Fiscal year 2018 was another great year for the Shenandoah National Park Association with sales of $1,186,141, just 1.15% less ($13,804) than 2017. One of the main reasons this was surprising, was due to all the rain that the Park had in 2018 – a record 99.61 inches. That was way over the annual average of 56.54 inches. The waterfalls were always full of water, but SNPA was concerned that rainy weekends would affect sales. A decrease of only 1.07% was not bad at all.

There was also a government shutdown at midnight on Friday, December 21. But with only having the Byrd Visitor Center opened on weekends if Skyline Drive was open, SNPA only saw a small loss in sales. Visitation to the Park for the year was down 13.2% with 1,275,839 visitors in 2018 compared to 1,469,837 visitors in 2017.

Aid to Shenandoah National Park for fiscal year 2018 totaled $204,392 of direct financial support and $323,910 as programmed services support. SNPA cumulative total of direct aid since 1950 totals over $3,432,516. The Association was pleased to help fund the expense of a custom interior built and installed in the mobile visitor center van.

The SNPA seminar program was very successful. SNPA held six resource education seminars during the summer and had a total of 86 participants.

Below is a brief listing of some of the significant activities of the Association during the year.

**BOARD OF DIRECTORS**

The members of the SNPA Board of Directors during fiscal year 2018:

- Polly deButts, Arlington, VA
- Clark Dixon, Ranson, WV
- Dixon Freeland, Luray, VA
- Judy Russell, Luray, VA
- Bill Henry, Stanardsville, VA
- Diana Wright, McLean, VA

**Associates**
- John Hedrick, Woodville, VA
- Dick Hostelley, Stanley, VA

Officers of the Board for 2018 were:
- Dixon Clark, President/Chairman of the Board
- Rose Ann Smythe, Vice-President
- Doug Kavolius, Secretary
- Judy Russell, Treasurer
Roy Wood, Shenandoah National Park Chief of Interpretation served as the Park Liaison to the Board.

**MEETINGS OF THE SNPA BOARD**

Scheduled Quarterly Board Meetings:
- Saturday, March 24, 2018.  Spring meeting held at Park Headquarters.
- Saturday, June 23 2018.  Summer meeting held at Park Headquarters.
- Saturday, September 15, 2018.  Fall meeting held at Park Headquarters
- Saturday, December 8, 2018. Winter meeting held at Park Headquarters.

**SNPA STAFF FOR THE 2018 SEASON**

SNPA Office Staff
- Greta Miller, Executive Director
- Rachel Burner, Director of Sales & Marketing
- Debbie Judd, Office Clerk

SNPA Visitor Center Sales Staff
- Karen Taylor, Byrd Visitor Center
- Sharon Foster – Dickey Ridge Visitor Center
- Lara Ellis - Byrd Visitor Center (part-time)
- Tom Varney - Dickey Ridge Visitor Center (part-time)
- Tracy Clatterbuck - Dickey Ridge Visitor Center (part-time)
- Megan Williams – Intermittent sales staff
- Samantha Shenk – Intermittent sales staff
- Shari Yordy – Intermittent sales staff

**BUSINESS OPERATIONS**

SNPA sales for Fiscal Year 2018 was $1,186,141 down 1.15% (a $13,804 decrease) from Fiscal Year 2017. Compared to the previous year, Byrd Visitor Center had a 2.41% decrease in sales and Dickey Ridge had a decrease of .20% in sales. Sales at Cedar Creek/Belle Grove National Historic Park were down 13.03% compared to 2017.

The Association has three main categories of sales: Publications, Audio Visuals, Apparel. Then there are four smaller categories that contribute to our total sales figures. There are then another four categories that are “other income”. Below is a breakdown of all the categories showing the amount of income from each and the number of sales items each category had:
<table>
<thead>
<tr>
<th>Category</th>
<th>Sales</th>
<th># sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publications</td>
<td>170,953.53</td>
<td>18,693</td>
</tr>
<tr>
<td>Audio Visual</td>
<td>698,734.12</td>
<td>133,066</td>
</tr>
<tr>
<td>Apparel</td>
<td>309,411.68</td>
<td>13,480</td>
</tr>
<tr>
<td>Stamps</td>
<td>4,634.55</td>
<td>1,027</td>
</tr>
<tr>
<td>Food (winter months)</td>
<td>1,506.48</td>
<td>1,016</td>
</tr>
<tr>
<td>Park Pass (Dec only)</td>
<td>925.00</td>
<td>18</td>
</tr>
<tr>
<td>Over/short</td>
<td>-24.36</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,186,141.00</strong></td>
<td><strong>167,300</strong></td>
</tr>
</tbody>
</table>

Of that income, the Association spent $579,586.13 to purchase inventory to sell during the year.

SNPA had three outlets plus its mail order and wholesale program in operation during the fiscal year. Following is a summary of the sales.

--- **Dickey Ridge Visitor Center**  
Dickey Ridge opened on April 6 on a full-time 7 day schedule, 9:00 a.m. to 5:00 p.m. through November 25. The center went to extended hours (9:00 a.m. – 6:00 p.m.) on Friday and Saturdays from May 26 through October 27.

Sales at Dickey Ridge for the year totaled $510,190.17 (this includes sales tax) a decrease of $1,021.99 (.20%) compared to the same period of the previous fiscal year. Visitation at Dickey Ridge was down 13.01% for the year and the number of customers was down 4.65%. Dickey Ridge had a $2.62 average sale per visitor, compared to $2.26 average in 2017. Dickey Ridge was open 224 days during 2018 compared to 235 days in 2017.

--- **Harry F. Byrd, Sr., Visitor Center**  
During January, February, March, and December the Byrd Visitor Center was open on Friday, Saturday, Sunday, and Holiday Mondays if Skyline Drive was open. Byrd opened on March 24 on a full-time 7 day schedule, 9:00 a.m. to 5:00 p.m. through November 25. The center went to extended hours (9:00 a.m. – 6:00 p.m.) on Friday and Saturdays from May 26 through October 27.

Sales at the Byrd Visitor Center totaled $687,123.42, (this includes sales tax) a decrease of $16,968.20 (2.41%) compared to the same period of the previous fiscal year. Visitation at Byrd was down 13.42% for the year and the number of customer transactions was down 6.15%. The average sale per visitor was $2.28, up from the 2017 average of $2.02. Byrd was open 274 days compared to 291 in 2017. For winter operations the Byrd Visitor Center was open 11 days in January; 8 days in February; and 5 days in March before the official opening on March 24.

--- **Cedar Creek/Belle Grove Visitor Center**  
Cedar Creek Visitor Center was open on a five-day schedule (9:00 a.m. – 5:00 p.m.) during January, February, March, November, and December. During the core season (April through October) the visitor center was open 7 days a week.
Sales at the Cedar Creek totaled $6,570.16 (this includes sales tax) a decrease of $984.06 (13.03%) over 2017. Visitation at Cedar Creek for Fiscal Year 2018 totaled 4030 (a decrease of 19.4%) with 398 customers (a decrease of 1.24%).

--- Mail Sales / Wholesales

Online mail orders were steady for the year. Our new website was up beginning March 23 but we didn’t see any real increase in activity. Spring has always been a busy time for people to start planning their trips and ordering maps and hiking guides. We continue to average about 3-4 orders per day. SNPA also wholesales our own publications to the park concessioner and local businesses and bookstores. Total sales from our mail order and wholesale orders totaled $57,786.71 (includes membership dues) for the year.

Other Business

Brown, Edwards & Company conducted the annual audit of the Association's finances and business affairs at the end of the fiscal year. An auditor came to the office on February 21 to begin work on the annual audit for fiscal year 2017. Taylor Weisgerber attended the March 2018 Board of Directors meeting to present the financial report. Taylor reviewed each page with the Board and answered any questions they may have had.

Board Treasurer, Judy Russell came into the office each month to review all the accounts.

The SNPA Board met in January to complete the Executive Director evaluation and to review the results of the Board Member Evaluation. The Board President shared the results of the Executive Director evaluation with Miller in March.

The Annual Public Lands Alliance (PLA) Convention and Trade Show was held in Palm Springs, CA February 25 - 28, 2018. SNPA representation included Clark Dixon, Diane Wright, Greta Miller, and Rachel Burner. Roy Wood attended as our Park Liaison.

The Shenandoah National Park Association programmed six resource seminars for 2018. The seminars held were: May 12 – Trout Fishing seminar; June 6 – Birding 101 seminar; July 14, Painting seminar; July 28 – Pollinators seminar; August 25 – Nature Photography seminar; and Sept 8 – Mushrooms of SNP seminar. There were a total of 86 participants for the 6 seminars and the seminar committee received lots of good comments and suggestions for future seminars.

The Superintendent hosted a Park Partners meeting on Tuesday, April 19. Representatives of PATC, SNP Trust, Delaware North, and SNPA met to get a report from the Superintendent on current/hot issues within the Park and then share what each of their organizations were currently working on/supporting. Board President Clark Dixon and Sales Director Rachel Burner attended the meeting. Executive Director Greta Miller and Park Liaison Roy Wood was away in training in Philadelphia.

On April 9-12, 2018, Roy Wood and Greta Miller attended a three-day workshop hosted by Eastern National and the National Park Service in Philadelphia, PA. The workshop, Cooperating Associations Partnerships for a New Century, was for Park Chief of Interpreters and their Executive Directors to be updated on NPS Director’s Order 32 and engage in looking for ways to
continue the strong support for the NPS and to discuss best practices.

On June 1 the National Park Service raised the entrance fees to National Parks. Shenandoah's entrance fee went from $25 to $30 per vehicle and the annual Shenandoah pass went from $50 to $55.

On Saturday, June 16 Shenandoah National Park held its annual SNP Neighbors Day. This was a free fee day for all park visitors with the special event where park visitors could visit booths set up by the chambers of the surrounding counties. The Park partners also set up a tent to meet and greet Park visitors in an area outside between the visitor center and the Big Meadows Wayside. SNPA Staff Karen Taylor and SNPA Board Members manned the SNPA table.

On Wednesday, November 28 after the year-end closing of the Dickey Ridge Visitor Center, the Executive Director Miller along with Board Member Bill Reid and two volunteers pulled all the current sales displays off the walls of the Park Store at Dickey Ridge. They were loaded onto trucks and placed in storage. Impact Photographic had been busy during the summer building new fixtures and a new sales desk and will be installing them in December. The project will be completed by opening in the Spring 2019.

SNPA held the annual sale for SNP employees on Wednesday, December 12, at the SNPA Office/Warehouse. Park employees were invited to stop by throughout the day to do some holiday shopping with a special 40% discount. More than 56 employees purchased $3,113.62 worth of merchandise, which included 19 membership renewals.

The Educational Center Committee met numerous times throughout the year discussing ideals for a center to be built in the park to hold all the school groups that the Education office host. The building could also be used for the SNPA Resource Seminars, and other park programs. The committee has reviewed a number of possible building sites, and the Park management team will be reviewing the suggestions and making a selection. The committee also looked at a couple of buildings and have based their suggestions on designing something like the pavilion at Brandy Farm. They met with Brandy Farm staff and got their input on what worked and what didn't and got a copy of the plans. The committee worked with the Interpretive and Education staff to come up with wish list of needs for the building.

During the fiscal year, SNPA placed $15,000.00 into the SNPA Reserve Fund. The Reserve Fund is for emergency use if the Association ever lost a sales operation and needed funds to get through the loss of sales. The goal is to have $350,000 (three months operating expenses) on reserve for emergency use by the Board.

$2,000.00 was placed into the SNPA Vehicle Fund. This fund is to have a reserve for when a need arises to replace either of the SNPA vehicles.

The Association donated $500.00 to the Public Lands Alliance (PLA) for the session breaks during the convention in Palm Springs, CA.
SALES PRODUCTS

The Association continued to look for new products to sell in the stores. Visitors are excited to see our new lines of apparel and games. Book sales have continued to decrease except for the titles that are site specific to Shenandoah like our hiking booklets. A great selection of “59 National Park” products were released in 2017 and proved to be great sellers for SNPA. The Association added a large number of new items during the year, too many to list. But below you can see information on the SNPA publications that were reprinted and some custom projects that were completed during the year.

The products that the Association owns that were revised/reprinted:
- 7,500 copies of *Hikes to Peaks & Vistas in Shenandoah National Park*
- 5,000 copies of *Stony Man Trail* booklet

Apparel vendor, *Wish Designs*, worked with us to design and produce the 5th in a series of a wildflower tee shirt featuring the wild columbine wildflower. We continued carrying the “hoodie” design that they did in 2016 for adults and children. Wish designs did a new kids “bear ¾ sleeve” shirt for children which sold very well.

SNPA also continued to work with Wild Tribute to create some exceptional designed tee shirts to sell during the year. One design titled, “Gradient Bear” was a lovely design on a blue tee that really stood out in the displays and sells were fantastic.

The Associated added quite a number of other new products ranging from childrens board books to new “mini blocks” kits of bears, deer, and even a little Junior Ranger. The Passport program has always sold well, and Eastern National came out with a sticker set – which was simply three blank round stickers that you buy for .99 cents and can put the cancellation stamp on them and then when visitors returned home, could place the stickers in their *Passport Book*. They sold like crazy – mainly to visitors who forgot to bring their books to be stamped.

SNPA MEMBERSHIP

At the end of December 2018, SNPA had a total of 1,366 members: 609 individual members, 463 families, 190 life, 88 supporting, 13 Old Rag Society, and three Stony Man Society members. During the year, members received a copy of the park newspaper, *Explore Shenandoah*; Board member election ballots; membership renewal notices; and monthly eblasts of special events/happenings.

Delaware North at Shenandoah, Inc. and local attraction Luray Caverns continued providing SNPA members special discounts. Members could reserve rooms at Big Meadows or Skyland at a 30% discount (with a few restrictions) and could receive 20% discount on food service, horseback riding, and purchases from the gift shops. Members could also receive $6.00 discounts on tours at the world-famous Luray Caverns in Luray, Virginia. Members also had a new discount (10%) provided by local Appalachian Outfitters store.
SNPA STRATEGIC MANAGEMENT PLAN

SNPA continued to update its Strategic Management Plan. The three goals are:
- Maximize Aid to Shenandoah National Park;
- Encourage an Active Membership Program;
- Ensure SNPA Operates as a High-Performance, Accountable Non-Profit Organization.

The SNPA Strategic Plan Committee met on Wednesday, December 5 to review and updated the Strategic Plan. Items that had been completed were removed from the list and new projects that relate to the Shenandoah National Park Interpretive Plan were added.

AID TO NATIONAL PARK SERVICE

SNPA’s purpose is to provide support to the interpretive program in Shenandoah National Park. The Association is proud to report that direct financial aid totaled $204,392 and programmed services totaled $323,910 for a total aid of $528,302 for 2018. Cumulative total of direct aid to the park since the Association began in 1950 totals $3,432,516.

Since 2014 SNPA budgets funds each year to be set-aside for the following year to give a “guaranteed” amount available for support. In 2018 SNPA budgeted and donated $60,000 as Aid to NPS - to be made available for 2019 spending. That was a 33.33% increase over the 2017 $45,000 that was donated.

The following is a summary of how the funds were spent that was donated in 2017 ($45,000) to have available to spend in 2018. All but $22,123.01 was spent in 2018. This amount was moved to the Interpretive Reserves for future use by the Park as requested by the Chief of Interpretation.

The Association printed 250,000 copies of the full color 4-page issue of the park visitor guide, Shenandoah Overlook, were printed for the year for a total cost of $9,037.52. The printing is funded by co-sponsorships: SNPA, the park concessioner, Delaware North, and Merck Manufacturing. The funding for the production was provided by:
- SNPA provided $5,122.52 toward the cost of the printing
- Delaware North provided $3,415.00 toward the cost of the printing
- Merck Manufacturing, Elkton, VA contributed $500.00 toward the printing

Co-sponsored the Wildflower Weekend event on May 5-6, 2018. SNPA funded the printing of 2000 copies of a Wildflower Weekend brochure to distribute in the park and in local community businesses ($465.88) and prizes such as ribbons, wildflower books, SNP pass for awards for the youth art contest (264.28).

Provided discretionary funds for the Superintendent. Funds were used to purchased SNPA books and stock items, provide snacks/meals for special events such as management training, Park Partners meetings, and other VIPs. ($811.18)

Provided discretionary funds for the Chief of Interpretation office to support the Interpretive and
Educational Programs. ($447.94)

Provided discretionary funds for the Park’s Education office to support their work towards outreach. Provided support for teacher workshop, interns, meeting registrations, and other miscellaneous purchases. SNPA also joined with the Shenandoah National Park Trust to support the Earth Science Workshop. SNPA’s funding for these educational needs. ($924.63)

Provided discretionary funds to purchased interpretive aids and supplies for the Interpretative program. Provided support for the interpretative training, passport cancellation stamps, interpretive backpack supplies, interns, and other miscellaneous expenses. ($960.26)

Provided discretionary funds to purchased materials and supplies for the Media office. ($5,393.67)

Provided funding to support the Park’s Volunteer (VIP) program and the Volunteer Appreciation dinner. ($1,361.35)

Provided funding to support the Park’s Archives by purchasing supplies, reference materials and supporting the Archives interns. (189.78)

The Association funded the reprinting of 10,000 copies of the Junior Ranger Booklet that is distributed free to the public ($6,335.50) and purchased 5,000 Shenandoah National Park Junior Ranger pencils to hand out for children to use to complete the booklet ($600.50).

Provided Association staff valued at $127,137 to assist in staffing the visitor center information desks and handling sales at the Park Stores.

In November 2017, SNPA entered into an agreement with Sea Reach Ltd to plan, design, fabricate and install a custom interior for the Mobile Visitor Center van. A total of $69,780.00 from the Interpretive Account Reserves was paid to Sea Reach throughout the year for the custom work. The vehicle’s interior is fantastic and the van has been used at many special events and parades as well as placed in the South district of the Park to meet and assist visitors.

SNPA FUTURE PLANS

- Continue placing funds into the SNPA Emergency Reserve Account for the Association.
- Annually review and update the SNPA Strategic Management Plan.
- Increase use of Constant Contact e-blasts to SNPA members.
- Continue to add products, press releases and other information to the new website
- Participate in the PLA Conference in Denver, CO in February 2019
- Complete the remodel of the Dickey Ridge Visitor Center Park Store to open in April 2019
- Review seminar results and evaluations and make plans for next years program
- Explore possibilities to build an educational facility for interpretive school programs and SNPA seminars.