

Environment and Natural Resources Trust Fund 2020 Request for Proposals (RFP)

Project Title:

ENRTF ID: 045-A

Collaborative Foresight: Addressing Forest-related Workforce and Recreational Challenges

Category: A. Foundational Natural Resource Data and Information

Sub-Category:

Total Project Budget: \$ 300,000

Proposed Project Time Period for the Funding Requested: June 30, 2023 (3 yrs)

Summary:

Loggers, truckers, and mill workers are all aging. Hunting, fishing, and other recreation patterns are changing due to demographics. This project brings key stakeholders together to deal with these issues.

Name: Jason Crabtree

Sponsoring Organization: U of MN

Job Title:

Department:

Address: 1530 Cleveland Ave N, 115 Green Hall
St. Paul MN 55108

Telephone Number: (651) 649-5031

Email: crabtree@umn.edu

Web Address:

Location:

Region: Statewide

County Name: Statewide

City / Township:

Alternate Text for Visual:

Strategic Foresight consists of two phases: Exploration (framing, scanning, futuring) and Translation (designing, visioning, adapting)

_____ Funding Priorities	_____ Multiple Benefits	_____ Outcomes	_____ Knowledge Base
_____ Extent of Impact	_____ Innovation	_____ Scientific/Tech Basis	_____ Urgency
_____ Capacity Readiness	_____ Leverage	_____ TOTAL	_____ %



Environment and Natural Resources Trust Fund (ENRTF)

Collaborative Foresight: Addressing Forest-related Workforce and Recreational Challenges

PROJECT TITLE: Collaborative Foresight: Addressing Forest-related Workforce and Recreational Challenges

I. PROJECT STATEMENT

Loggers, truckers, and mill workers are all aging. Hunting, fishing, and other recreation patterns are changing due to demographics. This project brings key stakeholders together to deal with these issues. Strategic Foresight provides the tools to effectively solve problems and to address the challenges facing Minnesota's forest-related workforce and recreation.

People are not naturally good at understanding the future. Most efforts to know what may happen are based on assumptions of the present. However, a large number of today's Fortune 50 companies have a secret weapon to challenge those assumptions - Strategic Foresight. By thoroughly investigating the way social trends, new technologies, economic behaviors, and political shifts may influence our future, we can make more informed environmental policy decisions today.

As part of an ongoing partnership with the University of Minnesota and the USDA Forest Service we will draw on over 20 tools and applications from the growing field of Strategic Foresight. Through activities such as **trend analysis, scenario planning, and visioning** we will bring diverse stakeholders together to understand the implications of change in forest-based workforce and recreation.

Two questions we will answer in the project are of utmost importance to the continued prosperity of our state:

- **How will the timber industry in Minnesota be impacted by an aging workforce, smarter automation, and a younger generation less inclined for manual labor?**
- **How will Minnesota meet the needs of outdoor recreation when hunter numbers are declining and extreme weather events are increasing, but visitation to public lands is growing?**

Combining the existing environmental expertise at UMN, insights from diverse stakeholders, and the innovative approach of Strategic Foresight we will provide a means to collaboratively design effective policies that achieve shared goals for the future of our state. These activities supply meaningful support to decision-makers tasked with protecting Minnesota's environment, providing training and expertise that will enable them to more effectively adapt to emerging challenges and opportunities.

The objectives of this project are to:

- 1) Uncover implications of potential futures to Minnesota's environment, economy, and culture
- 2) Build regional networks of natural resource stakeholders engaging with the future, together
- 3) Support long-term planning efforts through strategic partnerships

II. PROJECT ACTIVITIES AND OUTCOMES

Activity 1 Title: Conduct two in-depth foresight studies focused on key emerging issues

With the support of the USDA Forest Service Strategic Foresight group, based at the Northern Research Station in St. Paul, and input from key regional stakeholders, we will conduct foresight projects that target 2 emerging concerns about the future of natural resource management in Minnesota: the aging timber workforce and changing outdoor recreational behavior. These issues will be rigorously researched using established Strategic Foresight methods including trend analysis and scenario planning to generate thought-provoking visions of the future that can guide current decision making toward actionable solutions. We will work with partners in



Environment and Natural Resources Trust Fund (ENRTF)

Collaborative Foresight: Addressing Forest-related Workforce and Recreational Challenges

multiple agencies to publicize the findings of these visions. The studies and their reports will also serve as foundation for building relationships and training in the service of activities 2 and 3.

ENRTF BUDGET: \$67,000

Outcome	Completion Date
1. <i>The Future of the Timber Workforce Report</i>	<i>February 2021</i>
2. <i>The Future of Outdoor Recreation Report</i>	<i>July 2022</i>

Activity 2 Title: Train environmental stakeholders throughout Minnesota in Strategic Foresight

Building upon previous work of the USDA Forest Service Strategic Foresight group, we will offer a two-day intensive Strategic Foresight Boot Camp to scientific experts, business leaders, tribes, citizens, policy-makers, and other stakeholders in the region. The Strategic Foresight Boot Camp is tailored to the unique needs of Minnesota's environmental audience, but is based on a previous version as a successful in-house "futurizer" training for a Fortune 50 company developed by the principal investigator, which is itself an adaptation of the framework used in the nation's most recognized academic institution for Strategic Foresight certification.

ENRTF BUDGET: \$100,000

Outcome	Completion Date
1. <i>Conduct at least 10 Strategic Foresight Boot Camp work sessions</i>	<i>June 30, 2023</i>

Activity 3 Title: Support the MFRC and tribal land management agencies in long-term planning efforts

Working closely with stakeholders from the Minnesota Forest Resources Council and tribal land management agencies who were trained in activity 2, we will conduct additional foresight studies based on issues of priority to these stakeholders. We will draw on the techniques utilized in activity 1, but will be guided by the input of partners in selecting and developing these projects collaboratively. In doing so, we will provide tribes and the council with deeper insight into their long-range planning goals.

ENRTF BUDGET: \$133,000

Outcome	Completion Date
1. <i>One report on the future of an issue identified by partner agencies</i>	<i>June 30, 2023</i>
2. <i>Facilitate revised planning procedures in these agencies</i>	<i>June 30, 2023</i>

III. PROJECT PARTNERS AND COLLABORATORS:

A. Partners receiving ENRTF funding

All funding will be used directly by the University of Minnesota to support the work of the principal investigator, Jason Crabtree (Strategic Foresight researcher), and the co-investigator, Prof. Forrest Fleischman (forest policy).

B. Partners not receiving ENRTF funding

Name	Affiliation	Role
David Bengston	USFS, Strategic Foresight Group	Research Forester
Mike Dockry	USFS, Strategic Foresight Group	Research Forester
Lynne Westphal	USFS, Strategic Foresight Group	Research Social Scientist

IV. LONG-TERM IMPLEMENTATION AND FUNDING:

By training people within these agencies through collaboration with us, we will build Strategic Foresight into the existing programs and operations of our collaborators. Thus, after the 3 year project period, we expect that the collaborators will be able to continue to use Strategic Foresight without additional funding from the LCCMR or other sources other than their existing operations budgets.

Attachment A: Project Budget Spreadsheet
 Environment and Natural Resources Trust Fund
 M.L. 2020 Budget Spreadsheet

Legal Citation:

Project Manager: Jason Crabtree

Project Title: Collaborative Foresight: Addressing Forest-related Workforce and Recreational Challenges

Organization: University of Minnesota

Project Budget: 300,000

Project Length and Completion Date: 3 years, to be completed June 30, 2023

Today's Date: March 14, 2019



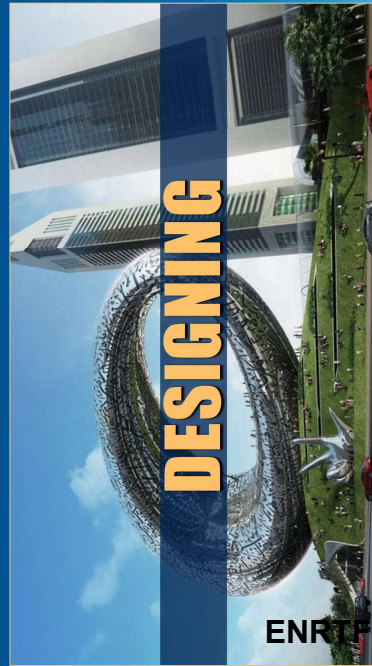
ENVIRONMENT AND NATURAL RESOURCES TRUST FUND BUDGET		Budget	Amount Spent	Balance
BUDGET ITEM				
Personnel (Wages and Benefits)		\$ 271,000	\$ -	\$ 271,000
Jason Crabtree, Project Manager & Research Scientist (soft-funded by grant with USDA Forest Service through June 2020), will work 100% time on this project for 3 years. (\$231,000) 74% salary 26% fringe				
Forrest Fleischman, Co-investigator & Assistant professor, will work 8.3% time on this project for 3 years (40,000) 75% salary 25% fringe				
Professional/Technical/Service Contracts				
Contracts with outside experts to provide consulting on strategic foresight (to be determined based on specific expertise needed)		\$ 15,000	\$ -	\$ 15,000
Equipment/Tools/Supplies				
Supplies for running trainings such as printed 50-page workbook for each training camp participant, and workshop supplies.		\$ 5,000	\$ -	\$ 5,000
Capital Expenditures Over \$5,000				
		\$ -	\$ -	\$ -
Fee Title Acquisition				
		\$ -	\$ -	\$ -
Easement Acquisition				
		\$ -	\$ -	\$ -
Professional Services for Acquisition				
		\$ -	\$ -	\$ -
Printing				
		\$ -	\$ -	\$ -
Travel expenses in Minnesota - in accordance with UMN Travel Policy				
Travel to conduct boot camps and consult with stakeholders around the state - each trip requires 3 days of travel with \$100 budgeted for lodging/meals & incidental expenses/day, and 6 trips out of the Twin Cities made per year, with an average mileage of 300: $3 \times 100 \times 6 \times 3 + 300 \times 6 \times 0.58 = \$6,500$. Additional travel to meet with stakeholders to conduct foresight projects = 20 days @ 100/day, + 100 miles/day $\times 0.58 = \$2,500$		\$ 9,000	\$ -	\$ 9,000
Other				
		\$ -	\$ -	\$ -
COLUMN TOTAL		\$ 300,000	\$ -	\$ 300,000
SOURCE AND USE OF OTHER FUNDS CONTRIBUTED TO THE PROJECT				
	Status (secured or pending)	Budget	Spent	Balance
Non-State:		\$ -	\$ -	\$ -
State:		\$ -	\$ -	\$ -
In kind: University of Minnesota unrecovered Facilities and Administration Costs 54%		\$ 162,000	\$ -	\$ 162,000
Other ENRTF APPROPRIATIONS AWARDED IN THE LAST SIX YEARS				
	Amount legally obligated but not yet spent	Budget	Spent	Balance
		\$ -	\$ -	\$ -

phase one - exploration



05/12/2019

STRATEGIC FORESIGHT COMPETENCIES



phase two - translation



Environment and Natural Resources Trust Fund (ENRTF)

Project Manager Qualifications and Organization Description

Minnesota Environmental Foresight Collaborative – Building Our Futures Together

Project Manager: Jason Crabtree

Research Scientist (Researcher 5), Department of Forest Resources, University of Minnesota, St. Paul, 55108.

Professional Appointments and Preparation

- Research Scientist, Forest Resources, University of Minnesota, 2018-Present
- Foresight Project Manager, Disney Parks & Resorts, 2016-2018
- MS Strategic Foresight, University of Houston
- BA in Psychology, BS Communications-film, University of Texas at Austin

Areas of Expertise

Strategic Foresight analysis & training.

Project Management Experience and Responsibilities for this Project

I have extensive experience conducting strategic foresight experts, training diverse people in strategic foresight, and coordinating diverse teams of experts and practitioners, as exemplified by my experience at Disney, where I ran the strategic foresight group. I will take responsibility for all aspects of this project, in coordination with my collaborators Forrest Fleischman (University of Minnesota), and Dave Bengston, Michael Dockry, and Lynne Westphal from the US Forest Service.

Organization Description

For over 100 years, the Department of Forest Resources at the University of Minnesota has been the leader in producing high quality research regarding natural resource management issues across the state of Minnesota.