



## 2025 WFLC & CWSF Fall Meeting

December 10-12, 2025 | Hall of the States | Washington, D.C.

<b>Wednesday, December 10   Council of Western State Foresters Meeting</b>	
<p><b>Attendees:</b> Western State and Pacific Island Foresters and senior staff, State Forester associations' staff and representatives, NASF Executive Committee and NASF Committee Chairs</p> <p><b>Attire:</b> Formal for Hill Visits</p> <p><b>Meeting:</b> Hall of the States, 444 North Capitol St NW, Washington, D.C. 20001 <b>Room:</b> 383/85</p>	
Morning	<b>Breakfast (Not Provided)</b>
8:00 - 8:30 a.m.	<p><b>Welcome and Policy Briefing</b></p> <p>After welcoming the group to D.C., the policy team will provide an overview of the materials in the State Forester folders, highlight high-priority points to address on the Hill, and coordinate with the State Foresters and staff prior to their departure for Hill and partner meetings. This will be a dual briefing with all CWSF meeting attendees and NASF Executive Committee and Chairs, before everyone departs for meetings.</p>
8:30 a.m. - 4:30 p.m.	<p><b>Hill Visits and Leadership Engagement</b></p> <p>State Foresters will participate in meetings with members of Congress and their staff to discuss regional forestry priorities, recent accomplishments, and elevate state needs in pending legislation. In preparation for these Hill visits, briefing folders will be provided to each participant. These folders will include Highlights and Accomplishments reports for the following program areas: Good Neighbor Authority, Forest Health, Urban and Community Forestry, Forest Stewardship, and Fire (SFA/VFA).</p> <p><b>Itinerary</b> - A full itinerary, including meeting schedules and logistical details, will be provided to participants. CWSF and NASF staff will be coordinating this effort.</p> <p><b>Between Meetings</b> - The meeting room will be available for use throughout the day; however, please note that lunch will not be provided. Please grab lunch off-site or bring something to the meeting room.</p>
4:30 - 5:00 p.m.	<b>Debrief from Hill Visits for State Foresters</b>
5:30 - 7:30 p.m.	<p><b>NASF Partners Reception in Hall of States, Suite 285</b></p> <p>CWSF/WFLC members are invited to join NASF for their partners reception. Additional details, including RSVP information, have been sent via email.</p>



**Thursday, December 11 | Western Forestry Leadership Coalition Meeting**

**Attendees:** Western State and Pacific Island Foresters and senior staff, USDA Forest Service WFLC members and Washington Office leaders, and invited partners

**Attire:** Business Casual

**Meeting:** Hall of the States, 444 North Capitol St NW, Washington, D.C. 20001 **Room:** 383/85

Morning	<b>Breakfast (Not Provided)</b>
8:00 - 8:30 a.m.	<b>Welcome</b> <i>Jacque Buchanan (USFS, WFLC Co-Lead) and Kelly Norris (WY, WFLC Co-Lead)</i>
8:30 - 10:00 a.m.	<b>USDA Forest Service Update and Welcome</b> <i>Tom Schultz (USDA Forest Service, Chief) and John Crockett (USDA Forest Service Deputy Chief)</i> Discussion with USFS WO leadership, Western leadership, and State Foresters on high priorities across the region, including the national active management strategy, Good Neighbor Authority, the future trajectory of SPTF programs, USFS reorganization, and continued effective coordination across jurisdictional boundaries in Western states.
10:00 - 10:30 a.m.	<b>Break</b>
10:30 - 11:30 a.m.	<b>Shared Stewardship 2.0: Aligning State and Federal Action in Western Forests</b> <i>Ellen Shultzbarger (USDA Forest Service, Associate Deputy Chief)</i> This session will explore how Shared Stewardship agreements can evolve to meet the diverse needs of Western states and forests - recognizing that no one-size-fits-all approach works, and emphasizing the importance of collaborative, on-the-ground action that reduces risk, restores landscapes, and supports forest-dependent communities and industries.
11:30 a.m. - 12:30 p.m.	<b>Lunch (Provided)</b>
12:30 - 1:30 p.m.	<b>Policy Update</b> <i>Neil Simpson (CWSF/WFLC, Director of Policy)</i>
1:30 - 2:00 p.m.	<b>USDA Forest Service R&amp;D Outcome-Based Performance Metrics</b> <i>Richard Barhydt (USDA Forest Service, RMRS Station Director)</i> This session will examine the evolution of this effort to date within the high-risk landscapes across the West, outline the trajectory going forward, and dialogue on the areas of mutual interest and potential common points.



2:00 - 3:00 p.m.	<p><b>Outcomes, Efficiency, and Technology Innovations for Fuels Reduction</b>  <i>Cole Von Glahn and Reed Van Beveren (Environmental Policy Innovation Center (EPIC))</i></p> <p>EPIC will facilitate a dialogue with State Foresters and the USDA Forest Service to explore how collaborative technology adoption can drive improvements in shared problem areas. The session will provide an introduction to members on the work of EPIC, build upon previous conversations on work being done on outcome-based performance measures and challenges within the wildfire technology space, and lead into a strategic discussion to identify additional opportunities for alignment that are ripe for collaborative technological innovation. Grounded in ongoing partnerships and recent insights, this conversation aims to accelerate tech-driven solutions that support healthier, more resilient forests.</p> <p><b>Background:</b> <a href="#">EPIC Report: Adopting Innovation at the USDA Forest Service</a></p> <p>EPIC has been building out their approach to the technology elements of outcomes-based forestry through conversations with state and federal forestry partners. <a href="#">Reed released a blog</a> sharing their perspective and vision for the work.</p> <p><b>Discussion Questions:</b></p> <ul style="list-style-type: none"> <li>● What missing insights are the highest priority for managing fuels in your state? <ul style="list-style-type: none"> <li>○ Where is the break(s) in the information chain? What type(s) of problem creates this insight gap?</li> </ul> </li> <li>● What's preventing you from filling those insight gaps and how might cross-state collaboration and/or improved digital systems help? <ul style="list-style-type: none"> <li>○ Where do you see opportunities for state-state collaboration to save you time/supplement capacity?</li> </ul> </li> <li>● Who would you want to send to participate in the collaborative, and who would you want them to collaborate with? <ul style="list-style-type: none"> <li>○ What do you wish you were able to learn from one another or share with one another?</li> </ul> </li> </ul>
3:00 - 3:30 p.m.	<b>Break</b>
3:30 - 4:55 p.m.	<p><b>CWSF/WFLC Committee Accomplishments and Work Plan Approval</b>  <i>Committee chairs/representatives (presenting virtually) and CWSF/WFLC Staff Liaisons</i></p> <p>CWSF/WFLC committee chairs will present short updates to CWSF/WFLC members about their respective committees' accomplishments from their 2025 work plans, discuss proposed actions and tasks for 2026, and dialogue with members about key</p>



	priorities and issues to maintain alignment with CWSF/WFLC member interests. This session will include the following committees: Forest Stewardship, Good Neighbor Authority, Forest Health, and Pacific Islands Forestry Committee.
4:55 - 5:00 p.m.	<b>Meeting Wrap-up and Adjournment</b> <i>Jacque Buchanan (USFS, WFLC Co-Lead) and Kelly Norris (WY, WFLC Co-Lead)</i>
6:00 p.m.	<b>Optional Social Post-Meeting Gathering for Informal Dinner/Drinks</b> Location: Prost DC, 919 5th St NW, Washington, D.C. 20001

<b>Friday, December 12   Western Forestry Leadership Coalition &amp; Council of Western State Foresters Meeting</b>  <b>Attendees:</b> Western State and Pacific Island Foresters and senior staff, USDA Forest Service WFLC members and Washington Office leaders, and invited partners <b>Attire:</b> Business Casual <b>Meeting:</b> Hall of the States, 444 North Capitol St NW, Washington, D.C. 20001 <b>Room:</b> 383/85	
Morning	<b>Breakfast (Not Provided)</b>
8:00 - 8:15 a.m.	<b>Morning Welcome and Agenda Overview</b> <i>Jacque Buchanan (USFS, WFLC Co-Lead) and Kelly Norris (WY, WFLC Co-Lead)</i>
8:15 - 9:15 a.m.	<b>USDA and DOI Leadership Discussion</b> <i>Kristin Sleeper (USDA, Deputy Under Secretary) and Michael Boren (DOI, Acting Assistant Secretary for Policy, Management, and Budget)</i> USDA and DOI leadership will join state partners for a dialogue on new opportunities to strengthen collaboration, streamline operations, and improve efficiency across forest and wildfire work to enhance the collective ability to address escalating wildfire risks across the West.
9:15 - 10:15 a.m.	<b>CWSF Committee Work Plans</b> <i>Committee chairs/representatives (presenting virtually) and CWSF Staff Liaisons</i> CWSF committee chairs will present brief updates to CWSF members about their respective committees' 2025 work plans, discuss proposed actions and tasks for 2026, and engage in dialogue with members about key priorities and issues to ensure alignment with CWSF member interests. This session will include the following committees: Forest Products, Urban and Community Forestry, and Western State Fire Managers.



10:15 - 10:20 a.m.	<b>Wrap Up Remarks and Conclude Western Forestry Leadership Committee Meeting</b> <i>Jacque Buchanan (USFS, WFLC Co-Lead) and Kelly Norris (WY, WFLC Co-Lead)</i>
10:20 - 10:45 a.m.	<b>Break</b> <i>(Note that this marks the conclusion of the WFLC Meeting)</i>
10:45 - 10:50 a.m.	<b>Welcome to the Council Of Western State Foresters</b> <i>Kelly Norris (WY, CWSF Chair) and Danielle Okst (CWSF)</i>
10:50 a.m. - 12:00 p.m.	<p><b>State Forester Lightning Round</b> <i>Facilitated by Neil Simpson (CWSF/WFLC, Director of Policy)</i></p> <p>CWSF members or their designees will share 3 to 5 minutes of remarks in response to questions regarding forestry priorities within their state and key takeaways from Wednesday's Hill visits.</p> <p><b>Discussion Questions:</b></p> <ul style="list-style-type: none"> <li>● From Hill Visits: <ul style="list-style-type: none"> <li>○ Anything from the Hill Visits that was particularly positive or concerning from your Hill Visits?</li> <li>○ Are there any follow-up or action items needed in addition to the standard email thank you?</li> <li>○ Based on your visits, is there anything new that the policy team, CWSF (staff or membership), or CWSF/NASF Committees need to be working on?</li> </ul> </li> <li>● General Questions: <ul style="list-style-type: none"> <li>○ What is your state funding outlook? If you are expecting reductions, how do you plan to address them?</li> <li>○ Are there any conversations that should be happening, but are not? What are the most effective ways for CWSF to convene and facilitate those conversations?</li> </ul> </li> </ul>
12:00 - 1:15 p.m.	<b>Lunch (Provided)</b>
1:15 - 3:00 p.m.	<p><b>Business Session (closed)</b></p> <p>CWSF members and staff to discuss the financial report, 2026 budget, dues, virtual committee meetings, competitive grants updates/decisions, strategic plan update, Spring Meeting, among other member business. Several business session items will need formal approval by membership vote.</p>
3:00 - 3:30 p.m.	<b>Break</b>



3:30 - 4:55 p.m.	<p><b>Lessons, Progress, and Pathways for State Wildfire Policy and Budgets</b> <i>Peter Muller, Ronojoy Sen, and Jad Maayah (Pew Charitable Trusts)</i></p> <p>Wildfire risk and response costs continue to rise across the West - straining budgets, testing capacity, and driving urgent legislative action. This session builds on Pew's "<a href="#">Wildfires: Burning Through State Budgets</a>" report and WFLC's <a href="#">True Cost of Wildfire</a> report.</p> <p>This would be a focused discussion on what has been tried, what has worked (or hasn't), and what's next. We'll explore state-level innovations in wildfire budgeting, investments in suppression, prevention, and mitigation, and opportunities for cross-state learning and identify potential needs to support these efforts.</p> <p><b>Discussion Questions:</b></p> <ul style="list-style-type: none"><li>• What challenges are you facing in your state when it comes to wildfire funding?</li><li>• How are you communicating to your state legislature and other budget decision-makers about wildfire spending needs?</li><li>• Is your state implementing any innovative wildfire funding approaches?</li></ul>
4:55 - 5:00 p.m.	<p><b>Wrap-up and Meeting Adjournment</b> <i>Danielle Okst (CWSF/WFLC)</i></p>