

The wind blows east, the wind blows west,
The blue eggs in the robin's nest
Will soon have wings and beak and breast,
And flutter and fly away.

Eastern National 2024 Annual Report



A Year of Transformation

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.



Frederick Law Olmsted NHS

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 \$183 million in direct and in-kind aid to parks.

Henry Wadsworth Longfellow's poem, Keramos, is featured throughout these pages and utilizes the potter's work to symbolize how all creations, like pottery, are subject to change.

CEO & Board Chair Letter

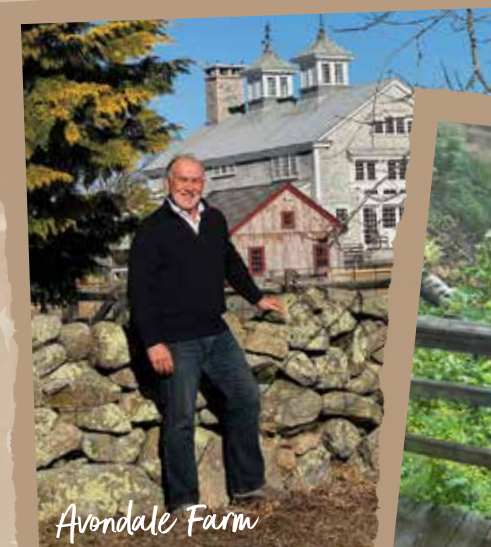
WE ARE PLEASED TO PRESENT the Annual Report for fiscal year 2024. Our Mission 24 strategic plan has been achieved, culminating in significant milestone achievements for the organization. The plan's central strategic challenge was to strengthen the organization to protect against future disruptions, explore ways to diversify revenue, and continue to deliver on our educational mission through a culture of belonging.

Throughout the annual report, you will learn about all we have achieved in 2024:

- Providing over \$3.8 million in direct funding to parks as Aid to Parks donations.
- Piloting the Checkout Counter Donation Program for specific park projects and programs.
- Establishing a \$500,000 competitive grant program to commemorate America's 250th for 2024/2025.
- Implementing new point-of-sale (POS) and enterprise retail planning (ERP) software systems.
- Launching a new eCommerce platform and inventory replenishment software.
- Establishing a Belonging Philosophy and Action Plan.
- Extending our mission by opening new stores at several parks.

In September 2024, many of our partners and colleagues were dramatically impacted by Hurricane Helene. We are very thankful that all of our employees were safe from direct harm, and we worked to restore visitor center operations to most of the impacted parks by late fall.

As many of you know, President and CEO Kevin Kissling went out on extended leave at end of summer, and we certainly miss his experience and leadership. While Kevin has been out, Megan Shelley has served as the acting president and CEO. Megan,



Avondale Farm



Pictured Rocks NL

along with the Senior Leadership Team, have been capably leading the organization amidst some of the most transformative projects in EN history. Eastern National's Board of Directors is extremely grateful for Megan's leadership during this time. We look forward to Kevin's return early in 2025.

As we look ahead, we have established a one-year plan of organizational priorities to remain focused on allocating time to fully implement the new ERP/POS system and optimize processes. Spending time stabilizing our infrastructure has set us up for the future to ensure we can continue serving our mission as we navigate new challenges and opportunities that face our public lands.

Bill McKendree

Bill McKendree
Board Chair

Megan Shelley

Megan Shelley
Acting President & CEO

OUR PARTNERS



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New River



Enjoying a beautiful day
rafting and swimming on
the New River!



Photo Credit: @travelwiththeoneyoulove

Photo Credit: Dylan Jones/Highland Outdoors



New River Gorge NP & PRES



New River Gorge Bridge is a
single span steel arch bridge.
At 3,030 feet long, it is the
longest in the western hemi-
sphere and fifth longest in the
world! The bridge stands 876
feet above the New River in
West Virginia.

Operations

"The three great essentials to achieve anything worthwhile are, first, hard work; second, stick-to-itiveness; third, common sense." -- Thomas A. Edison

OUR COMPASS

THE THREE PILLARS of the Mission 24 Strategic Plan— "Belong, Stabilize, and Explore"—served as our compass, guiding projects through the end of fiscal year 2024. The two-year plan was designed with both short and long-term goals of strengthening the organization while promoting a culture of belonging within the workplace.

I witnessed the plan in action in the days and weeks after Hurricane Helene led to extended store closures and delayed construction at several other high-volume stores. While these external events meant slightly lower than budgeted sales revenue compared to budget prior year (-1.3%), sticking to our Mission 24 plan kept us moving forward together and placed us in a better position to continue supporting our educational mission.

NEW POS/ERP SYSTEMS

I am happy to report that after years of planning, our point-of-sale (POS) and enterprise resource planning (ERP) systems achieved a significant milestone. Work done throughout 2024 has us marching towards converting nearly 130 POS locations to Lightspeed (those without POS software). Planning for and upgrading these systems took tremendous effort and required input from everyone. Every department was faced with a large lift to prepare, convert, and migrate legacy data to the new systems, deploy over 500 pieces of equipment, and provide significant end-user training to employees and partners.

This large body of work is representative of our "Stabilize" pillar with the goal of ensuring the long-

ERP CONVERSION STATS:

130	Point of Sale Locations converted from RMS to Lightspeed
10	Manual Stores converted to Lightspeed
Over 500	Deployed pieces of IT equipment for conversion
6	New IT Systems

term financial stability of the company. The work done in 2024 prepares us for a future that minimizes business interruptions and adapts to changing visitor needs. There is still more work to be done, including additional store conversions and optimization of new systems and processes. However, we are well on our way to more visible data for better informed decision-making. Thanks to all involved who are helping us achieve this milestone project.

BELONGING COMMITTEE

The Employee Belonging Committee, comprised of members across the company's regions, departments, and roles, best exemplifies our "Belong" pillar. In 2024, the committee progressed from its research and planning phase to developing an action plan with the goal of helping all EN team members feel welcome in the workplace. The committee meets virtually throughout the year but came together in



August meeting of the Belonging Committee in Fort Washington, PA

person for a workshop in August, where they solidified framework for training, communication, sustaining the committee, and establishing Eastern National's Core Values and Belonging Philosophy. A highlight for the group was an inspiring conversation with EN Board Member, EN Board Belonging Committee Chair, and former NPS Deputy Director, David Vela.

THE SEMIQUINCENTENNIAL

The upcoming 250th birthday of the United States is quickly approaching, with the biggest celebrations slated for July 4, 2026. Focusing on our Mission 24 "Explore" pillar, we began identifying and assessing potential revenue options, generating opportunities to reach new audiences, and diversifying revenue streams. As an official licensee of America 250, the U.S. Semiquincentennial Commission, Eastern National spent much of 2024 developing merchandise for the occasion, including new Passport To

BELONGING COMMITTEE HIGHLIGHTS:

- Developed an Action Plan based on EN's Core Values
- Received Action Plan feedback from 53 individual interviews with EN colleagues
- Formed 3 subcommittees
- Launched the monthly "Belonging Spotlight" showcasing employees
- Developed training plan for FY25 rollout

Your National Parks™ related products that will be available at numerous NPS locations.

As I reflect on fiscal year 2024, I am amazed by, and grateful for, the entire team's accomplishments. We reached incredible heights across all three pillars of our Mission 24 Strategic Plan. It was truly a year of transformation—an opportunity to build upon our foundation to position us for growth and successful mission delivery.

Megan Shelley

Megan Shelley, Acting President & CEO

OUR CORE VALUES

In the following pages, you'll see many examples of our **core values**—the fundamental beliefs EN team members share that guide our strategic direction with our daily work.



Regional Highlights



Abraham Lincoln Birthplace NHP

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 2024.



Abraham Lincoln Birthplace National Historical Park used \$1,500 in EN donations to elevate visitor programming throughout 2024. On August 9, the park hosted a Bluegrass Traditions Concert with One Line Bridge, a local bluegrass band. The band played a free, one-hour concert for visitors at the historic Knob Creek Tavern—a location within the park that was once a popular tour stop for recording artists during the 1930s through the 1950s. The park also offered professional development for educators throughout the year. With EN funds, educational books were purchased for use in these teacher workshops.

Acadia National Park, including **St. Croix Island International Historic Site**, received \$203,000 in EN donations to hire seasonal staff and interns, purchase publications and signage, and design tactile orientation maps to benefit visually impaired visitors. Additional funds supported the Artist-in-Residence program at Acadia National Park. Since 1993, this program has invited five accomplished and emerging artists to create new and interesting ways for visitors to experience parks through the arts. During residency, participants lead an outreach activity for park visitors and complete a finished work of art for public viewing online and in the park's gallery spaces.



Andersonville National Historic Site hosted an annual Memorial Day weekend event with \$5,000 in EN donations. The park printed programs that included the biography of guest keynote speaker Patsey Schreiber. An American Sign Language (ASL) interpreter also provided a signing of the ceremony, and a tent rental provided shade.

Andersonville National Historic Site plans to use remaining funds to hire an intern to work through the site's backlog of oral history. The park also wants to hire additional ASL interpreters for future special events, like Wreaths Across America. The purchase of trunks and POW accoutrements for offsite educational programs will assist the site's future interpretive goals.

Apostle Islands National Lakeshore utilized \$3,500 to enhance visitor offerings and interpretative initiatives. These donations assisted with republishing Junior Ranger books, a popular program among the park's younger audiences. The site also piloted a new B.A.R.K. Ranger publication for visitors and their dogs to learn about and act on proper pet protocol within national parks. Finally, funds were used to print safety stickers for bear boxes at campgrounds throughout the park.



New River Gorge National Park and Preserve, including Bluestone National Scenic River and Gauley River National Recreation Area, supported education, interpretation, and visitor services programming with \$77,700 in EN donations. At New River Gorge National Park and Preserve, the staff invited community students to participate in free, curriculum-based, ranger-led environmental educational programs, whether at the park or in the classroom. EN funds paid four seasonal park rangers' salaries for six months. Donations also covered expenses for two park staff to attend the Friends Alliance fall meeting—a conference for leaders in philanthropic organizations that work in partnership with the NPS.

EN donations totaling \$427 assisted the **Cape Cod Canal Visitor Center** (CCCVC) with annual events. On June 29, CCCVC hosted the Cape Cod Canal Boating & Water Safety Day, now in its 15th year, for teaching nautical safety through educational activities, tours, and handouts. EN funding rented a dunk tank for Dunk the Ranger. During Earth Week in April, Aid-to-Park supported food and activity costs for 100+

volunteers assisting with the 23rd annual Cape Cod Canal Clean-Up, co-hosted with Americorps Cape Cod. Finally, funds reprinted books for a US Army Corps of Engineers sponsored StoryWalk™ from April through October 2024.

EN Aid-to-Park totaling \$56,900 at **Cape Cod National Seashore** covered the salaries of three seasonal employees who presented 120 programs to more than 2,600 visitors. Programs included guided canoe and kayak tours, hikes to destinations like the Artist-in-Residence dune shack, and children's activities.

This year, Cape Cod National Seashore hosted the "You are Here: Poetry in Parks" project with the Library of Congress, the Poetry Society of America, and Ada Limón, the US Poet Laureate. In June, an installation was unveiled at Beech Forest—a picnic table that features Mary Oliver's poem "Can You Imagine?" and doubles as a wayside exhibit.



U.S. Poet Laureate, Ada Limón, at the launch of "You Are Here: Poetry in the Parks."



EN funding supported important projects at **Castillo de San Marcos National Monument** throughout the year. The continued partnership with St. Augustine Historical Society helps the site manage historical research materials and supports its extensive volunteer program.

Despite this year's active hurricane season, resulting in site closures throughout the fall, many special events exemplified the interpretive and educational work of the staff and volunteers. For example, Castillo de San Marcos National Monument celebrated 100 years as part of the NPS, first designated by President Calvin Coolidge as a national monument on October 15, 1924.

Chickamauga and Chattanooga National Military Park allocated \$15,200 in EN funds for park programming, research, and improved visitor accessibility and experience. Specific resources include the Chickamauga Battlefield Cell Phone Tour, which 20,247 visitors used, and the Points Map (Find a Regiment App), with 5,710 visitors accessing during the year.

The park also subscribed to several online resources to enable staff research on soldiers. Additional park funds addressed the reprinting of rack cards from the Fuller Gun Collection, housing for two Gettysburg College interns, and the summer Teacher-Ranger-Teacher (TRT) program. These funds help provide a new generation with more meaningful and modern connections to history.

Cowpens National Battlefield used \$1,800 in EN donations for visitor offerings. During the 243rd



Anniversary of the Battle of Cowpens, EN Aid-to-Park reimbursed six guest speakers. The event also included ranger-led battlefield tours, cavalry and historic weapon demonstrations, eighteenth-century music, children's activities, and lantern walks.

Cowpens National Battlefield, along with park partner, Spartanburg County Public Libraries, encouraged all ages to read during National Reading Month in March. "March into Reading" participants received a booklet with a librarian-recommended reading list, bookmarks, and a certificate. Park visitors earned a patch by reading at least three books related to history, nature, wildlife, or outdoor recreation.

Cuyahoga Valley National Park received EN Aid-to-Park Funds totaling \$2,500 in support of educational programming at the Cuyahoga Valley Environmental Education Center within the National Park. The Dragonfly Mercury Project (DMP) "is a nationwide study that works with citizen scientists and community volunteers that collect dragonfly larvae for mercury analysis" and continued to thrive this year at Cuyahoga Valley National Park! EN donations paid for the one seasonal ranger's salary who orchestrates the project. Through the DMP, Cuyahoga Valley National Park encourages younger audiences to do meaningful science that makes an actual lasting impact at national parks.



EN donations amounting to \$13,600 helped restore and improve several visitor experiences at **Flight 93 National Memorial**. The site upgraded two temporary informational waysides from a pilot program to permanent, custom signage at the Memorial Plaza.

Additionally, the replacement of three touch screen monitors, four viewing monitors, and installation of new hardware in the visitor center now offers guests the chance to view and reflect on the biographies, tributes, and photos of the Flight 93 passengers and crew. Finally, 30,000 site bulletins that detail the memorial design were printed with EN assistance.

At **Fort Necessity National Battlefield**, \$8,700 in EN Aid-to-Park funded living history programming throughout the year. During Memorial Day weekend, 600 visitors viewed demonstrations from military and Native American life at the time of the Jumonville Glen skirmish. The battlefield site also purchased 50 pounds of black powder for public musket and artillery demonstrations.

NOTES FROM OUR PARKS



Minuteman Missile NHS celebrated its 25th Anniversary as part of the National Park Service commemorating the land-based portion of America's nuclear defense during the Cold War era.

Saint Croix National Scenic Riverway was added to the list of more than 150 parks considered an NPS Climate Friendly Park working to protect the environment and reduce their negative impact on the planet.

Charles Young Buffalo Soldiers NM opened its doors to visitors and a new America's National Parks (ANP) store after eleven years restoring the home of the first Black national park superintendent.

John F. Kennedy NHS completed four years of renovations and reopened the visitor center with major accessibility improvements and a newly updated ANP store.



Carter G. Woodson NM celebrated the 148th birthday of Dr. Woodson at a Washington, D.C. high school where ANP store staff sold newly created site-specific merchandise.

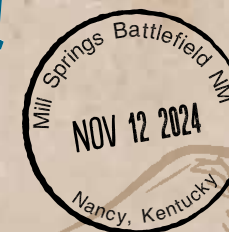
Cape Hatteras NS is expanding the Pathways to Your National Parks project at Cape Hatteras Lighthouse. On Giving Tuesday, Outer Banks Forever raised \$25,500 in just 24 hours in support of the project.

Blue Ridge Parkway opened its 12th ANP store along the 468-mile-long scenic parkway at historic Mabry Mill in Virginia.

Wilson's Creek NB hosted the 20th Annual Memorial Luminary Tour commemorating the 2,539 casualties suffered at the Battle of Wilson's Creek on August 10, 1861.

Russell Cave NM completed a visitor center and store renovation.

Mill Springs Battlefield NM welcomed a new ANP store at the site of the first major victory for the Union Army during the American Civil War.



Cowpens NB

LEARNING & DISCOVERING @Fredericksburg & Spotsylvania

Sometimes, park rangers wear multiple hats. When not wearing the green and gray Ranger Tre teaches middle school history, where he's known as Mr. Doyle. He encourages his students to interact with history outside of the classroom on field trips to Chancellorsville Battlefield (part of Fredericksburg & Spotsylvania NMP) and to visit him there as a seasonal park ranger during the summer.

Daniel, one of Ranger Tre/Mr. Doyle's students, enjoys visiting and learning more about the site. Daniel is even looking forward to wearing an NPS hat of his own one day!

Below: At Fredericksburg and Spotsylvania NMP, summer interns stationed in front line positions greet visitors and present living history programs.



Fort Necessity National Battlefield also used donations for NPS staff's professional development. Funds covered fees for an annual seminar that addressed new scholarship on the French and Indian War and one employee's travel expenses for a historic weapons demonstration certification, expanding the site's offerings to the public.

During 2024, **Fredericksburg & Spotsylvania NMP** allocated \$51,600 in EN funds for the salaries of two park rangers. The site's Park Ranger COVID hire completed half of their appointment and created 3 audio tours—Ellwood, Chatham, and Old Salem Church—before receiving permanent, full-time status at Maggie L. Walker NHS. The additional Park Ranger hire developed several new pop-up events and produced high quality interpretive programs for visitors.



Friendship Hill National Historic Site utilized \$4,300 in EN donations to create a more "friendly" welcome. The site's entrance sign, erected in 1992, needed refurbishment. Tree removal cleared the area as a new insert and masonry work rounded out the rehabilitation project.

Despite the Labor Day rain, the Whiskey Rebellion Weekend in September saw a huge turnout. Over 400 park visitors participated in craft demonstrations and other activities. Some even chatted with the fourth United States Secretary of Treasury, Albert Gallatin, portrayed by Ron Duquette. EN Aid-to-Park made this commemorative weekend a success!



Grand Portage National Monument received \$6,000 in Aid-to-Park assistance from EN in 2024. These funds helped support the park's new Visual Information Specialist position.

The park purchased digital photography and video equipment to improve the quality of the park's photo library, video content, signage, and other visual interpretative materials. These items were tested during the park's annual Rendezvous in August and used for the remainder of the fiscal year to enhance Grand Portage National Monument's digital asset capabilities. The park looks forward to continuing these efforts in the coming years.

WHERE WE OPERATED IN FISCAL YEAR 2024

ALABAMA

Horseshoe Bend NMP
Russell Cave NM
Selma to Montgomery NHT
Tuskegee Airmen 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 (FL & MS)
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

KANSAS

Tallgrass Prairie NPRES

KENTUCKY

Abraham Lincoln Birthplace NHP
Camp Nelson NM
Cumberland Gap NHP
(KY, TN, & VA)
Mammoth Cave NP
Mill Springs Battlefield NM

LOUISIANA

Cane River Creole NHP
Jean Lafitte NHP & PRES
New Orleans Jazz NHP

MAINE

Acadia NP
Saint Croix IHS

MARYLAND

Antietam NB
Assateague Island NS
(MD & VA)
Catoctin Mountain Park
Chesapeake and Ohio Canal NHP (MD, DC, & WV)
Clara Barton NHS (GWMP)
Fort Washington Park (NCP)
Hampton NHS
Harriet Tubman Underground Railroad NHP
Monocacy NB
Oxon Cove Park and Oxon Hill Farm
Potomac Heritage NST
(MD, DC, PA, & VA)
Thomas Stone NHS

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



Homestead National Historical Park utilized \$3,200 to successfully host several annual events, including Howling Homestead—a science-based education event featuring live owls, snakes, and guest speakers.

Donations also assisted in providing living history demonstrations, supplies, and presenters for the Fiddle Festival during May, the Winter Festival of Prairie Cultures, and Homestead Days.

In early March, two rangers traveled to Salt Lake City, Utah, for the RootsTech conference. During this annual, three-day genealogical conference, the rangers told the Homesteading story to a new audience of over 3,500.

John Fitzgerald Kennedy National Historic Site reopened on June 1, 2024, after several years of closure for visitor center renovations, accessibility updates, and maintenance. To commemorate, EN created the “A New Beginning” specialty stamp—a slogan reverberated by staff and visitors throughout the year. The annual Beals Street Halloween event on October 31 focused on the NPS sites designated



during the Kennedy Administration and JFK’s enduring conservation legacy. Staff handed out 2,000 goody bags containing printed trading cards of these NPS locations, candy, and stickers to trick-or-treaters using \$1000 in EN donations.

At Kennesaw Mountain National Battlefield Park, \$8,200 in EN donations funded interpretive programming costs. The park purchased two replacement wayside panels and restored an original, 3-inch ordnance rifle, or “trophy gun,” through Texas A&M’s Conservation Research Laboratory. The park’s cultural resource and maintenance teams cleaned and painted the carriage during the canon’s preservation.

EN contributions were also valuable during Kennesaw Mountain National Battlefield Park’s 160th Battle Anniversary. From May to June, the park hosted “The 160th Anniversary of the Battle of Kennesaw Mountain Lecture Series” and a “Battle Anniversary Weekend,” where visitors participated in guided hikes and living history demonstrations.



During 2024, one of Kennesaw Mountain NBP’s original cannon tubes received conservation treatment at Texas A&M’s Conservation Research Laboratory. The park’s cultural resource and maintenance teams cleaned and painted the cannon carriage.



Kings Mountain National Military Park offers educational materials and field trip opportunities through its “Parks as Classrooms” curriculum, enabling students to explore nature, history, and cultural resources at national parks. To support students and teachers who can’t visit the park, traveling trunks filled with 18th-century artifacts provide a hands-on learning experience. EN donations totaling \$600 funded an educational retreat for the park’s Education Program Coordinator—aimed at enhancing the “Parks as Classrooms” offerings at the site.



John Fitzgerald Kennedy NHS

MINNESOTA

Grand Portage NM

MISSISSIPPI

Natchez NHP
Natchez Trace PKWY
Vicksburg NMP

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
Harriet Tubman NHP
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

PENNSYLVANIA

Allegheny 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



Lowell National Historical Park received \$19,500 in Aid-to-Park during 2024. These funds supported public programming for the Lowell community, including “Connect, Create, Discover,” a part of the Art in the Park program, and a collaborative effort between park rangers and local artists. Visitors participated in free, two-hour workshops exploring the city’s culture, community, and creativity. They also learned weaving techniques on a loom, how watercolor and needle felting blend colors, and dance techniques. Specifically, funding from EN was used to print informational rack cards featuring the artists, provide stipends, and cover workshop supplies.

Mammoth Cave National Park used \$61,700 in EN donations to enhance its ranger-led Night Sky program with a freestanding projector screen, filters, two new telescopes, and additional equipment. Donations also provided six LED work lights for cave tours and events, a video camera for documentation,



and informational books for the park’s library. The purchase of rechargeable LED lanterns, used by school groups in Great Onyx and Wondering Woods caves, and the reprinting of Junior Ranger activity books, badges, and pencils elevated youth initiatives. The park also installed a commercial washer to clean public coveralls worn during cave tours.

Minute Man National Historical Park directed EN donations totaling \$12,800 to further interpretive operations. The park’s Living History Coordinator hosted several historic clothing workshops to support volunteer participation and the authenticity of living history demonstrations. Professional tailors led these workshops as EN funding covered travel stipends and presenter fees.

The park’s signature event, Battle Road, uses hand-made hats, bonnets, and mitts. Funds also restocked materials for the Junior Ranger and B.A.R.K. Ranger programs and laminated notices within bulletin cases to keep public-facing signs looking professional. Finally, the Road to Revolution exhibit received attention this year, as EN Aid-to-Park covered repairs by a specialized technician.



Moore’s Creek National Battlefield Aid-to-Park funds totaling \$1,400 were vital in commemorating the 248th anniversary of the

Battle of Moore’s Creek Bridge. Held annually, the site hosts between 5,000 and 7,000 visitors over two days in February. This year, participants toured battlefield encampments, watched historic weapons demonstrations, and explored colonial life from a patriot’s perspective.

Other programming included the Wreath Laying Ceremony and performances by the Marine Corps band from Camp Lejeune. The site rented a tent, printed wayfinding signage, and provided a copy of the anniversary program guide to visitors using EN donations.

FUN & EXPLORATION

@Mammoth Cave National Park



Mammoth Cave National Park has been mapped and measured at 426 miles, making it the longest cave system in the world.

The park encompasses 52,830 acres in south central Kentucky.





St. Croix National Scenic Riverway rangers shared early logging history and handed out maps at the Lumberjack World Championships in July.



With \$1,500 in EN donations, **Natchez Trace Parkway** added to the park's living history program by purchasing a handmade dress. The period-specific garment will add to the already successful educational

offerings at the site, such as ranger-led field trips exploring the history and nature behind the Parkway and classroom visits.

Additionally, visitors to the only remaining tobacco barn on the Natchez Trace Parkway experienced the traditional tobacco drying process. A Tennessee tobacco farmer keeps the tradition alive every year by demonstrating the historical process in the barn.

Volunteers at **Ninety-Six National Historic Site** are at the core of park operations, from collecting donations to leading battlefield tours. A handful of volunteers spent part of their summer leading

history and science camps for local students. The science camp included hiking to points across the site, archaeology demonstrations, nature walks, and journaling thoughts and findings. For history camps, participants experienced a different walk of life each day during the American Revolutionary War era—from soldiers to colonists and Native populations. Thanks to \$499 in EN assistance and volunteers' dedication, the Ninety-Six National Historic Site was able to provide these popular summer camps with supplies.



Roger Williams National Memorial allocated \$4,500 in donations to hire the talented artist MJ Robinson to work with the site on a children's book. Currently in the editing stage, it will feature various interactive

activities to foster creativity, encourage personal reflection, stimulate imagination, and promote environmental stewardship among participants.

Along with creating a new Junior Ranger book, the site is confident that these titles will leave a lasting impact on young visitors to Roger Williams National Memorial and shape how they perceive and appreciate their surroundings for many years.

St. Croix National Scenic Riverway, encompassing over 200 miles of the St. Croix and Namekagon rivers, used \$2,500 in Aid-to-Park to print park section maps for visitors. Park section maps are updated annually and provide the most significant detail showing road access, campsite locations, restrooms, landings, and construction projects.

The site anticipates using additional funds next year for initial research and travel for the Harpers Ferry Center staff to update the exhibits inside the St. Croix National Scenic Riverway's visitor center. These exhibits have gone without improvements or updates since 2007.



The **Steamtown National Historic Site** Volunteer Award Ceremony and Appreciation Event is held annually to recognize volunteers' critical role in the park's operations. EN donations totaling \$4,000

purchased room rentals, meals, supplemental A/V equipment, event set-up, and volunteer appreciation items.

The dinner occurred in November 2023 at the Radisson-Lackawanna Hotel—the historical headquarters and central passenger station for the Delaware, Lackawanna, and Western Railroad. The event boosts volunteer morale even when the park is experiencing numerous challenges. Beyond the immediate impact, EN support aligns well with the aid-to-NPS policy, emphasizing the importance of appreciating volunteers.



VIRGINIA

Appomattox Court House NHP
Arlington House,
The Robert E. Lee Memorial
Arlington National Cemetery
Booker T. Washington NM
Colonial NHP/Jamestown
Glasshouse
Fort Monroe NM
Fredericksburg and
Spotsylvania NMP
George Washington
Birthplace NM
George Washington and
Jefferson NF
George Washington Memorial
Parkway (VA & MD):
Great Falls Park
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
(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

WEST VIRGINIA

New River Gorge NP & PRES

WISCONSIN

Apostle Islands NL
Saint Croix NSR (WI & MN)

New & Remodeled Stores

During 2024, Eastern National opened two new stores, renovated five others, and made enhancements to stores at many sites. The Store Design Coordinator provided extra support through the launch of a monthly series of visual merchandising best practices and sharing attention-grabbing displays from individual sites throughout the organization.

NEW RIVER GORGE NATIONAL PARK AND PRESERVE

Eastern National operates four retail outlets at **New River Gorge National Park and Preserve** in West Virginia. Over the course of 2023 and 2024 we renovated all four locations in tandem with National Park Service's visitor center construction and exhibit renovation. The reopening of the Canyon Rim Visitor Center in the spring concluded the project.

We worked with the visitor center's exhibit designers to create visual elements for the retail space and incorporated the park's color palette into the store fixtures to create a seamless transition from park to store while maximizing the merchandise area to accommodate the site's growing visitation and sales volume.



New River Gorge NP & Pres



Thomas Jefferson Memorial

CHARLES YOUNG BUFFALO SOLDIERS NATIONAL MONUMENT & MILL SPRINGS BATTLEFIELD NATIONAL MONUMENT

Eastern National opened two new sales outlets in 2024. The Merchandise department collaborated closely with park partners to maximize the use of our designated sales areas, ensured the fixtures matched the aesthetic of each building, and created a fresh assortment of custom products. The first outlet is at **Charles Young Buffalo Soldiers NM**, the home of Charles Young. Charles Young was the third African American graduate of the United States Military Academy, the first Black US NPS Superintendent, the first Black man to achieve the rank of Colonel in the US Army, and the highest ranking African American officer in the Regular Army until his death in 1922. The second new location, at **Mill Springs Battlefield** in Kentucky, is the site of the first significant US victory during the Civil War.



Charles Young Buffalo Soldiers NM

THOMAS JEFFERSON MEMORIAL

Although the site's exhibits and visual elements are still a work in progress, we reopened our store at the Thomas Jefferson Memorial in 2024. We accented our space with several colors and finishes found in the new exhibit area like brushed gold hardware and more modern and elevated laminates and counter tops. Also, we again collaborated with the park and the exhibit designers to create graphic elements for our store space that will carry the messaging and aesthetic from the park experience into the retail experience.

New Products

2024 WAS A YEAR OF ANNIVERSARIES, commemorations, and rare celestial events at the parks where we operate. Every year we develop products to support a couple park milestone anniversaries, but in FY24 we developed collections to commemorate 10 milestones.

These included centennial celebrations at Fort Pulaski National Monument, Fort Macon State Park, and Castillo de San Marcos National Monument, the 150th birthday of Herbert Hoover, the 160th commemoration of the Battle of Kennesaw Mountain, the 50th anniversaries of Big South Fork NR & RA and Boston National Historical Park, and 75 years of San Juan National Historic Site. These commemorations prove a unique opportunity to collaborate with our park partners to create collections of products featuring their anniversary logos to sell during park events.

To help kick off a long series of commemorations leading up to the United States 250th Anniversary

in 2026, EN developed a collection to celebrate the Boston Tea Party. In addition, the Publications Department updated an old favorite, *The Battle of Bunker Hill*.

Outside these big anniversaries, our merchandise buying team hard at work creating products inspired by educational and interpretative materials within the parks. For example, a die-cut image of Harry S. Truman's 1972 Chrysler Newport, which is parked behind his home at Harry S Truman NHS, was transformed into a sticker and patch. Additionally, a drum used during the Battle of Guilford Courthouse, and on display at Guilford Courthouse NMP, was the inspiration behind a pin and ornament collection for the site.

A mix of special events, commemorations, and new products exemplifies what a year of merchandise development looks like at Eastern National. We are able to enhance the park experience through these educational products, creating each item as a take-home memento for national park visitors.

eCommerce & Passport

NEW SHOPANP EXCLUSIVES AND LIMITED EDITION LAUNCHES

The Creative Team developed several new ShopANP educational items and limited-edition launches in 2024. These exciting campaigns not only entice new shoppers to explore our offerings, but also help build a community of repeat visitors to our educational products.

A new collection was developed to give national park goers a way to say, "I Support America's National Parks." The Supporter Logo Collection was printed on apparel, pins, patches, and more and received a warm welcome from our online shoppers. The in-house designed logos feature either an NPS bison or an NPS ranger hat, two fun options that appeal to a variety of customers.



The second annual Limited Edition Holiday Mug, featuring the Passport Cancellation logo, featured the "Night Sky" finish on a beautifully hand-crafted, made in the USA, ceramic vessel.



We partnered with premium retailer Jack + Sage to introduce a new line of sustainable items inspired by Passport cancellations to our online shoppers. The "Get Stamped! Collection" proudly features the Passport cancellation logo—a symbol of the adventures and memories made possible by our national parks.



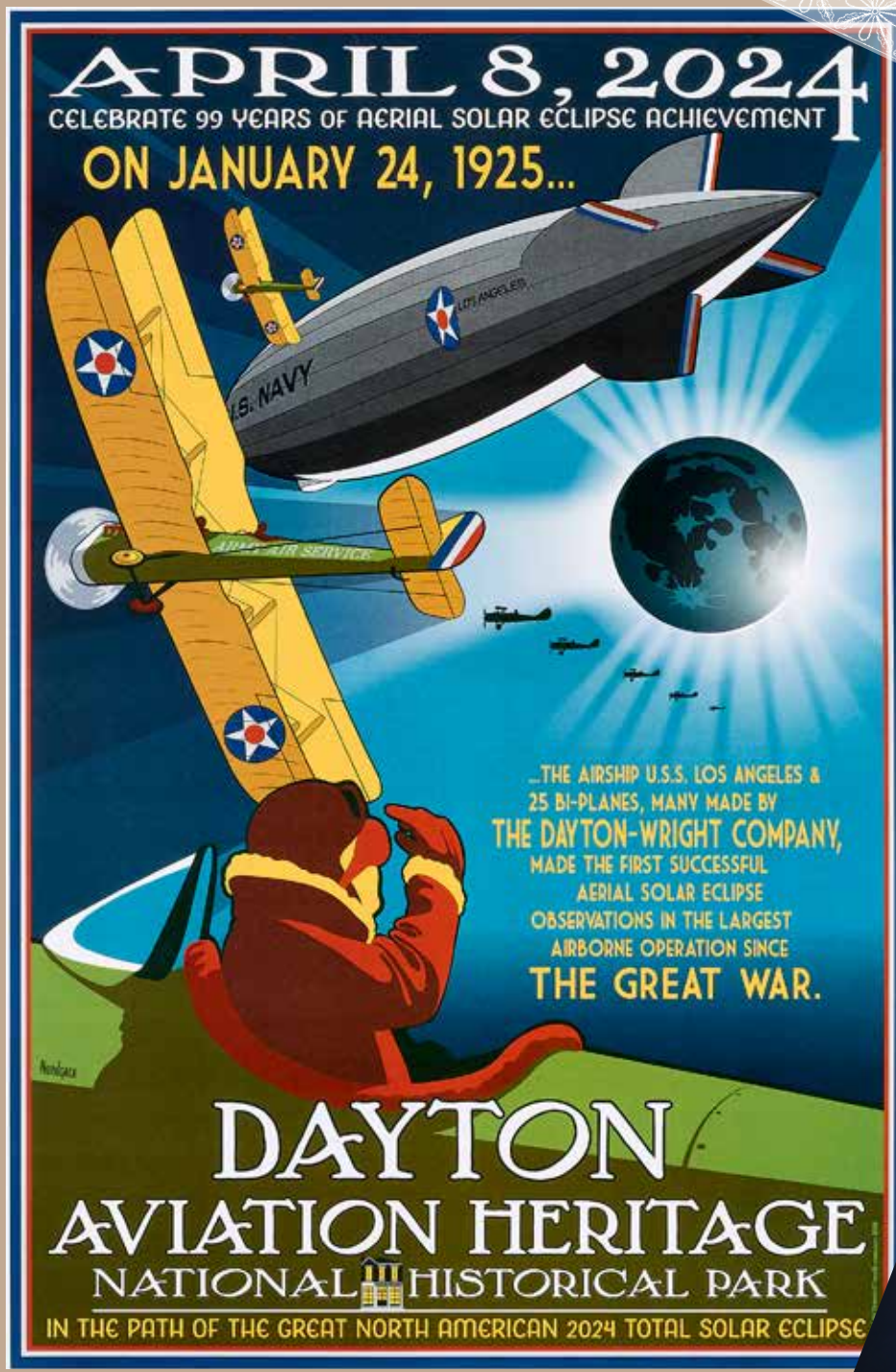
Total Eclipse of the Parks

THE MOST NOTABLE EVENT OF 2024 was the total solar eclipse in April. Eastern National operates at 11 sites that were in the path of totality, with many outside but still in range to view the eclipse. Our merchandise buying team collaborated with vendors, park partners, and field staff to create custom eclipse products for parks in the path of totality. An additional “Total Eclipse of the Parks” collection was created for any site that held eclipse viewing events.

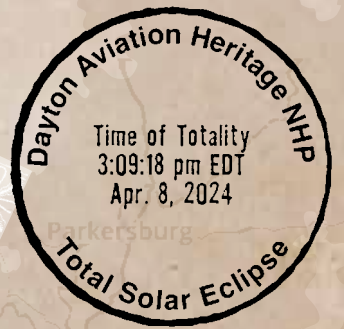
Items within both collections included vibrant prints, stickers, apparel, eclipse viewing glasses, and other collectibles. Our Creative department also developed an Eastern National first: a holographic, limited-edition Passport To Your National Parks® single-sticker featuring an image of a total eclipse and interpretative details. These special releases became runaway hits, selling out both online and in-stores at warp speed.



Rangers at dozens of sites across the nation welcomed eclipse chasers on April 8, 2024.



On the release day of the limited-edition Total Solar Eclipse Passport Single Sticker, our eCommerce website (ShopANP.org) saw 14% more traffic than on Black Friday.



PARKS IN THE PATH OF TOTALITY

- Amistad NRA
- Buffalo NR
- Charles Young Buffalo Soldiers
- Cumberland Gap NHP
- Cuyahoga Valley NP
- Dayton Aviation Heritage NHP
- Effigy Mounds NM
- Flight 93 NHP
- Fort Stanwix
- George Rogers Clark
- Harriet Tubman
- Hopewell
- Hot Springs
- James O. Eastman
- Katahdin
- Lincoln
- Lincoln
- Lincoln





Outer Banks Forever (OBXF) is the official nonprofit partner of our Outer Banks national parks—Cape Hatteras NS, Fort Raleigh NHS, and Wright Brothers NM—helping to protect and enhance these special places.

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
Outer Banks Realty

Nick Graham, Treasurer
Standard Insurance

Mary Helen Goodloe-Murphy
The Coastland Times

Ivy Ingram
Dare County Tourism Board

Dr. Paul Orser
My College Matters

Robert Poitras
Carolina Brewery

Bob Woodard
Dare County Board of
Commissioners

Outer Banks Forever

LETTER FROM BOARD PRESIDENT

Since the founding of Outer Banks Forever (OBXF) in 2019, more than 1,700 individuals, families, businesses, and organizations from all over the United States (and beyond!) have supported our mission to protect and enhance the national parks within the Outer Banks. April 2024 marked OBXF's fifth "birthday," and we celebrated the supporters and donors who helped us raise \$1 million for these special places.

Introduced in December 2024, the Parks Forever Fund pools donor and business partner donations to address the Outer Banks national parks' needs—both immediate and long-term. To date, the Parks Forever Fund has raised \$13,000 for education, preservation, conservation, and exhibit enhancements to make the Outer Banks national parks accessible to all ages and abilities.

We will be forever grateful to Jessica Barnes, our director, who is moving on to new opportunities and we wish her the best in her future endeavors. It was Jessica who nominated REAL Watersports for the 2024 Public Land Alliance Corporate Stewardship Award. As co-founder of REAL Watersports, I am honored to receive this national recognition in support of OBXF and hope it encourages other businesses to support our three Outer Banks national parks on a consistent basis!

Sincerely,

Trip Forman

Trip Forman, President, OBXF Advisory Board



FREEDOM TRAIL AT FORT RALEIGH NHS

The newly enhanced Freedom Trail at Fort Raleigh National Historic Site opened to the public in June 2024. This

1.25-mile wooded trail through a maritime forest offers visitors space to reflect on those who sought freedom from enslavement, risking everything to create a haven on Roanoke Island in 1862. It features original artwork by Sonja Griffin Evans, life-sized silhouettes, and expanded educational signage.

The Freedom Trail is made possible by a partnership between local community members who are descendants 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.



THE WRIGHT FLIGHT ACADEMY

In partnership with First Flight High School in Kill Devil Hills, Dare County Schools, and the NPS, OBXF continued supporting the Wright Flight Academy in 2024. Over a two-year period, 23 high schoolers have been tasked with building a functional two-seater airplane on the grounds of the Wright Brothers National Memorial.

After the Van's Aircraft RV-12iS is built, it will undergo extensive testing and certification by the FAA. Each student will have a chance to ride as a passenger, with takeoff and landing at Wright Brothers National Memorial's First Flight Airport. OBXF is proud to be the official sponsor of a video series created by Rayolight Productions that documents the students' progress.

PATHWAYS TO YOUR NATIONAL PARKS

Our donors and supporters raised over \$800,000 for a multiuse pathway that connects Route 12 to Old Lighthouse Beach and the Cape Hatteras Lighthouse! Now that this path is complete, with both locals and visitors using it, we will add some finishing touches in 2025. These include new trailhead and educational signage, landscape enhancements, and a new family-friendly, accessible restroom and shower facility.



Sea turtle species: Loggerhead, Green, Leatherback (rare), and Kemp's Ridley (rare)

ADOPT A NEST BY THE NUMBERS

NUMBER OF EGGS LAID:

29,533

NESTS ADOPTED

303

NUMBER OF NESTS:

303

50 *Kemp's
Ridley*
HATCHLINGS

FUNDS RAISED \$31,177

Financial Report

MANAGEMENT’S FINANCIAL REPORT

Condensed Statement of Activities and Changes in Net Assets
Year Ended October 31, 2024

Revenues and Other Support

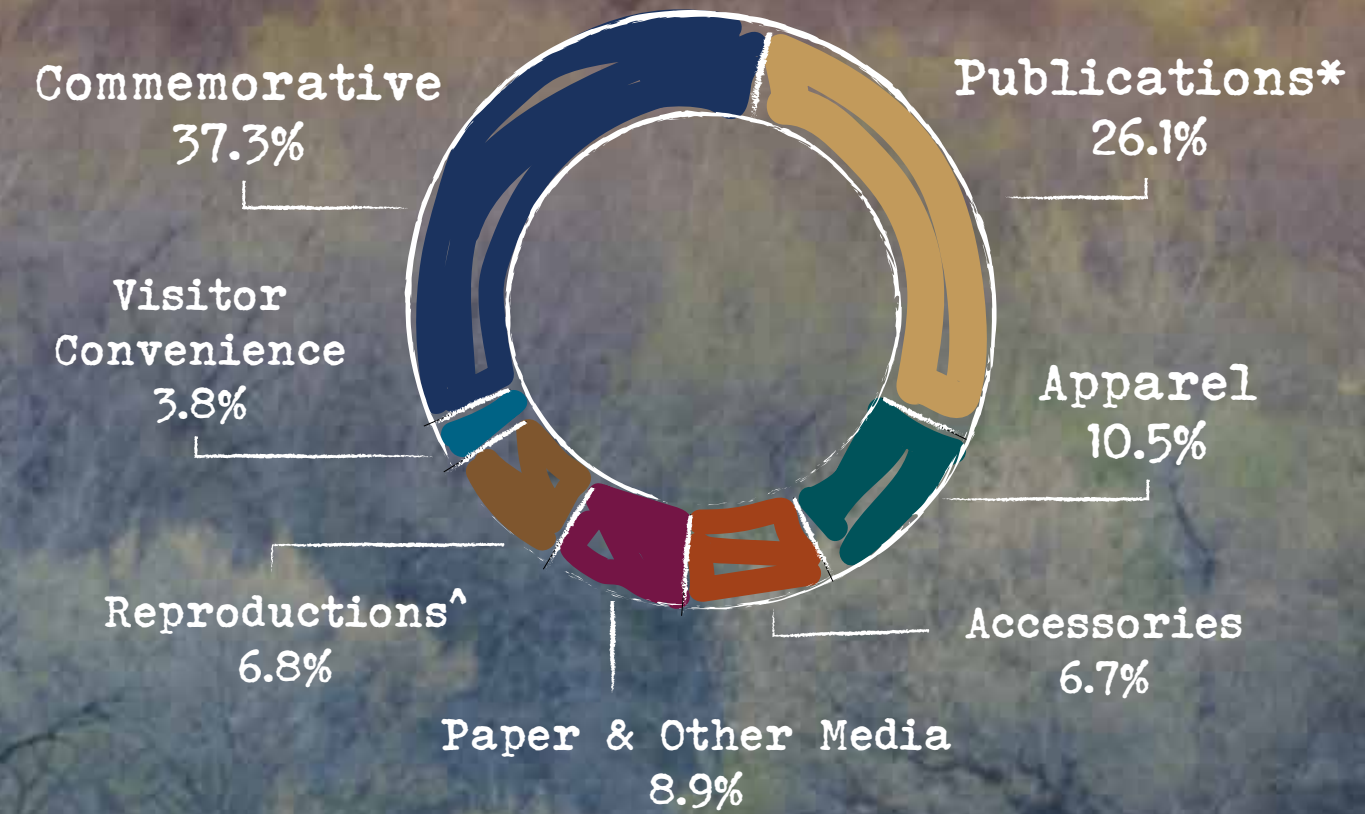
Sales	\$52,635,600
Cost of Sales	21,622,600
Gross Profit	31,013,100
Other Support	784,300
Total Revenue and Support	31,797,300

Expenses:

Program Services	22,777,000
Direct Aid to the National Park Service	3,508,100
General and Administrative	5,310,800
Fundraising	356,100
Total Expenses	31,952,100

Net Assets Released from Restrictions	89,700
Change in net assets Without Donor Restrictions from operating activities	(65,100)
Change in Net Assets with Donor Restrictions	314,600
Change in Net Assets	249,500
Net assets, beginning of the year	\$23,306,700
Net assets, end of the year	\$23,566,200

Product Mix



* Includes Passport To Your National Parks®
^ Includes Jamestown Glass

Buffalo National River, Arkansas

Eastern National Annual Awards

Eastern National's annual awards highlight excellence in performance and partnership. The awards program was designed to acknowledge outstanding individual contributions that have had a positive impact on an Eastern National operation or an individual park, thus furthering and promoting EN's unique relationship with its partners.

FY2024 CHARLES S. MARSHALL UNIT AWARD

The **CHARLES S. MARSHALL UNIT AWARD** recognizes an 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 2024 Award recipient is the **Events Branch Division of Communications and Events for the National Mall and Memorial Parks:** Kellen Allen, Virginia Hughes, Anthony Trusso, Renee Maher, Jacquelyn Schultz.



Whether it's inaugurations, concerts, protests, Fourth of July celebrations, or the National Cherry Blossom festival, the National Mall and Memorial Parks Events team ensures that Eastern National is kept informed of the latest guidelines, restrictions, and layouts. This team works diligently to make sure EN is included in any conversations concerning event operations,

ensuring safety guidelines are met and adhered to, and shuttling EN staff to sites when the weather or crowds become a challenge. Through the years, EN staff and the NAMA Event staff have learned to lean on each other and embrace the chaos. EN is proud to announce the National Mall and Memorial Parks Events Team as the recipient of the Charles S. Marshall Unit Award for FY2024.

FY2024 SUPERIOR PERFORMANCE AWARDS

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



Jerri Marr, Superintendent at Colonial NHP

Jerri Marr expresses her commitment to our partnership in many ways. She is constantly exploring new ideas to increase visitation, diversify sales, and enhance the visitor experience, and she has been instrumental

in the development of merchandise to accompany the new exhibit and expanded stories at Yorktown.

Jerri requested regular monthly meetings with regional and store management and invited EN team members to attend NPS All Employee meetings, resulting in a cohesive team environment with more closely aligned goals and values. Jerri enjoys bringing special guests and dignitaries to our locations at Colonial NHP to "showcase our great partnership." Jerri's unwavering support and excellent communication with store staff and regional management are true examples of commitment to partnership and supporting EN's educational mission.



Loren McLane, Supervisory Park Ranger at Fort Smith NHS

In preparation for upcoming museum and park store renovations at Fort Smith NHS, Loren McLane

invited a small EN team to join NPS staff on a week-long tour of Native American museums and cultural sites in Oklahoma. There, they had an opportunity to meet with site leaders and experience thematic products, to better understand how the Cherokee, Choctaw and Chickasaw nations interpret their tribal history and the Trail of Tears.

EN staff were then invited to continue learning through a series of tribal history classes led by the Cherokee Nation. Thanks to Loren McLane's considerate inclusion of EN team members, the take-aways will help advance education and interpretation of these sensitive topics through future product development.

Daniel Stephens, Lead Park Ranger/PIO/ATR/HWO at DeSoto National Monument

Dan Stephens exemplifies superior leadership, communication, and problem-solving, while remaining focused on the success of our partnership, even in the most challenging circumstances. Dan's leadership was especially critical during the devastating 2024 hurricane season, when multiple storms caused catastrophic damage to DeSoto NM.

Despite the overwhelming challenges, Dan took decisive action to save merchandise from floodwaters, carefully inventorying and categorizing products before loading them for transport to safety. His willingness to prioritize this effort amid widespread destruction in the park speaks volumes about his commitment to EN's mission and bottom line. His actions have had a lasting impact, ensuring the resilience of EN's operations during a time of crisis.



Eve West, Chief of Interpretation and Visitor Services at New River Gorge NP&PRES

Eve West's leadership was pivotal in navigating the significant transformations

at New River Gorge Park and Preserve this year. With extensive remodels at Canyon Rim, Thurmond, and Grandview Visitor Centers, she ensured EN's retail operations adapted smoothly, including some shifts to Sandstone Visitor Center. Eve communicated early and often about all opportunities and challenges, demonstrating an exemplary commitment to partnership by actively engaging with EN team members to align retail with the park's educational mission.

Her involvement was crucial in every aspect, from product selection and store design to enhancing interpretive elements across all centers. Eve's dedication to blending educational interpretation with retail operations has significantly strengthened the partnership, resulting in improved visitor experiences and significant sales growth across all locations.

FY2024 SPECIAL ACHIEVEMENT AWARDS

SPECIAL ACHIEVEMENT AWARDS recognize exceptional performance in store operations and partner relations.

Ken Rose, Operations Manager at Highland Light, for serving as a Regional Trainer on the LightSpeed Task Force and seeking out new ways to enhance his store's value to visitors while increasing sales. Last summer he kept the store open later for lighthouse sunset tours.

Missy Renner, Site Manager at Pilot Mountain State Park, for steadily increasing sales each year since opening in 2020, assisting multiple Southeast Region sites with onboarding and other support, and serving as a Regional Trainer for LightSpeed conversion.

Danica Buehren, Regional Manager Virginia and Ohio, for collaborating with park partners and the merchandise team for the new store opening at Charles Young Buffalo Soldiers NM, while closing two stores whose leases ended. She also served as a key member during our system conversions, supporting our manual store operations.

Erin Sweeney, Inventory Planner, for her incredible attention to detail, impressive institutional knowledge of products and vendors, and enabling our stores to remain stocked while transitioning from the outdated system to the new system.

Ashley Shortal, Store Manager at Castillo de San Marcos NM, Fort Matanzas NM, Timucuan Ecological and Historic Preserve and Fort Caroline NM, for successfully advocating for new products that align with our Belonging mission in support of new interpretive programs at the park.

Tori Ramey, Buyer, for providing expertise and sophistication to the product assortment over four regions. Tori addressed Belonging through items that reflect expanded storytelling while keeping mission delivery and revenue growth top of mind when vetting and pitching new items.

Christy Fisher, Assistant Store Manager at Lincoln Home, for leading the conversion at her store and participating as a STAR team member while her store manager was helping other stores that didn't have a store manager.

Kristin Hylton, Store Manager at New River Gorge NP&P, for adeptly managing the strategic shift of retail operations to the Sandstone Visitor Center, and its conversion from a manual store to POS operation, while ensuring an uncompromised visitor experience and increased sales.

Juli Clark, Human Resources Project Manager, for her exceptional contributions to creating an inclusive and welcoming environment at Eastern National. As a Belonging Coordinator, Juli has been a vital cheerleader and driving force behind the success of the Belonging Committee.

Brian Downey, Site Manager at Blue Ridge Music Center, for his dedication, leadership, and technical expertise profoundly impacting both the Mabry Mill and Blue Ridge Music Center operations. Brian's contributions have ensured operational success and fostered a collaborative and supportive work environment.

Amy McClure, Site Manager at Fort Smith, for her participation in a week-long tour of Native American museums and cultural sites, and then attending a series of tribal history classes led by the Cherokee Nation to share with other EN team members.

Latisha May, Training Specialist, for working behind the scenes to build training programs and resources for our field teams when Amber stepped up to lead more project management.

The Eastern National IT Team: Scott Grabus, James Winter, Tee Jay Green, Jordan Kuhn, Joe Duggan, Nick Zagame, Mia Scruggs, for completing the the POS and Retail ERP conversion. Each member of the IT team played a valuable role in coordinating equipment, training, troubleshooting, and rolling out the new system. To finally cross the finish line on a multiyear project with so many stops, starts, and left-hand turns is something to be celebrated.

FY2024 DISTINGUISHED SERVICE AWARDS

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

Maryann Jones, Senior Accounts Payable Specialist, was awarded a Distinguished Service in December 2024 as she prepared for her retirement after 21.5 years with the Finance Department.

Susan Shroeder, Board Member completes her term in April 2025 and will be stepping off Eastern National's Board of Directors. Susan was presented with a Distinguished Service Award for her service as the secretary, helping to steer the organization through the pandemic and the implementation of strategic priorities. She most recently helped to recruit the new Director of Outer Banks Forever and guide the advisory group through the transition.



HQ Finance Department



Thomas Edison NHP

Our Team

BOARD OF DIRECTORS

- | | |
|---------------------------|-------------------------|
| William McKendree | Bob Vogel |
| Susan Schroeder | Jennifer Wofford |
| Kristie Paskvan | Stan Austin |
| Daniel J. Song | Michael Shade |
| Raymond David Vela | Jeff Lindeman |

SENIOR LEADERSHIP TEAM

- Kevin Kissling**, President and Chief Executive Officer
Megan Shelley, Acting Chief Executive Officer & Chief Operating Officer
Heidi Hunter, Chief Financial Officer & Treasurer
Meredith McClatchy, Director of Human Resources
Jason Scarpello, Creative Director
Scott Grabus, Director of Information Technology

DIRECTORS & REGIONAL MANAGEMENT TEAM

- Lyne Bradley**, Midwest Regional Manager
Danica Buehren, Virginia and 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
Susan Keller, Great Lakes Regional Manager
Andrew Lee, Appalachian Regional Manager
Stacy Madelena, Director of Retail South
Taymi Maldonado, Coastal Southeast Assistant Regional Manager
Nick Miano, Southeast Regional Manager
Bucky Monreal, Southeast Assistant Regional Manager
Kelly Nelson, Blue Ridge Parkway Assistant Regional Manager
Brigette Nitza-Buwala, National Capital Assistant Regional Manager
Philene Paris, Metro New York Regional Manager
Lee Pettey, Northeast Regional Manager
Cindy Piccolo, Coastal Southeast Regional Manager
Corinna Richards, Director of Retail North
Gina Totino, Mid-Atlantic Regional Manager

HEADQUARTERS TEAM

ACCOUNTS PAYABLE

Margaret Cronin, Accounts Payable Specialist

JoAnn D'Alessandro, Senior Accounts Payable Specialist

Andrea Heaton, Controller

Margaret Lichtenstein, Office Administrator

Marge McBeth, Accounts Payable Specialist

ACCOUNTING

Daniel Doyle, Senior Accountant

Kathryn Ferguson, Cash Management & Compliance Accountant

Susan Packer, Payroll Specialist

CREATIVE

Stanley Anton, Marketing & Communications Manager

Carryn Golden, Publications Manager

Max Hoagland, Digital Marketing Strategist

Madelyn Lobb, Graphic Designer

Manuel Ng, e-Commerce Strategist

Dan Reilly, Passport & Publications Coordinator

Tara Tomaino, Publications Coordinator

HUMAN RESOURCES & ADMINISTRATION

Juli Clark, Project Coordinator

Amber Houske, HR and Training Manager

Latisha May, Training Specialist

Chelsea Opperman, Office & Safety Coordinator

Andrea Singmaster, Human Resources & Benefits Administrator

Kim Snyder, HR Manager

INFORMATION TECHNOLOGY

Joe Duggan, IT Support Technician

Tee Jay Green, Junior Systems Analyst

Jordan Kuhn, IT Help Desk Manager

Mia Scruggs, IT Support Technician

James Winter, Systems Analyst

Nick Zagame, IT Support Technician

OPERATIONS

Mark Vineburg, Retail Operations Manager

WAREHOUSE AND SHOPANP

Stephen Drain, Warehouse Manager

Dave Hoffman, Warehouse Product Shipper and Receiver Lead

Patricia Jasper, Warehouse Product Shipper and Receiver Lead

Matthew Whalen, Warehouse Specialist

Paul Yeom, Assistant Warehouse Manager

MERCHANDISE

Cat Dyson, Store Design Coordinator

Julianna Haviv, Director of Merchandise

Megan Luther, Buyer

Tori Ramey, Buyer

Jennifer Sturch, Buying Operations Assistant

Erin Sweeney, Inventory Planner

PHILANTHROPY

Jessica Barnes, Director of Outer Banks Forever

Nicole Erickson, Development & Adoption Programs Manager

Rachael Graf, Community Engagement Coordinator

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

Maria Alicea Rolon, Coastal Southeast Region, San Juan National Historic Site

Meredith Andros, Mid-Atlantic Region, Antietam National Battlefield

Lisa Barrett, Appalachia Region, Stones River National Battlefield

Daniel 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

Suzanne Bockman, Mid-West Region, Ozark National Scenic River

Hannah Bolton, Coastal Mid-Atlantic Region, Cape Lookout National Seashore

Stacy Brogden, Southeast Region, Cowpens National Battlefield

Timothy Byrwa, Great Lakes Region, Pictured Rocks National Lakeshore - Miners Castle

Kelly Cahoon, Coastal Mid-Atlantic Region, Bodie Island Light Station

Julie Castille, Southeast Region, Jean Lafitte National Historical Park and Preserve - Jackson Square

Mary Chapman, Blue Ridge Region, Blue Ridge Parkway - Linville Falls

Andrea Christiansen, Mid-West Region, Minuteman Missile National Historic Site

Davina Collie, Virginia/Ohio, Fredericksburg and Spotsylvania National Military Park

Kailyn Danko, Northeast Region, Saratoga National Historical Park

Amy Devaisher, Great Lakes Region, Lincoln Home National Historic Site

Sheila Dillingham, Blue Ridge Region, Blue Ridge Parkway - Visitors Center

Kelly DiNapoli, Coastal Mid-Atlantic Region, Assateague Island National Seashore

Lou Dixon, Coastal Mid-Atlantic Region, Fort Macon State Park

Brian Downey, Blue Ridge Region, Blue Ridge Parkway - The Blue Ridge Music Center

Johnathan Garber, Great Lakes Region, Sleeping Bear Dunes National Lakeshore

Ruth Giardina, Mid-Atlantic Region, Steamtown National Historic Site

James Gilligan, Metro Boston Region, Salem Maritime National Historic Site

Madison Green, Mid-West Region, Ozark-St. Francis National Forest

Elizabeth Greer, Southeast Region, Natchez National Historical Park

Crystal Halcomb-Loving, Virginia/Ohio, Appomattox Court House National Historical Park

Shanon Harman, Coastal Southeast Region, Fort Pulaski National Monument

Hannah Harper, Metro New York, Castle Clinton National Monument

Jessica Harris, Blue Ridge Region, Blue Ridge Parkway - Craggy Gardens

Alecia Harrison, Mid-West Region, Vicksburg National Military Park

Melissa Hawkins, Coastal Mid-Atlantic Region, Colonial National Historical Park

Debra Hayes, Northeast Region, Springfield Armory National Historic Site

Gwenn Hicks, Coastal Southeast Region, Gulf Islands National Seashore

Charles Holbrook, Virginia/Ohio, Perry's Victory & International Peace Memorial



Mark Hudson, Mid-Atlantic Region, Independence National Historical Park - Benjamin Franklin Museum

Alberto Hurtarte Bernal, National Capital Region, Ford's Theatre National Historic Site

Jodi Hyrkas, Great Lakes Region, Grand Portage National Monument

Bynum Jackson, Northeast Region, Acadia National Park

Autumn Jacob, Great Lakes Region, Lincoln Boyhood National Memorial

Karen Jaggars, Appalachia Region, Shiloh National Military Park

Brenda Jensen, Mid-West Region, Homestead National Monument

Kenneth Johnston, Blue Ridge Region, Blue Ridge Parkway - Humpback Rocks

Joseph Jones, Appalachia Region, Abraham Lincoln Birthplace National Historical Park

Tyshon Kelton, National Capital Region, Martin Luther King, Jr. Memorial

Jayme Key, Blue Ridge Region, Blue Ridge Parkway - Mabry Mill

Catherine King, Metro Boston Region, Adams National Historical Park

Jordan Klatt, Metro Boston Region, Cape Cod National Seashore

Gregory Kraycirik, Mid-Atlantic Region, Flight 93 National Memorial

Bretagne Lenox, Great Lakes Region, Pullman National Historical Park

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

Laura Manning, Blue Ridge Region, Blue Ridge Parkway - Peaks of Otter

Tina Maquar, Southeast Region, Chickamauga and 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 - Moses H. Cone Memorial Park

Tyler McGraw, Virginia/Ohio, Manassas National Battlefield Park

Jessica McNeill, National Capital Region, Frederick Douglass National Historic Site

Erin McVittie, Mid-West Region, Pea Ridge National Military Park

Laura Moody, Blue Ridge Region, Carl Sandburg Home National Historic Site

Kristin Mullins, Appalachia Region, New River Gorge National Park & Preserve

Joseph Napurano, Metro New York, Thomas Edison National Historical Park

Barbara Neebel Meier, Mid-West Region, Effigy Mounds National Monument

Wendy Neer, Virginia/Ohio, Petersburg National Battlefield



Katrina Nobles, Southeast Region, Martin Luther King, Jr. National Historical Park

Rachel Payne, Appalachia Region, Big South Fork National River and Recreation Area

Loretta Perry, Southeast Region, Andersonville National Historic Site

Elizabeth Perry, Coastal Southeast Region, Fort Sumter National Monument - Liberty Square

Robert Phillips, Mid-Atlantic Region, Delaware Water Gap National Recreation Area

Sarah Reedy, Mid-Atlantic Region, Fort Necessity National Battlefield

Teresa Renner, Southeast Region, Pilot Mountain State Park

Betsy Rivera, Coastal Mid-Atlantic Region, Cape Hatteras National Seashore

Kenneth Rose, Metro Boston Region, Cape Cod National Seashore - Highland Lighthouse

Jacqueline Sallee, Virginia/Ohio, Dayton Aviation Heritage National Historical Park - Hoover Block

Marjorie Sanpietro, Northeast Region, Women's Rights National Historical Park

Gerelle Sheard, National Capital Region, Lincoln Memorial

Ashley Shortal, Coastal Southeast Region, Castillo de San Marcos National Monument

Josef Silvia, Metro Boston Region, Boston National Historical Park - Charlestown Navy Yard

Stephanie Sistrunk, Southeast Region, Tuskegee Army National Historic Site

Nancy Stewart, Southeast Region, Guilford Courthouse National Military Park

Krista Stitt, Virginia/Ohio, Hopewell Culture National Historical Park

Paul Tiemann, Metro Boston Region, Minute Man National Historical Park

Steven Trimmer, Metro New York, Ellis Island National Monument

Michael Vigneau, Blue Ridge Region, Blue Ridge Parkway - Waterrock Knob

Tina Wann, Appalachia Region, Fort Donelson National Battlefield

Robert Watt, Appalachia Region, Mammoth Cave National Park

Robin Renee Watts, Coastal Southeast Region, Cumberland Islands National Seashore

Lashawn Waugh, National Capital Region, Thomas Jefferson Memorial

Jerome Wells, National Capital Region, Arlington National Cemetery

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



Anniversaries

5 YEARS

Diana Abrecht, Store Associate,
Antietam National Battlefield

Rizal Alipio, Warehouse Support Associate,
National Capital Warehouse

Anthony Bialy, Lead Store Associate,
Hopewell Furnace National Historic Site

Hannah Bolton, Store Manager,
Cape Lookout National Seashore

Robert Bryan, Tour Guide,
Antietam National Battlefield

Jason Campbell, Tour Guide,
Antietam National Battlefield

Kevin Carroll, Lead Store Associate,
Cape Cod National Seashore

Bradley Gottfried, Tour Guide,
Antietam National Battlefield

Rachael Graf, Community Engagement
Coordinator, Outer Banks Forever

Kathleen Haines, Store Associate,
Colonial National Historical Park

Liam Hart, Store Associate,
Independence National Historical Park

Andrea Heaton, Controller, Headquarters

Elsbeth Hino, Store Associate, Cape Cod National
Seashore - Province Lands Visitor's Center

Patricia Jasper, Warehouse Product Shipper and
Handler Leader, Headquarters

Tammy Lyons, Store Associate, Harriet Tubman
Underground Railroad National Historical Park

Laura Marfut, Tour Guide,
Antietam National Battlefield

Deborah Mazzali, Lead Store Associate,
Pictured Rocks National Lakeshore

Arlene McGrane, Site Manager, Blue Ridge Parkway -
Moses H. Cone Memorial Park

Bucky Monreal, Assistant Regional Manager,
Southeast Region

Bridgette Nitza-Buwala, Assistant Regional Manager,
National Capital Region

George Noss, Lead Store Associate,
Sagamore Hill National Historic Site

Joseph Paprzycki, Tour Guide,
Cape Cod National Seashore - Highland Light

Laurie Payne, Lead Store Associate,
Fort Stanwix National Monument

Nekeisha Peart, Store Associate,
Statue of Liberty National Monument

Carolina Rivera Guzman, Store Associate,
San Juan National Historic Site - El Morro

Gerelle Sheard, Store Manager, Lincoln Memorial

Ashley Shortal, Store Manager,
Castillo de San Marcos National Monument

Aidan Simpson, Store Associate,
Manassas National Battlefield Park

Christina Sims, Store Associate,
Gulf Islands National Seashore

James Smith, Tour Guide,
Antietam National Battlefield

Concetta Todd, Store Associate,
Thomas Edison National Historical Park

Thomas Tolle, Lead Store Associate,
Blue Ridge Parkway - Blue Ridge Music Center

Talia Vick, Lead Store Associate,
Statue of Liberty National Monument

Emily Williams, Lead Store Associate,
Fredericksburg and Spotsylvania National
Military Park

Logan Willis, Store Manager,
Wright Brothers National Memorial

James Winter, Systems Analyst, Headquarters

Sonya Young, Store Associate, Martin Luther
King, Jr. National Historical Park

10 YEARS

Michael Anderson, Store Associate,
Cape Cod National Seashore

Stephanie Carney, Assistant Store Manager,
Martin Luther King, Jr. National Historical Park

Carol Cartwright, Store Associate,
Ozark - St. Francis National Forest

Lou Dixon, Store Manager, Fort Macon State Park

Connie Freightman, Store Associate,
Martin Luther King, Jr. National Historical Park

Ruth Giardina, Store Manager,
Steamtown National Historic Site

Mark Hudson, Store Manager,
Independence National Historical Park

Latisha May, Training Specialist, Headquarters

Judith McCoy, Lead Store Associate,
Vicksburg National Military Park

Colleen Nixon, Lead Store Associate,
Martin Luther King, Jr. National Historical Park

Katrina Nobles, Store Manager,
Martin Luther King, Jr. National Historical Park

Timothy Sheehan, Store Associate,
Lincoln Home National Historic Site

Jennifer Sturch, Buying Operations Assistant,
Headquarters

Gail Weeks, Store Associate, Fredericksburg and
Spotsylvania National Military Park

15 YEARS

Brad Cave, Regional Manager,
Blue Ridge Parkway Region

Jossie Gonzalez, Lead Store Associate,
San Juan National Historic Site - El Morro

Stephen Hall, Lead Store Associate,
Washington Monument

Joseph Napurano, Site Manager,
Thomas Edison National Historical Park

Nancy Vajo, Store Associate,
Johnstown Flood National Memorial

20 YEARS

Reginald Allan Cafe, Warehouse Supervisor,
National Capital Warehouse

Julie Castille, Store Manager, Jean Lafitte National
Historical Park and Preserve - Jackson Square

Ebony Jackson, Assistant Store Manager,
Thomas Jefferson Memorial

Stacy Madalena, Director of Retail, Headquarters

25 YEARS

Paul Tiemann, Store Manager,
Minute Man National Historical Park

Daniel Doyle, Senior Accountant, Headquarters

30 YEARS

Heidi Hunter, Chief Financial Officer, Headquarters

40 YEARS

Brenda Cummins, Regional Manager,
Coastal Mid-Atlantic Region

In Memoriam



Dale Baltrus, former regional manager of Eastern National's Colonial region, passed away on April 6, 2025. Dale was a cherished and longtime member of the EN family. Dale joined EN in 1976 as store manager at Yorktown National Battlefield, before

advancing to regional manager and then retiring in 2007. She loved the beach and the ocean; blue crabs and steamers; and road trips and national parks. Dale was dedicated to the staff and many friends she made during her 30+ year career with EN, and a true champion of America's public lands.

*Except from Keramos
by Henry Wadsworth Longfellow*

*Turn, turn, my wheel! All things must change
To something new, to something strange;
Nothing that is can pause or stay;
The moon will wax, the moon will wane,
The mist and cloud will turn to rain,
The rain to mist and cloud again,
To-morrow be to-day.*





Eastern National

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

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