

# Eastern National 2023 ANNUAL REPORT





## 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 \$181 million in direct and in-kind aid to parks.

# Board Chair & CEO Letter

WE ARE PLEASED TO SHARE our annual report, highlighting the successes we've accomplished in 2023. It is always enjoyable to look back and celebrate the extraordinary work we have done together in partnership with the National Park Service and other public land agencies.

We began the year with the release of Mission 24, Eastern National's current strategic plan. The plan's central strategic challenge is to strengthen the organization to protect against future disruptions, explore ways to diversify revenue, and continue to deliver on our educational mission through a culture of belonging.

As you will notice while reading through this report, 2023 was a record year for Eastern National. Even though we just had our highest sales year in the history of the organization, it is important to acknowledge that success is measured in many ways—not just revenue.

Our team continued to focus their efforts to ensure we promote a culture of belonging and inclusion. Over the years, we've been guided by a set of values that have organically grown throughout the organization. This year we formalized them and put five core values to paper: education, service, collaboration, sharing, and excellence. These values serve as the cornerstone of the Belonging work we began in 2023 to ensure EN team members continue to feel welcome in the workplace.



Bill McKendree, Board Chair



Kevin C. Kissling, President & CEO

Our product development strategy continues to align well with our Belonging efforts. Thematic product collections helped to tell lesser-known stories at many parks. We continue to work with diverse artists and suppliers from the communities that support the parks we serve.

These and other efforts have increased the impact we make through our retail stores. We are grateful for the support of all EN team members, our National Park Service and other public land agency partners, our board of directors, and the millions of visitors who made this year a success. As we look to the future, we will continue to direct our efforts and resources in support of our educational mission.

*Bill McKendree*  
BOARD CHAIR

*Kevin C. Kissling*  
PRESIDENT & CEO

## OUR PARTNERS



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# Operations & Sales Performance

**“WE WILL ALL PROFIT from a more diverse, inclusive society, understanding, accommodating, even celebrating our differences, while pulling together for the common good.”**

– RUTH BADER GINSBURG

As Eastern National fully transitioned from crisis management into our next chapter, we released our Mission 24 Strategic Plan. We focused on three pillars of “Belong, Stabilize, and Explore,” to strengthen the organization at its core and prepare for our future by promoting a culture of inclusion in all aspects of mission delivery.

In November, the Regional Management and Headquarters teams gathered in Fort Washington, PA—the first time in nearly four years since our leadership team had gathered in-person. The event included team building activities, best practice sharing, a year-end review, as we leaned into drafting our organizational core values. The ability to work together collaboratively and learn from each other set the tone for the fiscal year ahead.

With many unknowns around the stabilization of the economy, labor challenges, and supply chain management, our strategy for both staffing operations and inventory management included early preparations and investing in our people and products. We were pleased to see that our efforts paid off with well-stocked

*“By pulling together for a common good, and working to promote a more diverse, inclusive organization, there is no doubt Eastern National will continue to grow in our educational mission to promote the public’s understanding and support of America’s national parks and other public lands.”*

stores and fully staffed operations by the spring. While inflation continued to impact overall visitation and our cost of goods, our vendors had ramped back up by spring 2023, and store operations and inventory management had begun to normalize.



Megan Shelley, COO

Throughout the year, two major projects were the focus for all departments and field management: 1) launching our Belonging efforts, and 2) participating in the discovery and building out new retail point-of-sale, finance ERP, and eCommerce platforms. All hands were on deck to ensure these systems will meet our needs and support and stabilize our business practices well into the future. We also began developing Eastern National’s strategy for the America 250 Commemoration in 2026. With events and programs planned as early as December 2023, we have already established a framework and executed some early event-based product development. We will continue to seek input from our national parks and public lands partners to inform our approach and align with their planning.

I am pleased to report that this focus on planning, collaboration, and hard work has resulted in a record sales year for Eastern National. Companywide revenue was 11% over 2022 and 21% over 2019. By pulling together for a common good, and working to promote a more diverse, inclusive organization, there is no doubt Eastern National will continue to grow in our educational mission to promote the public’s understanding and support of America’s national parks and other public lands.

*Megan Shelley*  
CHIEF OPERATING OFFICER



Cape Hatteras National Seashore, Photo Courtesy of Cody Hammer

## A Place of Belonging

**AS PART OF OUR STRATEGIC PRIORITIES, Eastern National has been actively developing a belonging strategy to ensure all EN team members feel welcome in the workplace and to promote a culture of inclusion.**

We collaborated with Western National Parks Association (WNPA) on a joint initiative to assess both organizations' diversity, equity, inclusion, and belonging (DEI&B) efforts. To support this work, which is partially funded by a grant from the National Park Foundation's Strong Parks, Strong Communities program, we enlisted the services of People Rocket, a responsible design firm specializing in the co-development of strategic plans and equitable practices.

Early in 2023, EN and WNPA formed a cross-organizational committee that meets regularly to achieve common goals. The committee hosted two educational sessions at this year's Public Lands Alliance Convention to bring together thought-leaders on the topic: *Embedding DEI&B into Organizational Culture and Operations*. EN established two other Belonging Committees, one at the Board level and another that

includes 15 employees representative of the organization. These committees have worked diligently to achieve the following early wins:

- EN team members, Board of Directors, and the NPS Advisory Group crafted EN's core values.
- Participated in research and assessment of the organization's current state including listening tours, interviews, focus groups, and an all-employee survey (80% response rate).
- Drafted a Belonging Philosophy, strategic priorities, and objectives through a series of workshops facilitated by People Rocket.
- Began to diversify our merchandise and fixture suppliers to include small, women, and minority-owned businesses with new store design projects.

Our ongoing commitment to continuous improvement in our Belonging efforts will continue to be an area of focus in the years ahead.



Acadia National Park, Photo Courtesy of Will Newton

## Regional Highlights

**EASTERN NATIONAL HAS ONE MISSION:** 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. Here are some examples of this mission in action and the ways we provided aid to parks in fiscal year 2023.

**Acadia NP** utilized \$174,700 in EN funds to help amplify the Wabanaki voice through park publications and interpretive media. Since time immemorial, the Wabanaki people called the area their homeland. Through several park initiatives, like the *Cultural Connections in the Park* series, the Wabanaki perspective is preserved and detailed to all who visit these ancestral homelands. Additionally, the park purchased assistive listening devices and recorded live audio descriptions to improve visitor accessibility. Information within Acadia, and on the Wabanaki people, can now be retrieved through braille and audio recordings.

During two weekends in September, **Antietam NB** commemorated the 161st anniversary of the Battle of Antietam and its aftermath. EN donations totaling \$17,134 supported staffing, logistics, and speaker honorariums for the event. Visitors hiked through key areas of the site, following the Battle of Antietam as it unfolded, as rangers

led guided caravan tours of the battlefield. Other activities included weapon and wet plate (photographic process) demonstrations, special guest lectures, and Civil War music presentations. Additionally, the site reprinted *Junior Ranger* booklets and large-format, historic photographs for interpretive programs with EN donations.

This year **Big South Fork NRR** facilitated the *GO BIG Challenge* with help from EN donations. Introduced in 2016, this self-paced, year-long initiative promotes visitors’ health and fitness, along with the site’s natural and cultural resources. For 2023, visitors took part in *Forest Fun* and identified, photographed, and hugged many of the site’s native trees. Additionally, participants volunteered during special events and completed various physical challenges, such as hiking and biking the 500 miles of trails the site offers. Funds helped purchase *GO BIG Challenge* booklets and recognition items, like decals and patches.

In 2023, the **Canal Exploration Center in Cuyahoga Valley NP** used \$5,384 in EN donations to support several NPS programs, such as *Teacher-Ranger-Teacher*. Funds also covered fees for CVNP and citizen scientists to participate in the *NPS Dragonfly Mercury Project (DMP)*. Since 2009, DMP has been working to understand the risks of mercury in the environment. Data recorded from dragonfly larvae helps elected officials make government policies regarding the protection of human and wildlife health.



In August of 2023, EN donations supported **Cape Cod NS** for the *Symphony at the Seashore* concert. Nearly 3,000 people came to the Salt Pond Amphitheater to enjoy a free Cape Cod Symphony performance. The Seashore also bought educational, art, and interpretive supplies for a living history program at the Old Harbor Life-Saving Station Museum. This reenactment portrays 1902 rescue drills, complete with cannon demonstrations and the delivery of a shipwreck “victim” to shore.

EN donations paid for books to complete a US Army Corps of Engineers sponsored StoryWalk™. The exhibit captivated visitors outside the **Cape Cod Canal Visitor Center (CCCVC)** from April through October 2023. On June 24, CCCVC hosted the Cape Cod Canal Boating & Water Safety Day, an annual event dedicated to nautical safety through educational activities, tours, and handouts. EN donations rented a dunk tank for *Dunk the Ranger* during the festivities. For Earth Week, EN support also covered food costs for 150+ volunteers assisting with the 22nd annual Cape Cod Canal Clean-Up, co-hosted with Americorps Cape Cod.

EN funds helped **Castillo de San Marcos NM** in 2023 through interpretative and educational curriculums consisting of historic weapon demonstrations, self-guided fortress tours, and the *Junior Ranger*

program. EN funds also supported the continued partnership between Castillo de San Marcos and the St. Augustine Historical Society. Castillo de San Marcos works in conjunction with this society to manage the monuments’ historical research materials and library as well as assisting with the site’s large volunteer program.

**Chickamauga and Chattanooga NMP** allocated funds for park planning, staff training, and improved visitor accessibility and experience. Specific added resources include the *Chickamauga Battlefield Cell Phone Tour*, which 71,494 visitors used, and the *Find a Regiment App*, with 4,022 visitors accessing. Additional park needs addressed, like the reprinting of two rack cards, housing for two Gettysburg College interns, and the *Teacher-Ranger-Teacher (TRT)* program, exemplify the positive working relationship between EN and the park and provide a new generation of visitors with more meaningful connections to history.

**Delaware Water Gap NRA** utilized \$8,014 in EN support for their *Junior Ranger* and *Teacher-Ranger-Teacher* programs in 2023. The site ordered new, eco-friendly *Junior Ranger* badges. Donations also covered one TRT salary who developed a high school curriculum. Previously, the site had not hosted middle or high school field trips, but now older students can connect with the area in new ways.



Cape Cod National Seashore

## WHERE WE OPERATED IN FISCAL YEAR 2023

### ALABAMA

Horseshoe Bend NMP  
Russell Cave NM  
Selma to Montgomery NHT  
Tuskegee Airmen NHS  
Tuskegee Institute NHS

### ARKANSAS

Arkansas Post NM  
Buffalo NR  
Fort Smith NHS  
Hot Springs NP  
Ozark-St. Francis NF  
Pea Ridge NMP

### CONNECTICUT

Coltsville NHP  
Weir Farm NHP

### FLORIDA

Canaveral NS  
Castillo de San Marcos NM  
De Soto NM  
Fort Caroline NM  
Fort Matanzas NM  
Gulf Islands NS  
Timucuan Ecological and Historical Preserve

### GEORGIA

Andersonville NHS  
Chattahoochee River NRA  
Chickamauga and Chattanooga NMP (GA & TN)  
Cumberland Island NS  
Fort Pulaski NM  
Jimmy Carter NHP  
Kennesaw Mountain NBP  
Martin Luther King, Jr. NHP

### ILLINOIS

Illinois Waterway – US Army Corps of Engineers  
Lincoln Home NHS  
Pullman NHP

### INDIANA

George Rogers Clark NHP  
Indiana Dunes NP  
Lincoln Boyhood NM

### IOWA

Effigy Mounds NM  
Herbert Hoover NHS

# 65

Grand Portage NM welcomed the first Anishnaabe person to hold the position of superintendent since the monument was established over 65 years ago.

# 25

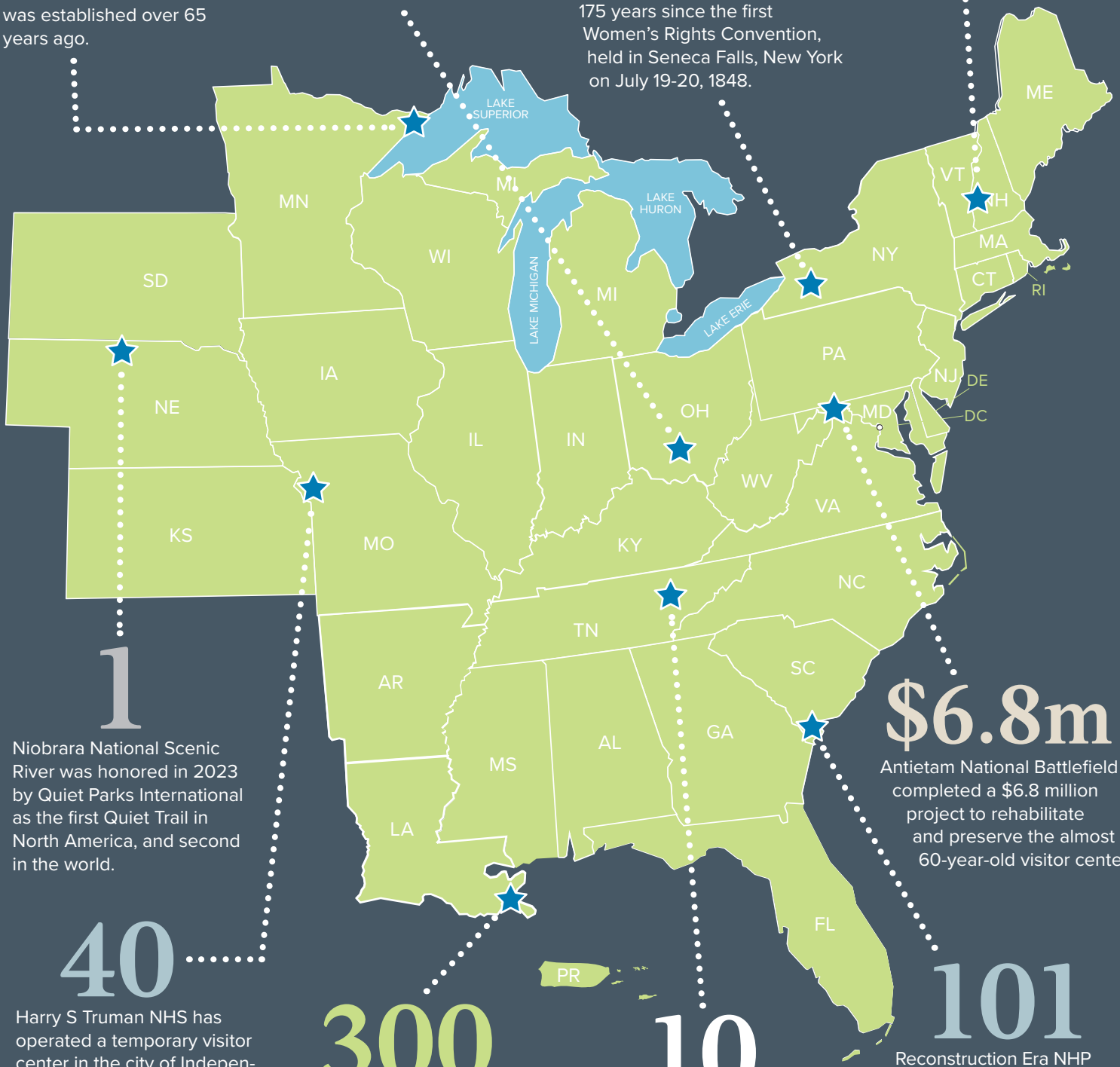
Hopewell Culture National Historical Park celebrated the park's designation and inscription as the nation's 25th World Heritage site on October 14, 2023.

# 175

Women's Rights National Historical Park celebrated 175 years since the first Women's Rights Convention, held in Seneca Falls, New York on July 19-20, 1848.

# 2

Saint-Gaudens National Historical Park debuted an exhibition highlighting two prominent American sculptors: Augustus Saint-Gaudens and Daniel Chester French.



# 1

Niobrara National Scenic River was honored in 2023 by Quiet Parks International as the first Quiet Trail in North America, and second in the world.

# \$6.8m

Antietam National Battlefield completed a \$6.8 million project to rehabilitate and preserve the almost 60-year-old visitor center.

# 40

Harry S Truman NHS has operated a temporary visitor center in the city of Independence, Missouri for nearly 40 years. In 2023, plans began for a new visitor center on a parcel of land donated by the city.

# 300

New Orleans Jazz National Historical Park hosted World Champion Taiko drummer, Takumi Kato and family for his 300th performance in the courtyard of the French Quarter Visitor Center.

# 10

Obed Wild and Scenic River launched an *Adaptive Outdoor Rock Climbing for Amputees* program, offering 10 participants with physical disabilities the opportunity to learn adaptive climbing from trained facilitators.

# 101

Reconstruction Era NHP announced the addition of four new sites to the Reconstruction Era National Historic Network in 2023, bringing the total number to 101.



Fort Necessity National Battlefield

Through EN donations in 2023, **De Soto N MEM** continued to promote their successful *Junior Ranger* program through STEM-based day camps, fishing clinics, ranger-led kayak tours, and other exciting activities, like the immersive escape room experience, *Escape De Soto*. This challenge requires participants to solve puzzles and break codes to learn more about and engage with the memorial's history. The site also handed out 1,824 *Junior Ranger* activity books and utilized EN funds to reprint enough copies for an additional three years.

2023 funds from EN paid for guest speakers and living historians at **Fort Donelson NB** during anniversary events, like Dr. E.C. Fields, Jr., who engages with visitors as General Ulysses S. Grant. In addition, EN funding covered the speaking honorarium for Ken Gott, a former professor at the Army War College. Each year, Fort Donelson sponsors a site volunteer to bring their collection of Civil War artifacts to an annual memorabilia show at the Stewart County visitors center. Volunteer participation further strengthens the community's connection to the Civil War and the shared history of the site.

One of the long-term interpretive goals of **Fort Macon State Park** is its restoration to a 19th century appearance through the purchase of fully functional cannon replicas. In 2023, the park utilized \$29,724 in EN support to purchase and mount two barbette gun carriages for two 24-pound cannons on the fort's outer wall. In November, the park purchased an additional 24-pound Model 1819 cannon barrel, with a new gun carriage slated for arrival in time for Fort Macon's Centennial celebration in June 2024. These new cannons in the fort's armament will provide richer historical experiences for visitors today and for generations to come.

**Fort Necessity NB** observed the 269th anniversary of the Jumonville Affair on May 27-28 with \$1,000 in help from EN. During the event, the site hosted a living history program and recreated an encampment near the reconstructed Fort Necessity. Volunteers, staff, and living historians reenacted as Native Americans and British and French soldiers who served at the Great Meadows in 1754. Ranger programs for the weekend included weapon demonstrations and guided walks highlighting the timeline of that fateful morning.

In May, **Fort Stanwix NM** focused on the British history behind the fort during the site's French and Indian War weekend. Activities ranged from weapon demonstrations, interactive and family-friendly programs, and live colonial music. EN donations paid for two days of musical performances by Linda Russell, a historical balladeer. This event provided the most accurate and entertaining living history programming for the fort's visitors. Attendees discovered how Fort Stanwix and the Mohawk Valley were involved with this global conflict.

Flags are significant within **Fort Sumter and Fort Moultrie NHP** and are flown daily at both forts, their visitor centers, and during special flag programming. As a coastal park, flags frequently wear out due to the onslaught of intense winds and sunlight. EN aid helped replace the park's flags, including a replica Garrison flag, and two reproduction muskets, for the park's living history program. In June, the park held the annual celebration for Carolina Day, where EN support provided a tent rental for 400 visitors and park staff. A naturalization ceremony for 130 applicants from 57 different countries, in partnership with the US Citizenship and Immigration Service, required additional rentals. In all,

## KANSAS

Tallgrass Prairie NPRES

## KENTUCKY

Abraham Lincoln Birthplace NHP

Cumberland Gap NHP

(KY, TN, & VA)

Mammoth Cave NP

Camp Nelson NM

# 27

Mammoth Cave NP and U.S. Citizen and Immigration Services welcomed twenty-seven new citizens of the United States during a naturalization ceremony held within Mammoth Cave on Thursday, May 25.

## LOUISIANA

Cane River Creole NHP

Jean Lafitte NHP & PRES

New Orleans Jazz NHP

## MAINE

Acadia NP

Saint Croix Island IHS

## MARYLAND

Antietam NB

Assateague Island NS

(MD & VA)

Catoctin Mountain Park

Chesapeake and Ohio Canal

NHP (MD, DC, & WV)

Fort Washington Park (NCP)

Hampton NHS

Harriet Tubman Underground

Railroad NHP

Monocacy NB

Oxon Cove Park and Oxon Hill

Farm (NCP)

Potomac Heritage NST

(MD, DC, PA, & VA)

Thomas Stone NHS

EN aid totaled \$17,735 for 2023 and helped to reprint two park publications: one on the Seminole warrior Osceola and the other on the Gullah Geechee Cultural Heritage Corridor.

EN funding at **Frederick Law Olmsted NHS** helped purchase supplies for the site's 2023 Holiday Open House. These supplies included seasonal decorations, crafting materials, and self-guided booklets for public exploration. Over 200 community members enjoyed the three-hour event full of holiday themed activities. Some additional funding continues to support the site's *Women in the Office* exhibit and the refurbishing of a historical clerical office. This ongoing work is a major focus of the 2024 season, beginning in April, and will help the site expand their interpretative programming for visitors.

With a \$1,300 donation from EN in 2023, **Herbert Hoover NHS** designed five informational pull-up banners in-house and outsourced them for professional printing. These portable, high-quality banners accompany rangers on off-site community outreach visits. The banners are well received by the public and often inspire inquiry and conversation between visitors and park rangers. The fifth and final banner is being printed and focuses on volunteerism at the site.

Thanks to the \$4,400 in financial support from EN, **Homestead NHP** hosted the annual *Howling Homestead*, a family-friendly, science-based education event during October. Participants learned about the night sky, observed live owls and snakes, and experimented with a mad scientist. Funds also helped with the *Winter Festival of Prairie Cultures*, an event that shares the legacies and traditions brought to this country on the Homestead Act promises. For the 2023 holiday season, the park offered baking and musical instrument demonstrations to highlight the Great Plains' spirit of hope, humor, tradition, and generosity during winter celebrations.

**Hopewell Culture NHP** recently renovated their *Junior Archeology* program with EN support. This includes an upgrade to curriculums taught in schools and libraries and mock digs at the park's visitor center. EN funds also helped revitalize the *Night Sky* and *Astronomy* programming at the park. Through collaboration with the local library system, park rangers guide hands-on activities with families in the community. EN funds provided free materials for these activities that strengthen visitors' learning and connection to the park and its history.

The stunning renovation of the visitor center at **John Fitzgerald Kennedy NHS** included window and shutter replacements, restoration of the front porch, improved retail space, and a wheelchair lift—the site is now accessible to all. EN assistance also funded the annual *Beals Street Halloween* event. This year's "moonshot" theme included 2,000 goody bags for trick-or-treaters containing interpretive bookmarks, space stickers, moon bouncy-balls, and donated candy bars. The site gained 6,000 visitor contacts during this popular fall event.

During 2023, EN support totaling \$15,619 funded **Kennesaw Mountain NBP's** interpretive programming, including artillery and infantry demonstrations. The park used these funds for the purchase of several waysides and a replacement cannon trailer for a living history program. The replacement of the trailer was especially appreciated since the park's older trailer was no longer safe to use.

**Lincoln Boyhood N MEM** hosted a two-day teacher workshop series focused on science, technology, engineering, art, and math in December. EN donations helped fund the creation of outdoor curriculums and facilitate immersive workshops in cooperation with Expeditions in Education. Workshops included a historical engineering session, a birding hike, and a hands-on activity with pioneer tools. Participating teachers developed lessons and activities to take back into their classrooms. The site received overwhelmingly positive feedback and looks forward to future workshops.



THIS YEAR, **HOT SPRINGS NP** UTILIZED EN FUNDS to fuel the park’s successful *BARK Ranger* program. During 2023’s *BARK Ranger Day* on Arlington Lawn, activity cards and certificates were printed and gifted to promote good behavior in pets (and their humans). Additional donation funds were utilized to reinstate park membership with the National Association of Interpretation (NAI). This grants the park’s interpretation team admittance to the annual NAI Conference. Interpreters made impactful connections and left inspired to enhance their park’s programming and museum exhibits.

In 2023, EN assistance totaling \$15,095 supported **Mammoth Cave NP’s** night sky programming with the receipt of a telescope camera, laser collimator, and alpha-solar telescope. Additional funds purchased *Junior Ranger* badges and informational books, such as *Basher History National Parks* and *History Comics National Parks*, to help rangers develop interpretive and educational programs. New products for river activities, such as kayaks and life jackets, help facilitate the *Blue Ways* roving interpretive program on the Green River. Staff interact with visitors on the river through impromptu interpretive programming and safety messages.

EN funds supported **Marsh–Billings–Rockefeller NHP’s** annual *Forest Festival*. For this festival, the park invited guest speakers and presenters to lead talks, walks, and demonstrations related to

forest ecology, forestry, woodworking, and Abenaki cultural ties to and uses of ash trees. Over 550 visitors participated in this special event. The park’s Mt. Tom Forest is a living exhibit that illustrates the evolution of forest stewardship in America. Through events like the *Forest Festival*, the park interprets and celebrates the history of land stewardship and forestry in both the park and United States.

**Minuteman Missile NHS** utilized EN support totaling \$24,916 to enhance visitor experience. During the 2023 summer, daily *Junior Ranger/Missileer* demonstrations were provided, like *Build Your Own Bomb Shelter* and *Rocket Launching* on the front porch of the visitor center and at local festivals. The site also replaced faulty equipment and purchased patches for the *Junior Ranger/Missileer* program. Even EN’s “Bert the Turtle” accompanied the site

## MASSACHUSETTS

Adams NHP  
 Boston NHP  
 Cape Cod Canal – US Army Corps of Engineers  
 Cape Cod NS  
 Frederick Law Olmsted NHS  
 John Fitzgerald Kennedy NHS  
 Longfellow House – Washington’s Headquarters NHS  
 Lowell NHP  
 Minute Man NHP  
 New Bedford Whaling NHP  
 Salem Maritime NHS  
 Saugus Iron Works NHS  
 Springfield Armory NHS

## MICHIGAN

Pictured Rocks NL  
 Sleeping Bear Dunes NL

## MINNESOTA

Grand Portage NM

## MISSISSIPPI

Natchez NHP  
 Natchez Trace PKWY  
 Vicksburg NMP



# 160

Vicksburg NMP commemorated the 160th anniversary of the Vicksburg Campaign—a major Civil War milestone on the Union road to the reunification of the nation.



## MISSOURI

Harry S Truman NHS  
 Ozark NSR  
 Wilson’s Creek NB

## NEW JERSEY

Morristown NHP  
Paterson Great Falls NHP  
Thomas Edison NHP

## NEBRASKA

Homestead NHP  
Niobrara NSR

## NEW HAMPSHIRE

Saint-Gaudens NHP

## NEW YORK

African Burial Ground NM  
Castle Clinton NM  
Federal Hall NM  
Fire Island NS  
Fort Stanwix NM  
Gateway NRA (NY & NJ)  
General Grant NM  
Governors Island NM  
Hamilton Grange NM  
Martin Van Buren NHS  
Sagamore Hill NHS  
Saratoga NHP  
Statue of Liberty NM/  
Ellis Island (NY & NJ)  
Theodore Roosevelt  
Birthplace NHS  
Women's Rights NHP

## NORTH CAROLINA

Blue Ridge PKWY (NC & VA)  
Cape Hatteras NS  
Cape Lookout NS  
Carl Sandburg Home NHS  
Fort Macon State Park  
Fort Raleigh NHS  
Guilford Courthouse NMP  
Moore's Creek NB  
Pilot Mountain State Park  
Wright Brothers NM

## OHIO

Charles Young Buffalo Soldiers NM  
Cuyahoga Valley NP  
Dayton Aviation Heritage NHP  
Hopewell Culture NHP  
James A. Garfield NHS  
Perry's Victory and International  
Peace Memorial  
William Howard Taft NHS

staff to South Dakota Tourism's Governor Conference in January where Bert served as MIMI's prize for a drawing and was, as always, a huge hit!

2023 EN support allowed **Minute Man NHP** to complete a change to the park's *Junior Ranger* program: the design and production of eco-friendly, wooden badges. Additionally, EN funds purchased black powder and cartridge tubes for musket demonstrations and fabric, buttons, storage containers, and patterns for period-appropriate garments. Each year, to align with living history authenticity standards, the park's living history coordinator hosts several workshops led by professional clothing makers to prepare staff and 500 volunteers for *Battle Road*, the park's signature event. EN funds covered the fees associated with these workshops.

EN support played a pivotal role in planning **Moore's Creek NB's** 247th anniversary two-day programming. The park rented a tent and hosted the annual Wreath Laying Ceremony, as well as several other public programs, such as the Wilmington Police Pipes and Drums. Donations also helped print wayfinding signage for visitors and provided a copy of the anniversary program guide to every attending family. Finally, the park purchased a new wayside exhibit that highlights the rain garden at the visitor center.

With EN donations, **Natchez Trace NHP** hosted an award event for the site's volunteers. Approximately 40 volunteers and five National Park Service employees attended the banquet. Two employees attended the National Association of Interpreters (NAI) conference in Little Rock, Arkansas, where they networked with other local interpreters. Park staff have since reconnected with the interpretive staff in the Chickasaw Homeland Office and participated in interpretive planning with Mississippi state parks. Finally, through EN donations, visitors continue to witness the traditional tobacco drying process, with a real Tennessee tobacco farmer, on the only remaining tobacco barn on the Parkway.

## New River Gorge NPP, Gauley River

**NRA**, and **Bluestone NSR** used \$35,900 in EN funds to support its educational programming in 2023. These donations paid for buses bringing 6th graders participating in West Virginia University's *Science Adventure School* into the park for curriculum-based programs on biodiversity. Aid also covered one park ranger and partially funded another to present educational programs in both the classroom and the park. Finally, a portion of this support compensated local musicians during the park's annual *Mountain Music Festival* and covered travel expenses for park staff to attend the Fall Friends Alliance.

EN funds helped purchase a new **Obed WSR** visitor center sign installed by the Youth Conservation Corps. The visitor center is in Wartburg, Tennessee, and this new sign is essential in serving as a beacon to the thousands of would-be park visitors that stop by each year to learn more about why Obed Wild & Scenic River is so special.

For 2023, **Ozark NSR** invested \$6,700 of EN donations into educational initiatives. In May, the site welcomed the annual *Junior Ranger Day* at Alley Spring. *Junior Ranger Day* invites area students and youth organizations to spend a fun-filled day at the site learning about the environment through live demonstrations and activities. Donations helped fund the *World Bird Sanctuary: Raptor Show* during the event, in which the organization presented to over 320 students (3rd-6th grade) about the fascinating world of birds of prey.

This past year, **Perry's Victory and International Peace Memorial** used \$2,196 in EN donations to purchase a reproduction swivel gun for historic weapon demonstrations. It arrived at the site and roared to life during the annual commemoration of the Battle of Lake Erie. Additional funding totaling \$8,733 will help cover design and manufacture costs of informational waysides. These waysides will more fully tell the site's story, from the Battle of Lake Erie and the War of 1812 to the natural environment within and surrounding it.

## OUR CORE VALUES

EASTERN NATIONAL'S VALUES are the fundamental beliefs EN team members share that guide our strategic direction and our daily work. Our values help to define and shape our culture, and we lean on our values when faced with important and difficult decisions. They are core principles that help distinguish us from other organizations.

### CORE VALUE No. 1

# EDUCATION

We are “Retail with a Purpose,” supporting many of the nation’s most significant cultural, historical, and recreational sites. We deliver quality educational products and services that help tell diverse and lesser-known stories about these special places and people. We value a learning culture, and offer ongoing knowledge sharing, formal training, and growth opportunities for each other.



## PENNSYLVANIA

Allgeheny Portage Railroad NHS  
Delaware Water Gap NRA  
Edgar Allan Poe NHS  
Flight 93 NM  
Fort Necessity NB  
Friendship Hill NHS  
Hopewell Furnace NHS  
Independence NHP  
Johnstown Flood NM  
Steamtown NHS  
Upper Delaware SRR

## PUERTO RICO

El Yunque NF  
San Juan NHS

## RHODE ISLAND

Roger Williams NM

## SOUTH CAROLINA

Charles Pinckney NHS  
Congaree NP  
Cowpens NB  
Fort Sumter and Fort Moultrie NHP  
Kings Mountain NMP  
Ninety Six NHS  
Reconstruction Era NHP

## SOUTH DAKOTA

Minuteman Missile NHS

## TENNESSEE

Andrew Johnson NHS  
Big South Fork NRRRA (TN & KY)  
Fort Donelson NB  
Obed WSR  
Shiloh NMP (TN & MS)  
Stones River NB

## US VIRGIN ISLANDS

Christiansted NHS

## VERMONT

Marsh-Billings-Rockefeller NHP

## VIRGINIA

Appomattox Court House NHP  
Arlington National Cemetery  
Booker T. Washington NM  
Colonial NHP/Jamestown  
Glasshouse  
Fort Monroe NM  
Fredericksburg and  
Spotsylvania NMP  
George Washington and  
Jefferson NF

EN funds totaling \$9,706 supported **Petersburg NB** during their annual luminary program on Veterans Day weekend, specifically for shuttle buses to and from Poplar Grove National Cemetery. This event honors past and present veterans who made the ultimate sacrifice defending the country. For 2023, volunteers placed over 6,000 luminary candles on each gravesite while others told stories of those in remembrance. Approximately 200 visitors and volunteers utilized the shuttle buses to participate in this powerful program.

**Pictured Rocks NL** designed and installed new wayside outdoor exhibits in 2023 thanks to the support of EN. The signs educate the public on the unique ecosystem of the Beaver Basin Wilderness area along the Little Beaver Nature Trail. This trail is a one-mile loop that includes a grove of 250–300-year-old white pine trees and hemlocks. The lakeshore recruited help from the Youth Conservation Corps for installation of the waysides in July of 2023. These exhibits will serve a significant role in connecting visitors to the natural resources of the lakeshore's landscape.

**Prince William Forest Park** used EN funds to convert eight of the park's electronic documents to meet federal Section 508 compliance requirements. The digital document remediation allows the park to share its history and interpretative publications with greater accessibility options. Documents optimized for the park's website include the *African American Experience* and the *Junior Ranger* booklet.

For 2023, **Reconstruction Era NHP** held a myriad of events that benefited from EN donations and supported the interpretive and educational work done by staff and volunteers. In July, the park commemorated the 160th anniversary of the 54th Massachusetts Infantry's return to Beaufort after the Battle of Fort Wagner and invited visitors to ranger presentations and toured walks. Along with EN, the site continued to collaborate with the Gullah Geechee Cultural Heritage Corridor and other community stakeholder partnerships to manage historic research materials and the park's library and large volunteer program.

In the past two years, EN has donated \$4,500 to **Roger Williams N MEM**. The memorial is grateful for this funding in the creation of a new *Junior Ranger* book. The site enlisted artist MJ Robinson to bring this project to life. MJ is creating final art pieces that will accurately depict Roger Williams' complex story. This book will offer interactive activities that encourage creativity, reflection, imagination, and stewardship. Through this product, the site hopes to instill a lasting appreciation for Roger Williams' ideals on separation of church and state, religious freedom, and liberty of conscience.

**Saint-Gaudens NHP** used EN funds to support the annual *Sculptural Visions* event. This event took place on National Public Lands Day and celebrates the studios and home of the great American sculptor, Augustus Saint-Gaudens, as well as sculpting arts in all forms. The park invited sculptors to present their skills to visitors with hands-on activities throughout the day, like bronze pouring demonstrations and ranger-guided programming. Artists showcased different sculptural techniques, including clay modeling, stone carving, metal and wire working, and mixed media to over 400 visitors.

**San Juan NHS**, with EN donations, invested in resources for interpretative and educational programming during 2023, like flags, signs, and 60,000 copies of their brochure. Also, park guides Kassandra Santiago and Jose Muñoz trained staff on running an effective living history program as four staff members became Certified Interpretive Guides through the National Association of Interpretation (NAI). Bomba is Afro-Puerto Rican dance and music, first created 400 years ago by Africans enslaved in Puerto Rico, for communication and prayer. Through EN support, the site provides live Bomba performances as one of the many cultural programs for visitors to reflect and respond to.

EN donations in 2023 provided gap funding to **Saugus Iron Works NHS** for three seasonal park rangers—one part-time and two full time. The staff connected with 10,678 visitors through thematic messaging





and programs, with 4,997 people entering the visitor center from June through October. One of these initiatives, the site's successful *Junior Ranger* program, asks participants to *Explore, Learn, and Protect* the history, resources, and biodiversity of Saugus Iron Works—the birthplace of the American iron and steel industry.

**Springfield Armory NHS** used \$1,554 in EN donations during 2023 for two program initiatives that directly support the site's goals of engaging with the Springfield community. In July, the site hosted a free public band concert in the spirit of the ones held on the Armory grounds when it was active. Furthermore, donations printed rack cards advertising site programs as part of *Worker Weekend*— a Labor Day event honoring the Armory's former workers through storytelling and community engagement.

Thanks to EN's donations, **Tallgrass Prairie N PRES's** *Classic Reproduction Wagon Works* and *Historic Haying and Mowing* demonstrations thrived, providing captivating, immersive experiences during key events and programs, like the preserve's Youth Conservation Corps (YCC), the

summer's *Living History 2nd Saturday*, and the annual *Candlelight Tour*. EN's support also extended the preserve's interpretive heirloom garden, which serves as a living testament to historical agriculture. Finally, the site created ADA compliant signage for the barn interior that seamlessly blends into its rustic vernacular while ensuring accessible and inclusive education for all.

With donations from EN, **William Howard Taft NHS** published a professional tri-fold pamphlet that describes every lithophane shade displayed on site. Lithophanes in the 19th century consisted of a thin sheet of pressed, translucent porcelain. Artists then carved varying levels of thickness into the porcelain, producing detailed images only visible when backlit. The purchase of a lithophane exhibit in 2023 treated visitors to this process through a display of Victorian-era holiday scenes. On the 4th of July, the site hosted an ice cream social, where EN funds covered four musicians during a two-hour band performance. Finally, to celebrate Taft's birthday bash on September 15, EN donations funded a period appropriate dance performance by the Forget-Me-Not dance company.

## VIRGINIA CON'T.

George Washington Memorial Parkway (VA & MD):  
Arlington House,  
The Robert E. Lee Memorial  
Great Falls Park  
George Washington Birthplace NM  
Maggie L. Walker NHS  
Manassas NBP  
Petersburg NB  
Prince William Forest Park  
Richmond NBP  
Robert Russa Moton Museum

## WASHINGTON, D.C.

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

## National Mall and Memorial Parks:

Belmont-Paul Women's Equality NM  
Dwight D. Eisenhower Memorial  
Ford's Theatre NHS  
Franklin Delano Roosevelt Memorial  
Lincoln Memorial  
Martin Luther King, Jr. Memorial  
Thomas Jefferson Memorial  
Washington Monument

## Rock Creek Park:

Old Stone House  
Nature Center

## WEST VIRGINIA

New River Gorge NP & PRES

## WISCONSIN

Apostle Islands NL  
Saint Croix NSR (WI & MN)



## CORE VALUE No.2

# SERVICE

We are a mission-driven organization that goes above and beyond to serve the needs of our visitors, partners, and each other. We provide exceptional experiences with integrity, transparency, and respect. We are strong communicators who share our skills and knowledge to solve problems and ensure high levels of satisfaction.

**GOOD NEWS & Kudos**

AS BUSINESS TRAVEL RESUMED, our senior leadership team, directors of retail, and regional managers documented park visits, special events, and the collaboration among our team members and public lands partners. Every year, Eastern National team members are invited to submit a “shout out” to colleagues that advanced their work and supported our mission. These were shared in Good News presentations to staff each month.



The managers from Region 18 operated a pop-up store during the annual Lotus and Water Lily Festival at Kenilworth Aquatic Gardens in Washington, DC. Gean, David, Andrea, and Lashawn all jumped in from other locations to support this event which contributed to an increase of sales 86% over prior year.

EN Store Manager, Jordan Klatt and Assistant Manager, Kathleen Viprino assisted NPS Director, Chuck Sams while visiting Cape Cod National Seashore at the Salt Ponds Visitor Center and Park store.



Chief Operating Officer, Megan Shelley visited Independence National Historical Park for their 75th anniversary, meeting with EN staff at both the Benjamin Franklin Museum and Old City Hall. They toured the newly renovated and remodeled exhibits at the Second Bank of the United States, snapping this photo with the anniversary banner.

Mark Vineburg and Taymi Maldonado co-hosted an EN booth at the Public Lands Alliance Convention and Trade Show, featuring the full product line of our award-winning Passport To Your National Parks® program, and many other EN educational products. The three-day conference hosted over 400 attendees, from non-profit public land partners to federal agencies including the National Park Service.





Antietam NB

## Remodeled Stores

2023 SAW THE COMPLETION of two store renovation projects many years in the making—Antietam National Battlefield and Pea Ridge National Military Park.

To support renovation projects like these, as well as all the many smaller store enhancements we make throughout the year, we added a Store Design Coordinator position to the merchandise department. With extra support for store design, we can now offer a custom-tailored approach to every renovation project, regardless of size or budget, that reflects the park’s aesthetic and experience.



### ANTIETAM NATIONAL BATTLEFIELD

In September, Antietam NB opened a renovated visitor center that includes an upgraded EN store. The modernized look and better functionality will help support both products and stories. The new store design incorporates themes from adjacent park museum exhibits through images, quotes, and educational products. This renovation further highlights the stories of those who fought and perished during the Battle of Antietam on September 17, 1862. By incorporating exhibit elements into the retail environment and merchandising thematic collections, we are extending the educational experience. For this project, we partnered with a new fixture supplier, Treo Enterprise Solutions—a certified Small, Women, and Minority-Owned Business (SWaM) in the state of Virginia.



## PEA RIDGE NATIONAL MILITARY PARK

At Pea Ridge NMP, we completed store fixture improvements that provide for a more functional and cohesive retail experience. Like Antietam, the design features battlefield artwork that extends the visitor's interpretive experience of the most pivotal Civil War battle west of the Mississippi River—the battle of Pea Ridge.

## OTHER STORE PROJECTS

Other projects in 2023 included a brand new Eastern National store at Camp Nelson NM, smaller scale fixture replacements at two locations within New River Gorge NR & PRES, and a park funded fixture renovation at Chattahoochee River NRA.



**FACING PAGE:** Top: Visitors engage with the new Antietam NB park museum exhibits inside the visitor center. Lower Left: Antietam NB new store displays. **THIS PAGE:** Top: Pea Ridge NMP new store display capped with battlefield artwork. Bottom: Chattahoochee River NRA's new fixtures on display.

# New Products

THE 2023 PRODUCT DEVELOPMENT strategy focused on creating thematic, cohesive collections and telling lesser-known stories of national park sites.

Instead of thinking about new additions as single products, we encouraged staff and partners to expand their ideas into full collections. These collections could be a theme or a group of items featuring one art style. Not only does this strategy allow us to create impactful displays, but we can tell more complete stories of the parks where we operate.

For EN, this means offering a product assortment that represents diverse experiences at the parks. For the second year, our buying staff offered a Juneteenth collection to all locations and made a more conscious effort to offer books and other items that interpret the African American and Native American experience at the locations where we operate. In the coming years, as we celebrate the American 250 commemoration, it will become an even greater focus for our buyers to help educate visitors about creating a more perfect union.



1.



2.



3.



4.



5.

1. These colored pencils are one of the new products featuring Captain James Hope's paintings, some of which are now on display in the Antietam NB new visitor center exhibit.

2. This handblown pitcher from the Jamestown Glasshouse is a 2023 Special Collector's item, inspired by an original 17th century piece.

3. & 4. Vinyl stickers and a handmade screen-printed bandana created by a minority-owned DC-based business for the 2023 Juneteenth Collection.

5. Sonja Griffin Evans artwork represents the Gullah Sea Island and African American culture.



6.

The MABI artist-in-residence program helps visitors connect to nature through art. Artists that are part of this program participate in on-site education, demonstrations, and workshops. Products designed by local artisans are a great way for us to keep each store unique, create a connection to the community, and involve our store and regional management staff in the product development process.



7.

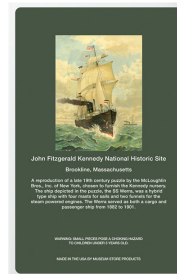
6. A Marsh-Billings-Rockefeller NHP artist-in-residence created collages inspired by the park, which were made into postcards, prints, and stickers.

7. Scarf design inspired by a historic photograph at Antietam NB of a sapling sycamore tree—still standing over 160 years later.

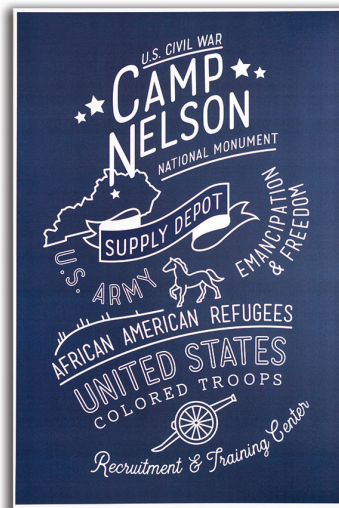
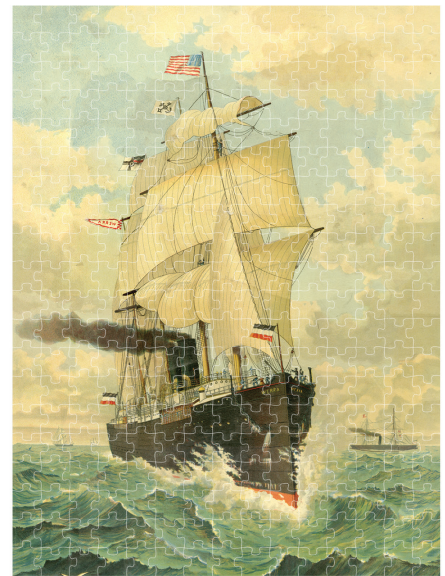
8. John Fitzgerald Kennedy NHS was renovated and reopened in 2023. This reproduction of a late 19th century puzzle from the Kennedy nursery depicts the SS *Werra* ship.

9. A 12x18 print celebrating the national park site that served as a US Army supply depot, recruitment center for Black soldiers, and a refugee camp during the Civil War.

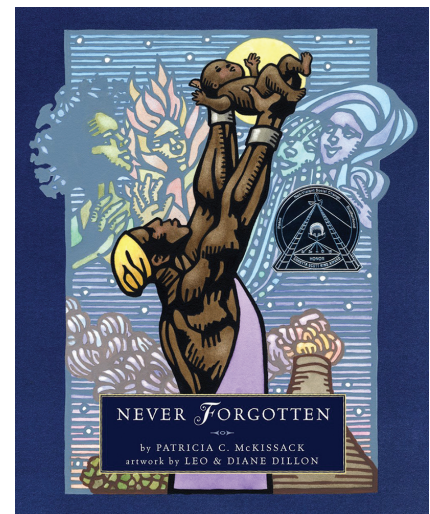
10. An award-winning picture book about a young Black boy who is kidnapped and enslaved.



8.



9.



10.

# Passport To Your National Parks® & eCommerce



## NEW JR. RANGER PASSPORT SINGLES

In August 2023, we launched a fun addition to the Passport family of products: Jr. Ranger Single Stickers. Each sticker is whimsically illustrated by renowned artist Dave Klug and enlivened with educational text that tells a little story about what makes each park special. Kids should pick up a Jr. Ranger Single and say, “That’s interesting! I want to learn more about that!” As the years roll on and park adventures accumulate, they can look back on their collection of stickers and fondly remember when and where their enthusiasm for America’s national parks began!

## EXPANDED AFFILIATES PROGRAM

This year, eCommerce focused on discovering new audiences for the America’s National Parks online store (ShopANP) and introducing new people to Passport To Your National Parks®. One strategy was through the expansion of our affiliate program by:

1. Recruiting new affiliates to the program.
2. Incentivizing our top-performing affiliates to develop more content.
3. Providing enhanced resources and Passport brand guidelines for affiliates.

Affiliates can encompass individual bloggers/influencers, large publishing companies, park partners, and other content creators. As a result of these partnerships, we are able to further our educational mission of introducing people to national parks and helping them explore the Passport program. Sales from the affiliate program saw a 182% increase from FY22 and accounted for 19% of total ShopANP sales.





A scenic view of a rocky coastline under a clear blue sky. A prominent, layered rock formation rises from the water's edge, partially covered in green trees. In the foreground, two people in yellow kayaks are paddling on the blue water. The overall scene is bright and clear, suggesting a sunny day.

CORE VALUE No. 3

# COLLABORATION

We are a people-focused organization that believes in the power of teamwork to generate exceptional results. We value fun and engaging work environments that are inclusive, authentic, and allow each person to feel they belong at EN. High levels of trust help us find common ground on the issues and opportunities that are most meaningful to our mission.



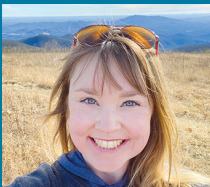
## STAFF



Jessica Barnes,  
Director



Nicole Erickson,  
Development & Adoption  
Programs Manager



Rachael Graf, Community  
Engagement Coordinator

## ADVISORY BOARD OF DIRECTORS

Trip Forman, President  
REAL Watersports

Mike Smith, Vice President  
Max Media of Hampton Roads

Nick Graham, Treasurer  
Standard Insurance

Mary Helen Goodloe-Murphy  
The Coastland Times

Paul Orser  
My College Matters

Robert Poitras  
Carolina Brewery

Bob Woodard, Dare County  
Board of Commissioners

Ivy Ingram  
Town of Kill Devil Hills

# Outer Banks Forever

IN 2023, OUR SUPPORTERS SHOWED THEIR LOVE for our Outer Banks national parks in more ways than ever before! We not only contributed the most funding yet to a variety of impactful projects in our parks, but we were also able to connect our parks, our community, and our partners in new and exciting ways. Since we launched Outer Banks Forever in 2019, partnerships have been at the core of our work to protect and enhance these special places. Partnerships connect us all, and when we work together, we strengthen our parks and our community.

We are grateful to our many partners—from local businesses to families and individuals who enjoy visiting our parks—for helping make 2023 our most successful year yet. We hope you will enjoy this brief overview of a few ways our supporters have helped improve our parks, and we look forward to exciting new projects that are in the works as we celebrate five years of impact in 2024!

*Jessica Barnes*  
DIRECTOR



## SPOTLIGHT #1: Freedom Trail at Fort Raleigh National Historic Site

The new Freedom Trail at Fort Raleigh National Historic Site will help tell the story of the Freedmen's Colony of 1862 following an existing 1.25-mile wooded path through maritime forest. New educational signs, artwork, and life-sized silhouettes will lead park visitors along a journey taken by the freedom seekers who risked everything to reach Roanoke Island, exploring why the island was a safe haven for the community they built, as well as the island's role in the Underground Railroad.

The Freedom Trail is made possible by a partnership between local community members who are descendants of members of the Freedmen's Colony, the National Park Service, our generous supporters, and grant funding from the 400 Years of African American History Commission and the National Park Foundation.



Fort Raleigh NHS



Photo Courtesy of Cody Hammer

### SPOTLIGHT #2: Big Wave Risk Assessment Summit

Since 2019, we've been a part of the award-winning Love the Beach, Respect the Ocean campaign, helping to promote beach and ocean safety in our community. In 2023, we took our passion for keeping Cape Hatteras National Seashore safe to the next level by partnering with Big Wave Risk Assessment Group (BWRAG) of Hawaii to bring their Surf Safety Summit to the East Coast for the first time.

Over two days in April, 60 surfers and water sportathletes participated in a safety and survival workshop hosted by Outer Surf in Nags Head. The goal of the summit was to give more people knowledge and skills that could save a life. By all accounts, it was informative and inspiring to all involved—helping them feel more connected to each other and to the special coastal environment we have here that allows them to do what they love.

### SPOTLIGHT #3: Coastal Warning Tower Restoration at U.S. Weather Bureau Station

Last June, Cape Hatteras National Seashore completed its exterior renovations of the historic U.S. Weather Bureau Station in Hatteras Village with the installation of a new coastal warning tower. Established in 1901, the station historically displayed weather warning flags on the tower to inform residents and boaters of changing weather patterns and approaching storms. We were awarded a Tourism Impact Grant of \$35,000 from the Outer Banks Visitors Bureau in November 2022 to fund the restoration of the tower, which is flying weather flags once again.



### SPOTLIGHT #4: The Wright Flight Academy

This past year, we helped Wright Brothers National Memorial launch The Wright Flight Academy in partnership with First Flight High School in Kill Devil Hills. A group of 23 juniors and seniors are currently learning how to build a working airplane in a new workshop that was built at the park. Once the airplane is built, it will be certified for flight at Wright Brothers National Memorial's First Flight Airport. We're proud to be the official sponsor of a video series created in partnership with Rayolight Productions, a local Outer Banks video production company, that documents the students' progress as they work to build the airplane. As videos are made available, we'll be adding them to our YouTube channel, sharing them on Facebook, and featuring them in our monthly e-newsletters.

# Awards

EASTERN NATIONAL'S ANNUAL AWARDS highlight excellence in performance and partnership. The awards program acknowledges outstanding individual contributions that have positively impacted an Eastern National operation or individual park, thus furthering, and promoting EN's unique relationship with its partners.

## FY2023 CHARLES S. MARSHALL UNIT AWARD

### Antietam National Battlefield

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. A multi-year collaboration between NPS & EN during the renovation of Antietam National Battlefield's visitor center has resulted in a spectacular visitor experience and soaring sales performance since opening during FY2023. As such, EN is proud to announce Antietam National Battlefield as the recipient of the Charles S. Marshall Unit Award for FY2023.



EN and NPS Staff cut the ribbon at the newly remodeled Antietam NB store.



## CORE VALUE No. 4

# SHARING

We value a sharing philosophy that makes us unique among the public-lands community. It ensures that all partners benefit from our knowledge, resources, and financial support to enhance the visitor experience. We share our time and our talent to face challenges that lead to better solutions.

# Awards

## FY2023 SUPERIOR PERFORMANCE WINNERS

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 2023 Superior Performance Awards were presented by EN CEO Kevin Kissling:



**Tuan "Steve" Phan**, Chief of Interpretation, Education, and Visitor Services at Camp Nelson NM.

In January of 2023, EN opened a new retail location at Camp Nelson National Monument. At the start of the planning process, Steve productively communicated and collaborated with EN, which allowed for the prompt completion of the store. He also worked with EN on a signature logo for the site's core product assortment and helped with the overall design of the location to ensure correct historical and educational representation within Camp Nelson. Steve's essential and countless contributions exemplify the excellent collaborative partnership the NPS and EN share.

actively communicated and collaborated with EN, which allowed for the prompt completion of the store. He also worked with EN on a signature logo for the site's core product assortment and helped with the overall design of the location to ensure correct historical and educational representation within Camp Nelson. Steve's essential and countless contributions exemplify the excellent collaborative partnership the NPS and EN share.

**Christiana Admiral**, Interpretation, Education, and Community Partnerships Manager for South Atlantic Gulf Region.

Building on prior discussions with Christiana, EN hoped to collaborate and get a universal review and approval for a curated assortment of Juneteenth products in stores. For the 2023 holiday, EN sourced products from Black artists and businesses that depict Juneteenth art and storytelling. Christiana responded at once and formed a group of subject matter experts, who unanimously approved of the whole collection. Christiana's teamwork, follow-up, and efficient communication allowed for a multi-park, multi-region thematic approach to product reviews that will serve as a model for the future.



**Rainey McKenna**, Visitor Experience and Resource Stewardship Program Manager at Marsh-Billings-Rockefeller NHP and Saint-Gaudens NHP.

Rainey spent countless hours on calls with Regional Manager, Lee Pettey as they worked to provide a locally

sourced product assortment for both Marsh-Billings-Rockefeller and Saint-Gaudens National Historical Parks. Through Rainey's support, collaboration, and willingness to try a multitude of new things, both park stores received new art and jewelry from current and past NPS artists-in-residence and books and products relative to each location. Each park's store crushed sales records in 2023—Marsh-Billings-Rockefeller saw an increase of 22% over the prior year with \$48,312 in sales, and Saint-Gaudens received an additional 6.6% with \$35,306. Rainey's open mindedness and genuine passion for interpretation not only increased sales volume but elevated EN's commitment to the level of mission-based content we offer to visitors.

**Kim Coons**, Chief of Interpretation and Resource Education at Chickamauga-Chattanooga NMP.

This past September, Chickamauga-Chattanooga National Memorial Park commemorated the 160th anniversary of the Battle of Chickamauga under the incredible guidance of Kim, who made sure EN was both up to date in the planning and a key part of the event's agenda. Multiple authors spoke during the commemoration, as Kim oversaw the weekend's living history programs and other such offerings to further the park's commitment to visitors. Throughout 2023, Kim also supported both the park's EN store and the regional management team in the development of new products. With these items, and the dedication of Kim and the team, Chickamauga-Chattanooga and Lookout Mountain reached record sales of \$463k—a 12% increase over the prior year!



## FY2023 SPECIAL ACHIEVEMENT AWARDS

Special Achievement Awards recognize exceptional performance in store operations and partner relations. Awards were presented to the following EN employees for FY2023:

**Cindy Piccolo**, Coastal Southeast Regional Manager, **Bucky Monreal**, Southeast Assistant Regional Manager, and **Juli Clark**, Project Coordinator (Belonging Leadership Team)

**Cindy Piccolo**, for dedication in creating a welcoming environment for all at EN, extensive collaboration with People Rocket, and spearheading the inaugural “Belonging Committee.”

**Bucky Monreal**, for building a cohesive and supportive team at Hot Spring NP, overseeing other sites and EN’s Belonging Philosophy, and leading trainings on regional calls.

**Juli Clark**, for being a valuable member of the Belonging Leadership Team as Project Coordinator, collaborating and communicating with People Rocket, and ensuring that EN is a welcoming and inclusive workplace for all.

**Heidi Hunter**, CFO, and **Andrea Singmaster**, HR & Employee Benefits Administrator, (Strategic Priority: Stabilize), for actively working together to close out a legacy finance plan, providing exceptional customer service, and creating further financial stability for Eastern National.

**Shanon Harman**, Store Manager at Fort Pulaski National Memorial, for facilitation of a great working relationship with park staff through effective communication and hands-on approaches to foster a collaborative and positive work environment.

**Liz Giles**, Store Manager at Cowpens National Battlefield, Kings Mountain National Military Park, and Ninety-Six National Historic, for creative merchandising, increased store sales, and improvement of visitor experience through active participation in program planning and execution.

**Kris Stitt**, Site Manager for Hopewell Culture National Historical Park, for substantial work in commemoration and event planning, being mindful of the park’s tribal partners through significant interpretive efforts, and supporting the park in its application and later acceptance as a World Heritage Site.

**Deanne Collie**, Store Manager at Fredericksburg & Spotsylvania National Memorial Park, for collaborating with park staff on new, inclusive products, the creation of displays that highlight recent research, and leading by example with professionalism and kindness.

**Philene Paris**, Metro New York Regional, for stabilizing operations while exploring new opportunities, success with workforce planning and staff development, and influential collaboration and communication with future store offerings and openings.

**Angie Rolon**, Store Manager at San Juan National Historical Site, for mentoring and supporting team members at all levels, contributing to a positive workplace culture within EN, and going beyond to ensure positive and memorable visitor experiences and offerings.

## FY2023 DISTINGUISHED SERVICE AWARDS

Distinguished Service Awards recognize significant active service at a high level of excellence that has resulted in substantial contributions to EN. A Distinguished Service Award was presented to:



**Karen Searle**, Blue Ridge Parkway Regional Manager, retired from Eastern National after 39 years of service. Karen began her career as a seasonal sales associate in 1984 and held many positions at both the Blue Ridge Parkway and Independence National Historical Park. She was recognized with the Eastern National Distinguished Service Award at a retirement luncheon held at the Blue Ridge Parkway Visitor Center.

# Staff Anniversaries

## FIVE YEARS

**Stanley Anton**, eCommerce Specialist, Headquarters

**Jessica Barnes**, Director, Outer Banks Forever

**Jane Boynton**, Lead Store Associate,  
Acadia National Park

**David Brown**, Store Associate, Congaree National Park

**Davina Collie**, Store Manager, Fredericksburg  
National Military Park

**Andrew Epps**, Assistant Store Manager,  
Fort Sumter National Monument

**Amy Gordon**, Store Associate, Bodie Island Lighthouse

**Katherine Gossens**, Lead Store Associate,  
Sleeping Bear Dunes National Lakeshore

**Kelly Hartman**, Assistant Store Manager, Wright Brothers  
National Memorial

**Allison Jett**, Lead Store Associate, Statue of Liberty  
National Monument

**Robert Johnson**, Assistant Store Manager, Ellis Island

**Jordan Kuhn**, IT Help Desk Manager, Headquarters

**Philene Paris**, Regional Manager, Metro New York

**Robert Phillips**, Site Manager, Delaware Water Gap  
National Recreation Area

**Cindy Piccolo**, Regional Manager, Coastal Southeast

**Anne Puzzo**, Lead Store Associate, Cape Cod  
National Seashore, Highland Lighthouse

**Nahir Santiago-Delpin**, Store Associate, San Juan  
National Historic Site

**Cheryl Shuett**, Lead Store Associate,  
Fort Raleigh National Historic Site

**David Slaton**, Assistant Store Manager,  
Antietam National Battlefield

**Kenneth Williams**, Store Manager,  
Selma To Montgomery National Historic Trail

## TEN YEARS

**Daniel Beard**, Store Manager, Kennesaw Mountain  
National Battlefield Park

**Kailyn Danko**, Site Manager,  
Saratoga National Historical Park

**Atom Gunn**, Store Manager, Independence  
National Historical Park

**Arkile Jackson**, Store Manager, Lincoln Memorial

**Lindsay Phaup**, Glassblower Journey person,  
Jamestown Glasshouse

## FIFTEEN YEARS

**James Orwin**, Store Associate,  
Fredericksburg National Military Park

## TWENTY YEARS

**Maryann Jones**, Senior Accounts Payable  
Specialist, Headquarters

## TWENTY-FIVE YEARS

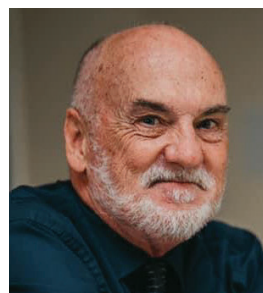
**Nancy Stewart**, Site Manager, Guilford Courthouse  
National Military Park

# In Memoriam

WE RECOGNIZE the contributions and friendships lost in 2023. Their dedication to enriching the lives of visitors to America's national parks will continue to inspire us for years to come.



Chris Ferry, Lead Store Associate at Boston NHP



John Jensen, Store Associate at Minute Man NHP



Jessica Kuhnen, NPS Museum Technician/Curator at Weir Farm NHP, EN Coordinator



A photograph of two hikers standing on a rocky mountain peak. The hiker on the left is wearing a blue t-shirt and dark leggings, while the hiker on the right is wearing a grey hoodie and dark leggings. They are both looking down at something in their hands. The background shows a vast landscape of mountains under a blue sky with scattered white clouds. The rocks are covered in patches of moss and lichen.

CORE VALUE No. 5

# EXCELLENCE

We are nimble, resilient, and strive for excellence. We hold ourselves accountable for consistently fulfilling our mission while working hard to exceed our financial goals. We have high standards and high expectations, and we recognize each other for a job well done. We learn from mistakes to continuously improve and innovate.

# Financial Report

## MANAGEMENT'S FINANCIAL REPORT

Condensed Statement of Activities and Changes in Net Assets  
Year Ended October 31, 2023

2023

### Revenues and Other Support

Sales	\$52,583,161
Cost of Sales	<u>21,631,119</u>
Gross Profit	30,952,042
Other Support	<u>240,495</u>
Total Revenue and Support	<u>31,192,537</u>

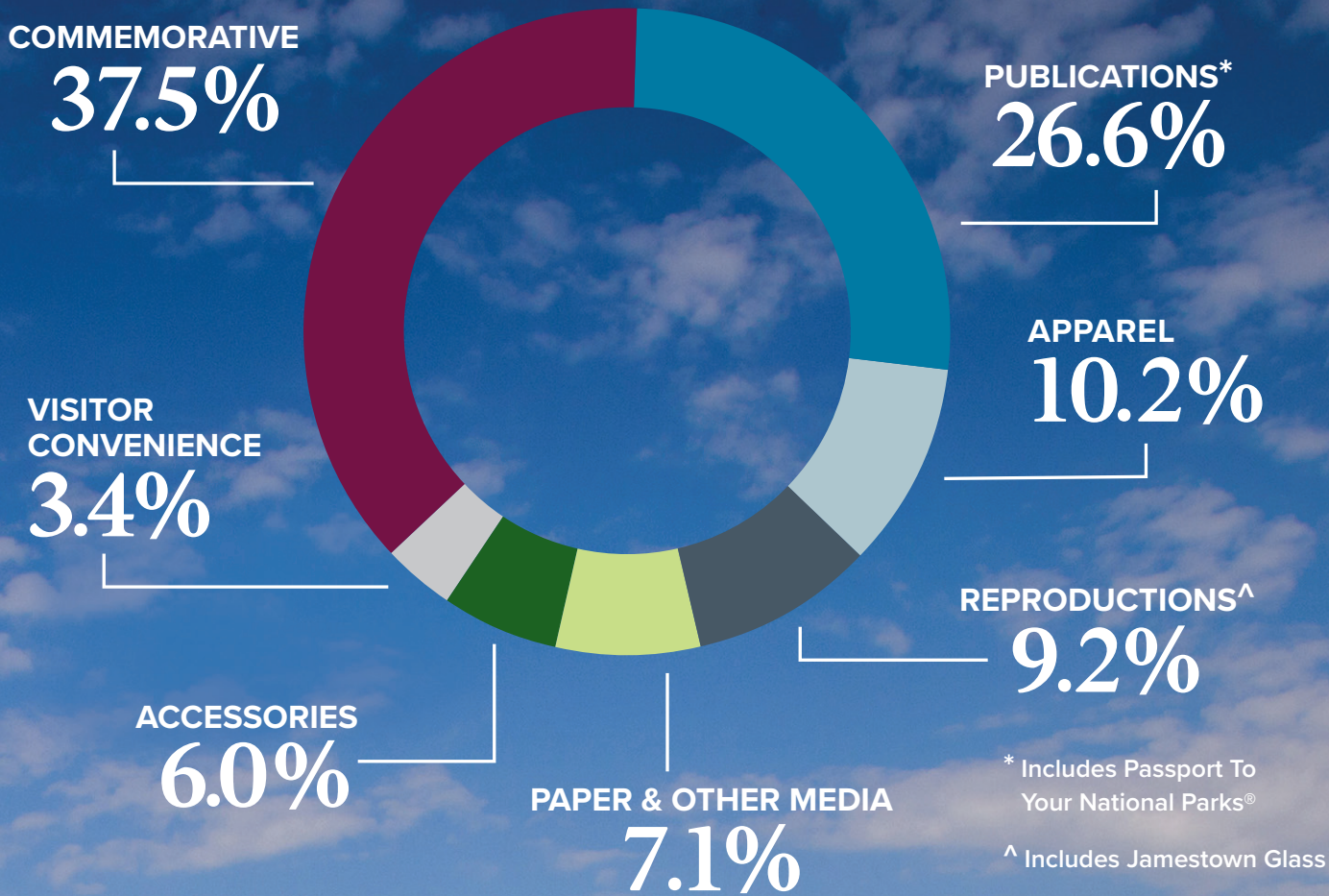
### Expenses:

Program Services	21,362,287
Direct Aid to the National Park Service	3,010,578
General and Administrative	5,310,310
Fundraising	<u>345,308</u>
Total Expenses	<u>30,028,484</u>

Net Assets Released from Restrictions	<u>345,708</u>
Change in net assets Without Donor Restrictions from operating activities	1,509,761
Adjustment to net assets from non-operating activities	<u>3,412,832</u>
Increase (decrease) in net assets Without Donor Restrictions	4,922,593
Change in Net Assets with Donor Restrictions	(13,965)
Change in Net Assets	4,908,628
Net assets, beginning of the year	<u>18,398,073</u>
Net assets, end of the year	<u>\$23,306,701</u>



# Product Mix



# Our Team

## BOARD OF DIRECTORS

Bill McKendree, Chair  
Stan Austin  
Kristie Paskvan  
Susan Schroeder  
Michael Shade  
Daniel J. Song  
David Vela  
Bob Vogel  
Jennifer Wofford

## OFFICERS

Bill McKendree, Chair  
Susan Schroeder, Secretary  
Heidi White, CFO and Treasurer

## EXECUTIVE COMMITTEE

Bill McKendree, Chair  
Susan Schroeder, Secretary  
Kristie Paskvan  
Kevin C. Kissling, President and CEO

## GOVERNANCE COMMITTEE

Bill McKendree, Chair  
Kevin C. Kissling, President and CEO

## FINANCE, AUDIT, AND INVESTMENTS COMMITTEE

Kristie Paskvan, Chair  
Stan Austin  
Jennifer Wofford  
Daniel Song  
Bob Vogel

## EXPLORATION COMMITTEE (AD-HOC)

Daniel Song, Chair  
Bob Vogel  
Jennifer Wofford

## NPS ADVISORY GROUP

Tracy Stakely, Superintendent, Fort Sumter and Fort Moultrie NHP  
Charles Cuvelier, Superintendent, George Washington Memorial Parkway  
Darren Boch, Superintendent, Paterson Great Falls NHP  
Laura Miller, Superintendent, Hot Springs NP  
Lauren Gurniewicz, Chief of Interpretation & Education, Independence NHP  
Justin Monetti, Regional Cooperating Association Coordinator, National Capital Area

Kelli English, Cooperating Association Program Manager, WASO Interpretation, Education and Volunteers  
Lyne Bradley, Midwest Regional Manager, EN Management Liaison

## BELONGING COMMITTEE (AD-HOC)

David Vela, Chair  
Stan Austin  
Susan Schroeder

## EMPLOYEE BELONGING COMMITTEE

Bucky Monreal, Co-Chair  
Cindy Piccolo, Co-Chair

### *Founding Members*

Stanley Anton  
Taymi Maldonado Arroyo  
Jessica Barnes  
Tina Butler  
Juli Clark  
Janel Clarke  
Caryn Golden  
Julianna Haviv  
Arkile Jackson  
Latisha May  
Nick Miano  
Kyle White  
Logan Willis

## SENIOR LEADERSHIP TEAM

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

## HEADQUARTERS TEAM

Stanley Anton, eCommerce Specialist  
Jessica Barnes, Director of Outer Banks Forever  
Juli Clark, Project Coordinator  
Margaret Cronin, Accounts Payable Specialist  
Emily Cruse, Project Manager  
Dan Doyle, Senior Accountant  
Joe Duggan, Support Technician  
Cat Dyson, Store Design Coordinator  
Nicole Erickson, Outer Banks Forever  
Kathryn Ferguson, Cash Management and Compliance Accountant  
Caryn Golden, Publications Manager  
Rachael Graf, Outer Banks Forever



Independence NHP

Tee Jay Green, Jr. Systems Analyst  
Julianna Haviv, Director of Merchandise  
Andrea Heaton, Contoller  
Max Hoagland, Digital Marketing Strategist  
Amber Houske, HR and Training Manager  
Maryann Jones, Senior Accounts Payable Specialist  
Jordan Kuhn, Help Desk Manager  
Victoria Liberty, Staff Accountant  
Margaret Lichtenstein, Office Administrator  
Megan Luther, Buyer  
Marge McBeth, Accounts Payable Specialist  
Chelsea Opperman, Office and Safety Coordinator  
Susan Packer, Payroll Specialist  
Latisha Pippin, Training Specialist  
Tori Ramey, Buyer  
Dan Reilly, Passport and Publications Coordinator  
Mia Scruggs, Support Technician  
Andrea Singmaster, Human Resources & Benefits Administrator  
Kim Snyder, Human Resources Manager  
Jennifer Sturch, Buying Operations Assistant  
Erin Sweeney, Inventory Planner

Mark Vineburg, Retail Operations Manager  
James Winter, Systems Analyst  
Joe Wooley, Buyer  
Nick Zagame, Support Technician

#### **SHOP ANP TEAM**

Stephen Drain, Warehouse Manager  
Dave Hoffman, Customer Service Specialist  
Patricia Jasper, Warehouse Product Shipper and Receiver Lead  
Mario Ruiz, Assistant Warehouse Manager  
Matthew Whalen, Warehouse Specialist

#### **REGIONAL MANAGEMENT TEAM**

Stacy Madalena, Director of Retail South  
Corinna Richards, Director of Retail North  
Lyne Bradley, Midwest Regional Manager  
Danica Buehren, Virginia/Ohio Regional Manager  
Karin Burnette, Coastal Mid-Atlantic Assistant Regional Manager  
Brad Cave, Blue Ridge Parkway Regional Manager  
Brenda Cummins, Coastal Mid-Atlantic Regional Manager

Dave Hobbs, National Capital Regional Manager  
Taymi Maldonado, Coastal Southeast Assistant  
Regional Manager  
Nick Miano, Southeast Regional Manager  
Lisa Mitchell, Metro Boston Regional Manager  
Erin Nolan, Great Lakes Regional Manager  
Philene Paris, Metro New York Regional Manager  
Lee Pettey, Northeast Regional Manager  
Cindy Piccolo, Coastal Southeast Regional Manager  
Karen Searle, Blue Ridge Parkway Regional Manager  
Gina Totino, Mid-Atlantic Regional Manager

### **FIELD MANAGEMENT TEAM**

Lisa Ahearn, Coastal Mid-Atlantic Region, Harriet Tubman  
Underground Railroad National Historical Park  
Patricia Alcaro, Metro New York, Gateway National  
Recreation Area, Sandy Hook Unit  
Angie Alicea Rolon, Coastal Southeast Region,  
San Juan National Historic Site  
Brenda Allen, Great Lakes Region,  
Lincoln Boyhood National Memorial  
Lisa Barrett, Appalachia Region,  
Stones River National Battlefield  
Dan Beard, Southeast Region,  
Kennesaw Mountain National Battlefield Park  
George Beitzell, Coastal Mid-Atlantic Region,  
Colonial National Historical Park, Jamestown Glasshouse  
Toni Bell, Coastal Southeast Region,  
Canaveral National Seashore  
Caroline Blanford, Mid-West Region,  
Wilson's Creek National Battlefield  
Sue Bockman, Mid-West Region,  
Ozark National Scenic Riverways  
Hannah Bolton, Coastal Mid-Atlantic Region,  
Cape Lookout National Seashore  
Lois Brown, Metro Boston Region,  
Adams National Historical Park  
Timothy Byrwa, Great Lakes Region,  
Pictured Rocks National Lakeshore  
Reggie Cafe, National Capital Region,  
National Capital Region Warehouse  
Kelly Cahoon, Coastal Mid-Atlantic Region, Cape Hatteras  
National Seashore, Bodie Island Lighthouse  
Chris Carter, Blue Ridge Region,  
Blue Ridge Parkway Warehouse  
Julie Castille, Southeast Region, Jean Lafitte National  
Historical Park and Preserve  
Mary Beth Chapman, Blue Ridge Region,  
Blue Ridge Parkway, Linville Falls  
Janel Clarke, Mid-West Region,  
Effigy Mounds National Monument  
Katrina Clough, Mid-West Region, Pea Ridge  
National Military Park

Deane Collie, Virginia/Ohio Region,  
Fredericksburg & Spotsylvania National Military Park  
Kailyn Danko, Northeast Region,  
Saratoga National Historical Park  
Amy Devaisher, Great Lakes Region, Lincoln Home  
National Historic Site  
Kelly DiNapoli, Coastal Mid-Atlantic Region,  
Assateague Island National Seashore  
Lou Ann Dixon, Coastal Mid-Atlantic Region,  
Fort Macon State Park  
Brian Downey, Blue Ridge Region,  
Blue Ridge Parkway, Music Center  
Carol Fortenberry, Southeast Region, Natchez  
National Historical Park  
Ruth Giardina, Mid-Atlantic Region, Steamtown  
National Historic Site  
Liz Giles, Southeast Region, Cowpens National Battlefield  
James Gilligan, Metro Boston Region,  
Salem Maritime National Historic Site  
Bailey Green, Mid-West Region,  
Ozark-St. Francis National Forest  
Atom Gunn, Mid-Atlantic Region, Independence National  
Historical Park  
Shanon Harman, Coastal Southeast Region,  
Fort Pulaski National Monument  
Hannah Harper, Metro New York,  
Castle Clinton National Monument  
Alecia Harrison, Mid-West Region,  
Vicksburg National Military Park  
Melissa Hawkins, Coastal Mid-Atlantic Region,  
Colonial National Historical Park, Visitor Center  
Debra Hayes, Northeast Region, Springfield Armory  
National Historic Site  
Gwenn Hicks, Coastal Southeast Region,  
Gulf Islands National Seashore  
Robin Houston, Great Lakes Region,  
Indiana Dunes National Park  
Arkile Jackson, National Capital Region, Lincoln Memorial  
Bynum Jackson, Northeast Region, Acadia National Park  
Karen Jaggars, Appalachia Region,  
Shiloh National Military Park  
Brenda Jensen, Mid-West Region,  
Homestead National Historical Park  
Ken Johnston, Blue Ridge Region, Blue Ridge Parkway,  
Humpback Rocks  
Tyshon Kelton, National Capital Region, Martin Luther  
King, Jr. Memorial and Franklin D. Roosevelt Memorial  
Jordan Klatt, Metro Boston Region,  
Cape Cod National Seashore  
Gregory Kraycirik, Mid-Atlantic Region,  
Flight 93 National Memorial  
Jackie Lofton, Blue Ridge Region,  
Blue Ridge Parkway, Doughton Park

Doug Lowthian, Great Lakes Region, Apostle Islands National Lakeshore  
Josean Maldonado Alfonzo, Coastal Southeast Region, El Yunque National Forest  
Gean Mallory, National Capital Region, Fords Theatre National Historic Site and Rock Creek Park  
Laura Manning, Blue Ridge Region, Blue Ridge Parkway, Peaks of Otter  
Marie Maquar, Southeast Region Chickamauga-Chattanooga National Military Park  
Kevin Marshall, National Capital Region, Washington Monument  
Amy McClure, Mid-West Region, Fort Smith National Historic Site  
Julia McCulloch, Mid-West Region, Natchez Trace Parkway  
Ellen McDonell, Metro New York, Sagamore Hill National Historic Site  
Arlene McGrane, Blue Ridge Region, Blue Ridge Parkway, Cone Manor  
Tyler McGraw, Virginia/Ohio Region, Manassas National Battlefield Park  
Jessica McNeill, National Capital Region, Frederick Douglas National Historic Site  
Sandra Medley, Virginia/Ohio Region, Appomattox Court House National Historical Park  
Megan Mishefski, Coastal Mid-Atlantic Region, Cape Hatteras National Seashore  
Bucky Monreal, Southeast Region, Hot Springs National Park  
Laura Moody, Blue Ridge Region, Carl Sandburg Home National Historic Site  
Kristin Mullins, Appalachia Region, New River Gorge National Park and Preserve  
Joseph Napurano, Metro New York, Thomas Edison National Historical Park and Morristown National Historical Park  
Wendy Neer, Virginia/Ohio Region, Richmond National Battlefield Park, Tredegar  
Kelly Nelson, Blue Ridge Region, Blue Ridge Parkway, Visitor Center and Folk Art Center  
Bridgette Nitza-Buwala, Mid-Atlantic Region, Antietam National Battlefield  
Katrina Nobles, Southeast Region, Martin Luther King, Jr. National Historic Park  
Shane Noel, Mid-West Region, Herbert Hoover National Historic Site  
Rachel Payne, Appalachia Region, Big South Fork National River and Recreation Area  
Elizabeth Perry, Coastal Southeast Region, Fort Sumter and Fort Moultrie National Historical Park  
Loretta Perry, Southeast Region, Andersonville National Historic Site  
Robert Phillips, Mid-Atlantic Region, Delaware Water Gap National Recreation Area

Sarah Reedy, Mid-Atlantic Region, Fort Necessity National Battlefield  
Missy Renner, Southeast Region, Pilot Mountain State Park  
Kenneth Rose, Metro Boston Region, Cape Cod National Seashore, Highland Lighthouse  
Joseph Sabourin, Blue Ridge Region, Blue Ridge Parkway, Craggy Gardens  
Jackie Sallee, Virginia/Ohio Region, Dayton Aviation Heritage National Historical Park  
Marjorie Sanpietro, Northeast Region, Women's Rights National Historical Park  
Ashley Shortal, Coastal Southeast Region, Castillo De San Marcos National Monument  
Josef Silvia, Metro Boston Region, Boston National Historical Park  
Stephanie Sistrunk, Southeast Region, Tuskegee Airmen National Historic Site  
Elizabeth Springer, Appalachia Region, Abraham Lincoln Birthplace National Historical Park  
Benjamin Stanley, Great Lakes Region, Pullman National Historical Park  
Nancy Stewart, Southeast Region, Guilford Courthouse National Military Park  
Kris Stitt, Virginia/Ohio Region, Hopewell Culture National Historical Park  
Paul Tiemann, Metro Boston Region, Minute Man National Historical Park  
Steven Trimmer, Metro New York, Ellis Island and Statue of Liberty National Monument  
Andrea Ussery, National Capital Region, Thomas Jefferson Memorial and Dwight D Eisenhower Memorial  
Mike Vigneau, Blue Ridge Region, Blue Ridge Parkway, Waterrock Knob  
Alicia Villa, Mid-West Region, Minuteman Missile National Historic Site  
Christina Vins, Great Lakes Region, Sleeping Bear Dunes National Lakeshore  
Robert Watt, Appalachia Region, Mammoth Cave National Park  
Robin Renee Watts, Coastal Southeast Region, Cumberland Island National Seashore  
Jerome Wells, National Capital Region, Arlington National Cemetery and Arlington House, The Robert E Lee Memorial  
Pamela White, Blue Ridge Region, Blue Ridge Parkway, Minerals Museum  
Kenneth Williams, Southeast Region, Selma To Montgomery National Historic Trail  
Logan Willis, Coastal Mid-Atlantic Region, Wright Brothers National Memorial  
Patrick Winchell, Coastal Southeast Region, Congaree National Park  
Roxanne Woods, Appalachia Region, Cumberland Gap National Historical Park

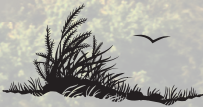


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