with Minuteman Missile NHS and introduced at the America’s National Parks™ Online Store in the spring. Originally developed with children in mind, Bert was quickly discovered by the nuclear anthropology community on Twitter. Bert’s viral fame led to 500 Bert plushes sold in 2021 from ShopANP.org and the America’s National Parks™ Store at Minuteman Missile NHS.





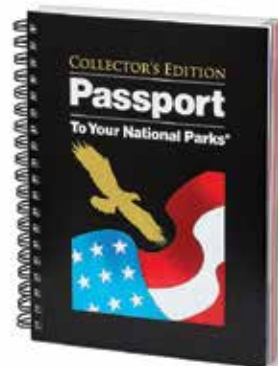
Passport To Your National Parks®



Passport To Your National Parks® experienced its most successful year ever with strong sales and brand growth in 2021. Over the course of the year, every single Passport To Your National Parks® edition and every single annual sticker set was updated and reprinted at least once to meet retail and wholesale demand.

NEW PASSPORT COLLECTOR'S EXPANDER PACK AND UPDATED COLLECTOR'S EDITION

The summer introduction of the new and improved Collector's Edition and Collector's Edition Expander Packs generated buzz among Passport fans and helped bolster sales. The improved Collector's Edition features a flexible water-resistant cover, additional space for annual National Stamps, updated park listings and more, while the Expander Pack allows existing Collector's fans to extend the life of their book.



35 YEARS OF PASSPORT®

2021 marked the 35th anniversary of Eastern National's signature Passport To Your National Parks® program. Through the years the Passport family has introduced millions of visitors to our country's natural, cultural, and historical treasures.

In March, a limited-edition Passport Supporter collection became available online and in select America's National Parks™ brick and mortar stores. The collection featured an exclusive, antique gold finish Passport 35th anniversary pin and a stoneware Passport 35th anniversary mug. A special apparel collection was also produced in honor of the program's 35th anniversary.



HAPPY 100TH BIRTHDAY RANGER BETTY

In September, Passport To Your National Parks® helped celebrate Ranger Betty Reid Soskin's 100th birthday. In recognition of the big 1-0-0, Eastern National's Passport team worked with the Rosie the Riveter/WWII Home Front National Historical Park and the National Park Service to create a special edition fixed-date September 22, 2021 Passport stamper to be collected by park visitors, plus a virtual cancellation for those unable to travel to the park. A press release from the Office of Communications announcing the special stamp was picked up by NPR, the Washington Post, People Magazine, and other national outlets.



A special cancellation in honor of Ranger Betty Reid Soskin's 100th birthday was promoted by the National Park Service on social media.



3.5 MILLION PASSPORTS IN 35 YEARS

In May, Matt F. from Kentucky purchased the 3.5 millionth Passport ever sold. In celebration of reaching this enormous milestone in the program's 35th year, and to honor Matt's love of the national parks, a national parks prize pack, valued at over \$500, was curated for Matt based on his interests and travel goals. Congratulations and happy trails, Matt!

Outer Banks Forever



Photo: Chuck Bradshaw



BOARD MEMBERS

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Nick Graham, Treasurer – Standard Insurance

Mary Helen Goodloe-Murphy – The Coastland Times

Beth Midgett – Midgett Realty

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Bob Woodard – Towne Insurance and Dare County Board of Commissioners

DIRECTOR'S LETTER:



The Outer Banks of North Carolina are often referred to as a “land of firsts.” These unique barrier islands are home to the site of the first attempted English colony in the New World, the first heavier-than-air powered flight, the first National Seashore in the United States, and many more. Cape Hatteras National Seashore, Fort Raleigh National Historic Site, and Wright Brothers National Memorial protect and celebrate these important local and global stories.

For Outer Banks Forever, 2021 was also a year of firsts. We had more supporters than ever investing in our mission to protect and enhance our Outer Banks national parks, including our first and largest individual gift of \$25,000. The generosity of our donors, whether they gave \$25 or \$2,500, allowed us to give our first donation of nearly \$40,000 to our parks and to complete our first park improvement projects since our launch in April 2019.

In addition to growing our impact in our parks, our organization continued its growth in 2021 by electing our first Board officers and bringing on our first new Board members since our founding Board was created. These new leaders and new Board members are helping us to expand our impact in our parks and to engage Outer Banks lovers around the region.

Our parks also exceeded 3 million visitors for the first time ever in 2021. We are proud to continue to work side by side with our National Park Service partners to help them meet the new challenges our parks face and create new ways for you and your family to experience our parks.

Jessica Barnes

DIRECTOR

2021 SEA TURTLE SCOOP

Cape Hatteras National Seashore's pristine beaches are a perfect home for our sea turtle friends. Each year, hundreds of sea turtles make their way onto the beaches to lay their eggs. Funds raised through our Adopt a Sea Turtle Nest program provide for projects that preserve and enhance Cape Hatteras National Seashore today and for future generations. We want to say thank you to our generous supporters and celebrate what we accomplished together in 2021!



PROJECT SPOTLIGHT: OREGON INLET KAYAK LAUNCH

With your support, we helped Cape Hatteras National Seashore unveil its first designated, mobility-friendly kayak launch at the popular Oregon Inlet Fishing Center in August 2021. Improvements at the new kayak launch include a new loading zone, additional handicap and kayak trailer parking, mobility friendly access mat, cleanup of rubble and debris, and new educational signage. Thank you to our lead local sponsors TowneBank and Ocean Atlantic Rentals, as well as Bass Pro Shops, for their generous support of this project!

VIEWS FROM YOUR PARKS WEBCAM PROJECT

We were thrilled to announce the installation of a live-feed webcam on the top of the Cape Hatteras Lighthouse during National Park Week in April 2021! Made possible by a partnership with The Outer Banks Visitors Bureau and Surfline, this webcam offers locals and visitors a glimpse of the incredible view from the top of the lighthouse while it undergoes extensive renovations and will continue to allow those who may not be able to physically climb or visit the lighthouse a real-time way to stay connected to their park.

The lighthouse webcam is the first of three webcams to be installed in our Outer Banks national parks as part of our Views from Your Parks project.



View the webcam at www.obxforever.org

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. This year, Eastern National hosted a virtual Awards Ceremony recognizing all recipients.



Charles S. Marshall Unit Award Winners: Abby Adkins, Kelli English, Monique VanLandingham, Kerry Olson, Tom Medema

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 2021 Award recipient is **WASO Interpretation, Education, and Volunteers Directorate**.

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 2021 Superior Performance Awards were presented to:

Joseph Brehm, Chief of Interpretation at Minuteman Missile NHS, for his commitment to partnerships

and Eastern National's mission. When labor challenges prevented us from fully staffing the park store, Joe provided recommendations for recruitment and support. He also had his team continue covering the store during the season and achieved a 30% increase over 2019 sales.



Sarah Cunningham, superintendent of Wilson's Creek NB, for her creativity and extraordinary effort in supporting EN's Return to the Summit. Sarah joined the park in the middle of a multiyear visitor center renovation. Her collaborative approach to executing the project was the key to its success. Sarah recognized the expense challenges we faced with this project and encouraged her team to support a creative store design and store set up and product approvals. In the first month, the store surpassed June 2019 sales by nearly 50%.



John C. Curwen, Program Manager for Visitor Experience and Engagement at Boston NHP, for his creativity and extraordinary effort in supporting EN's Return to the Summit. John collaborated with Eastern National to reopen two of the Boston NHP stores, Bunker Hill and Charlestown Navy Yard, in 2020. However, the City of Boston did not allow for the reopening of Faneuil Hall due to the extra operational and cost considerations with managing schools and hospitals in the city. When city mandates



lifted, John led onsite and virtual meetings to demonstrate safe reopening of federal buildings and to advocate for the financial recovery of partners like Eastern National. His leadership influenced the reopening of Faneuil Hall in summer 2021.

Laura Miller, Superintendent at Hot Springs NP for her commitment to partnership and EN's mission. Hot Springs National Park celebrated their 100th Anniversary this year. Laura's leadership and commitment to community involvement allowed Eastern National an advanced opportunity to be involved with Centennial meetings and activities. The use of the Centennial logo in site-specific product development contributed to a 55% increase over 2019 sales and a record year for the Hot Springs park store.



A 55% increase over 2019 sales and a record year for the Hot Springs park store

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:

Board Member **Gerry Gabrys**, Board Member **Dusty Shultz** and Regional Manager **Becky Burke**



Gerry Gabrys, Dusty Shultz and Becky Burke

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

Julie Bodenheimer, Store Manager at Tuskegee Airman National Historic Site

Hannah Bolton, Store Manager at Cape Lookout National Seashore

Lyne Bradley, Midwest Regional Manager

Julianna Haviv, Merchandise Manager

Karen Jaggars, Store Manager at Shiloh National Military Park

Taymi Maldonado, Interpretive Programs Manager at El Yunque National Forest

Bucky Monreal, Store Manager at Hot Springs National Park

Latisha Pippin, Store Manager at Pea Ridge National Military Park

Corinna Richards, Director of Retail, North

Paul Tiemann, Store Manager at Boston National Historical Park

Logan Willis, Store Manager at Wright Brothers National Memorial

A Group Special Achievement Award was presented to the Eastern National Safety Team:

Amber Houske, Training Manager

Meredith McClatchy, Director of Human Resources

Megan Shelley, Chief Operating Officer

Andrea Singmaster, HR and Benefits Coordinator

Mark Vineburg, Operations Manager



The Eastern National Safety Team was recognized with a Group Special Achievement Award. Left to right: Mark Vineburg, Andrea Singmaster, Megan Shelley, Meredith McClatchy, Amber Houske.

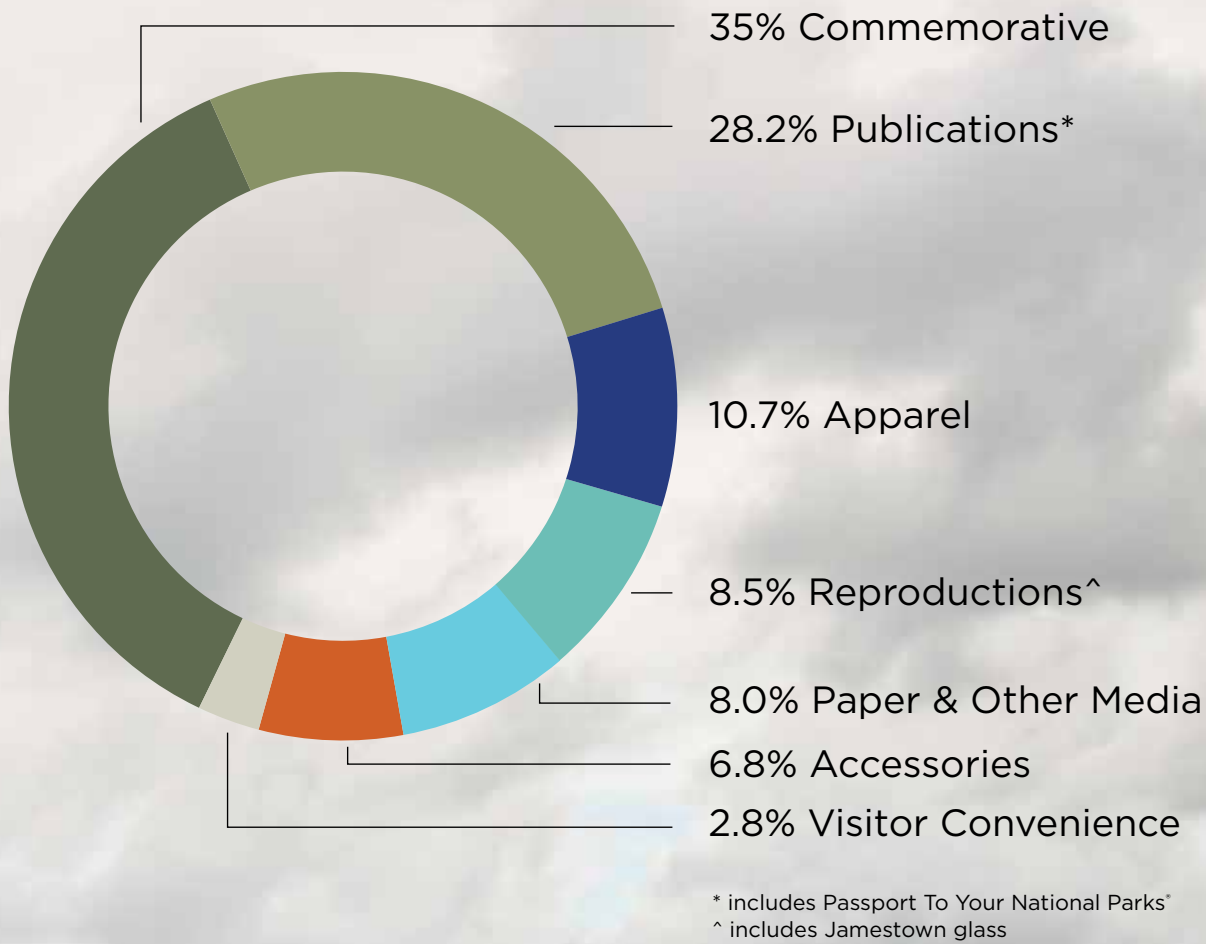
Financial Report

MANAGEMENT’S FINANCIAL REPORT

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

Revenues and Other Support	2021
Sales	\$31,742,898
Cost of Sales	<u>13,147,382</u>
Gross Profit	18,595,516
Other Support	<u>112,829</u>
Total Revenue and Support	<u>18,708,345</u>
Expenses:	
Program Services	11,176,023
Direct Aid to the National Park Service*	277,538
General and Administrative	2,883,429
Fundraising	<u>202,358</u>
Total Expenses	<u>14,539,348</u>
Net Assets Released from Restrictions	<u>229,533</u>
Change in net assets Without Donor Restrictions from operating activities	4,398,530
Adjustment to net assets from non-operating activities	4,656,443
Increase (decrease) in net assets Without Donor Restrictions	9,054,973
Change in Net Assets with Donor Restrictions	(115,223)
Change in Net Assets	8,939,750
Net assets, beginning of the year	<u>8,083,456</u>
Net assets, end of the year	<u>\$17,023,206</u>

Product Mix





Our Leadership Team

BOARD OF DIRECTORS

Bill McKendree, Chair
Susan Schroeder, Vice Chair
Gerry Gabrys
Charley Money
Kristie Paskvan
Harvey C. Perry
Dusty Shultz
Daniel Song
David Vela
Bob Vogel

OFFICERS

Bill McKendree, Chair
Susan Schroeder, Vice Chair
Heidi White, Treasurer
Dusty Shultz, Secretary

EXECUTIVE

Bill McKendree, Chair
Susan Schroeder, Vice Chair
Dusty Shultz, Secretary
Gerry Gabrys
Kevin Kissling, President & CEO

FINANCE, AUDIT, INVESTMENTS

Gerry Gabrys, Chair
Charley Money
Kristie Paskvan
Daniel Song
Bob Vogel
Heidi White, Treasurer and CFO

GOVERNANCE

Harvey Perry, Chair
Bill McKendree
Dusty Shultz
Kevin Kissling, Eastern National President & CEO

PHILANTHROPY COMMITTEE (AD-HOC)

Susan Schroeder, Chair
Charley Money

EDUCATION COMMITTEE (AD-HOC)

Bob Vogel, Chair
Harvey Perry
Daniel Song
David Vela
Megan Shelley, Chief Operating Officer

NPS ADVISORY GROUP

Advisory Group Chair: Barclay Trimble,
Mammoth Cave NP
Laura Miller, Hot Springs NP
Darren Boch, Paterson Great Falls NHP
Susan Trail, Antietam NB

SENIOR LEADERSHIP TEAM

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

REGIONAL MANAGERS

Lyne Bradley, Midwest Regional Manager
Danica Buehren, Virginia & Ohio Regional Manager
Brenda Cummins, Coastal Mid-Atlantic
Regional Manager
Dave Hobbs, National Capital Assistant
Regional Manager
Gary MacKnight, National Capital
Regional Manager
Aimee Meadows, Appalachia Regional Manager
Nick Miano, Southeast Regional Manager
Philene Paris, Metro New York Regional Manager
Lee Pettey, Northeast Regional Manager
Cindy Piccolo, Coastal Southeast Regional Manager
Karen Searle, Blue Ridge Regional Manager

HEADQUARTERS

Stanley Anton, eCommerce Specialist
Emily Cruse, Project Manager
Daniel Doyle, Senior Accountant
Stephen Drain, Warehouse Manager
Joseph Duggan, IT Support Technician
Rachael Graf, Community Engagement Coordinator,
Outer Banks Forever
Julianna Haviv, Merchandise Manager
Andrea Heaton, Controller
David Hoffman, Customer Service Specialist
Amber Houske, HR & Training Manager
Patricia Jasper, Warehouse Product Shipper
and Handler Leader
Maryann Jones, Senior Accounts Payable Specialist
Jordan Kuhn, Systems Administrator
Peg Lichtenstein, Office Administrator
Stacy Madalena, Director of Retail
Marge McBeth, Accounts Payable Specialist
Richard Michael, Warehouse Product Shipper
and Handler
Susan Packer, Payroll Specialist
Corinna Richards, Director of Retail
Mario Ruiz, Assistant Warehouse Manager
Andrea Singmaster, HR & Employee
Benefits Administrator
Erin Sweeney, Inventory Planner
Wayne Tidwell, Warehouse Product Shipper
and Handler
Mark Vineburg, Operations Support Manager
Karen Wernick, Communications Specialist
James Winter, Systems Analyst
Nicholas Zagame, IT Support Technician

ANNIVERSARIES



Amy Gordon, Store Associate,
Cape Hatteras NS - Bodie Island
Melissa Hawkins, Store Manager, Colonial NHP
James Gilligan, Store Manager, Salem
Maritime NHS

James Buchanan, Antietam NB - Battlefield Guides
Randy Buchman, Antietam NB - Battlefield Guides
Thomas Clemens, Antietam NB - Battlefield Guides
Gordon Dammann, Antietam NB - Battlefield Guides
Rogers Fred, Antietam NB - Battlefield Guides
Justin Mayhue, Antietam NB - Battlefield Guides
Sharon Murray, Antietam NB - Battlefield Guides
Kevin Pawlak, Antietam NB - Battlefield Guides
John Priest, Antietam NB - Battlefield Guides
Martin Pritchett, Antietam NB - Battlefield Guides
Stephen Recker, Antietam NB - Battlefield Guides
Gary Rohrer, Antietam NB - Battlefield Guides
James Rosebrock, Antietam NB -
Battlefield Guides
John Schildt, Antietam NB - Battlefield Guides
Joseph Stahl, Antietam NB - Battlefield Guides
Steven Stotelmyer, Antietam NB -
Battlefield Guides
Christopher Vincent, Chief Tour Guide,
Antietam NB - Battlefield Guides
Kelly DiNapoli, Store Manager, Assateague
Island NS - Maryland
Blake Reef, Store Lead Associate, Boston NHP -
Charlestown Navy Yard
Donald McMillan, Store Associate, Kennesaw
Mountain NBP
C. Howard Grimes, Store Associate,
Martin Luther King, Jr. NHP
Tucker Ahlers, Store Associate, Minute Man NHP
Wayne Tidwell, Warehouse Product Shipper and
Handler, America's National Parks™ Warehouse
Clare Britcher, Glasshouse Product Shipper and
Handler, Colonial NHP - Jamestown Glasshouse
Janice King, Store Lead Associate, Salem NHP
Heather Dourron, Store Lead Associate,
Sleeping Bear Dunes NL
William Keller, Assistant Store Manager,
Independence NHP - Old City Hall
Meredith McClatchy, Director of Human
Resources, Human Resources

Rosemary Noble, Store Associate,
Martin Luther King, Jr. NHP

Timothy Byrwa, Site Manager,
Pictured Rocks NL - Miners Castle

Teresa Chavers, Store Lead Associate,
Martin Luther King, Jr. MEM

Gean Mallory, Assistant Store Manager,
Martin Luther King, Jr. MEM

Brooks Spain, Glassblower Journeyperson,
Colonial NHP - Jamestown Glasshouse

Andrea Singmaster, HR & Employee Benefits
Administrator, Human Resources

Shannon Vairo, Store Associate, Steamtown NHS

Susan Packer, Payroll Specialist, Accounting

10
Years

David Hoffman, Customer Service
Specialist, America's National
Parks™ Warehouse

Mickey Goodson, Program Support
Coordinator, Martin Luther King, Jr. NHP

Sharon Hogan, Store Lead Associate,
Franklin Delano Roosevelt MEM

Jessica McNeill, Store Lead Associate,
Thomas Jefferson MEM

Marsha Albrecht, Store Associate, Assateague
Island NS - Maryland

Jordan Klatt, Store Manager , Cape Cod NS

Anne Martina, Store Associate, Acadia NP

Randall Washburn, Store Associate,
Fredericksburg NMP

Karen Jaggars, Site Manager, Shiloh NMP

Kathleen Viprino, Assistant Store Manager,
Cape Cod NS

15
Years

William Railton, Store Lead Associate,
Dwight D. Eisenhower MEM

Stephen Koskey, Store Associate,
Blue Ridge Parkway - Waterrock Knob

Sara Brock, Site Manager, Sleeping Bear Dunes NL

Kevin Marshall, Store Manager,
Washington Monument

20
Years

Mark Vineburg, Operations Support
Manager, Operations

Rosalyce Flint, Store Associate,
Cape Cod NS

Sam Rempfer, Glassblower Journeyperson,
Jamestown Colonial NHP - Jamestown Glasshouse

Nancy Hylander, Store Associate, Acadia NP

25
Years

Tina Maquar, Site Manager,
Chickamauga-Chattanooga NMP

35
Years

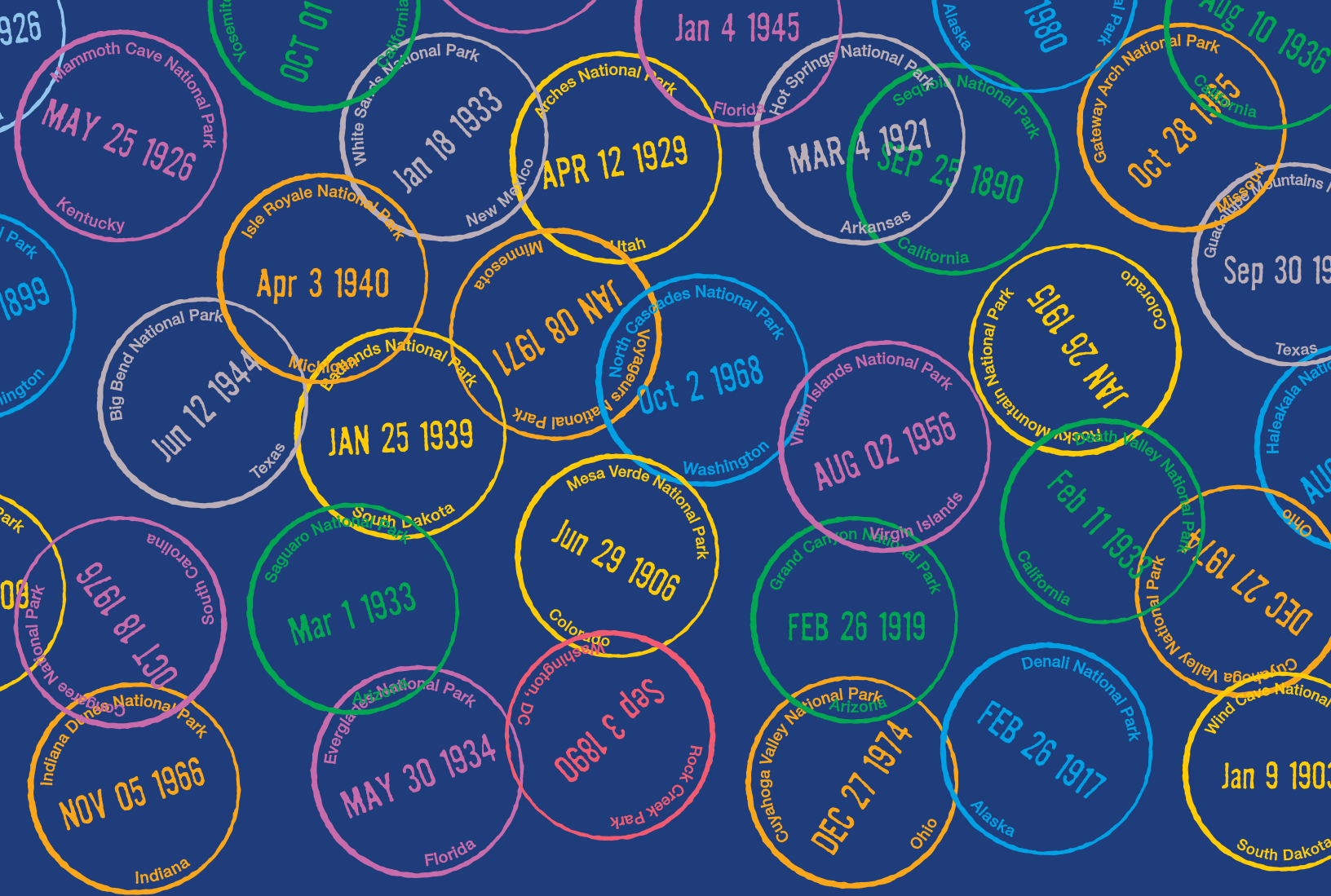
Angie Alicea, Store Manager,
San Juan NHS - El Morro

IN MEMORIAM



In 2021 the Eastern National family mourned the passing of **Wanda Kindrick**, store manager of our America's National Parks Store at Fort Pulaski NM. An eleven-year veteran of EN's team, Wanda weathered many storms, remaining dedicated to the park and EN's operations through hurricanes, floods, tornadoes, shutdowns, and the loss of her regional manager. Her hard work, kindness, and creativity were recognized with Eastern National Special Achievement Awards in 2017 and 2020. Wanda will be deeply missed by all who knew and worked with her.





Celebrating 35 YEARS OF PASSPORT TO YOUR NATIONAL PARKS®



Eastern National

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

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