
2026 Strategic Planning Board Meeting Minutes

Jan 10, 2026 9:00 AM MST to 1:00PM

LINK TO ZOOM MEETING: <https://us02web.zoom.us/j/88008546611>

Meeting called to order at 0902 MST

Attendees

Mike Pflaum, President	Present
Jonathan Shafer, Secretary	Absent
Rick Harwell, Treasurer	Present
Lauren DeGennaro, Strategic Planning	Present
Todd Johnson, Government Affairs	Present
Rae Emerson, Education and Training	Present
Margie Steigerwald, Professional Issues	Present
Crystal Muzik, Membership Services	Present
Anne Espeset, Seasonal Perspectives	Present
Tom Banks, Internal Communications	Excused
Mark Ruggiero, Membership Growth	Present
Jenn Cook, Fundraising Activities	Absent
Bill Wade, Executive Director	Present

Melissa DeVaughn, Business Manager	Absent
------------------------------------	--------

Agenda

1. Introduction by the President **9:05am - 9:15am**
 - a. Mike shared his priorities as ANPR President
2. Introductions of each board member (<3 minutes) **9:15am - 10:00am**
 - a. Where are you from/currently located?
 - b. Brief summary of work history
 - c. How did you first come to learn about ANPR?
 - d. What keeps you engaged with ANPR?
 - e. Pass it to someone else!
3. Strategic Planning Session **10:00am - 12:00pm**
 - a. Questions about financial summary distributed by Wade
 - i. Done and questions answered
 - b. Change of Priority #1
 - i. Agreed and will be incorporated into the plan
 - c. New Theme
 - i. Theme will be: "We support the National Park Service and its people."
 - d. Suggested response to member Lois Koretz Remick.
 - i. Wade will respond that this is the prerogative of hiring officials.
 - e. The plan was discussed and revisions made as appropriate.
 - i. Final draft will be prepared by Wade and circulated for final comment/input. Approval of the plan will be on the agenda of the January 27 BOD meeting.
 - f. A motion was made by Harwell and seconded by ? as follows:

- i. “Offer free one-year (digital) memberships and renewals to ANPR for the remainder of 2026 and amend bylaws as appropriate”
 - ii. Passed unanimously.
 - iii. Implementation will take place when changes are made to the “Join” and “Renew” links on the website. Those joining or renewing for free will be given the opportunity to get the printed version of Ranger magazine by paying for the cost of printing and shipping.
 - g. Additional discussion took place about several key issues:
 - i. Make RR more affordable – Wade will come up with a plan
 - 1. Breakeven budget rather than the RR as a “profit center”
 - 2. “Scaled” registration rates
 - ii. Offer scholarship to attend RR – Harwell will draft criteria
 - iii. Start looking beyond 2027 for the future of ANPR
4. Next Steps: **12:30pm - 1:00pm**
- a. Keeping each other on the BOD informed:
 - i. Discussion about making it easier to report accomplishments during BOD meetings – consider some kind of “prompt” to help translate the numbering protocols of the strategic plan.
 - ii. We are looking into using software for “task tracking management” – update on this after more review.
 - b. Communication of Strategic Plan to Members
 - i. Distillation for social media
 - ii. Articles in Ranger – BOD members should report accomplishments to Melissa for each issue of Ranger; or if they have nothing to report, to inform Melissa of that.
 - iii. Website content – further discussion with Melissa needed.
 - iv. Member newsletter – Continue as it has been scheduled and distributed. BOD member input welcome to the member newsletter.



- c. Annual Work Plan – Lauren will schedule work plan interviews with each BOD member.

Meeting Notes

- Add

Action Items

1. Add and assign

Next Meeting: Jan 27, 2026