



Environment and Natural Resources Trust Fund

2025 Request for Proposal

General Information

Proposal ID: 2025-269

Proposal Title: Aligning ENRTF Research and Projects around Collaborative Strategies

Project Manager Information

Name: Shehla Mushtaq

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Project Basic Information

Project Summary: Consultants and college students will facilitate the co-creation of Impact Strategy Maps and Research Strategy Maps to align ENRTF-funded work for greater impact, managing information in the InsightVision platform.

ENRTF Funds Requested: \$491,000

Proposed Project Completion: June 30, 2027

LCCMR Funding Category: Air Quality, Climate Change, and Renewable Energy (E)

Project Location

What is the best scale for describing where your work will take place?

Statewide

What is the best scale to describe the area impacted by your work?

Statewide

When will the work impact occur?

During the Project and In the Future

Narrative

Describe the opportunity or problem your proposal seeks to address. Include any relevant background information.

Instead of being a narrowly focused research project or isolated set of activities with a limited impact, this is a big-picture strategic project that will significantly improve the alignment, management, and monitoring of many past and future efforts to address environmental and natural resource challenges facing Minnesota.

Statewide, many different organizations are pursuing positive environmental projects, but the fragmentation makes it difficult for the projects to achieve the impact-at-scale changes that are needed for priority environmental issues. Similarly, research funded by the EMRTF (and other sources) is often narrowly focused on questions suitable for short-term projects. These may generate valuable knowledge or insights, but the research findings are like individual puzzle pieces. The strategies to protect natural resources are much larger puzzles that require the alignment of many research projects (puzzle pieces) to be successful.

This project has three intertwined elements.

Creating Impact Strategy Maps and “Strategy Management at Scale” (SM@S) for selected Environmental issues.

Adopting Strategy-Aligned Research (SAR) techniques and Research Strategy Maps to improve the alignment of past and future research funded by the ENRTF or other sources.

Expanding the adoption of the InsightVision strategy engagement platform to support the long-term information management for the above two elements.

What is your proposed solution to the problem or opportunity discussed above? Introduce us to the work you are seeking funding to do. You will be asked to expand on this proposed solution in Activities & Milestones.

This project will use SM@S and SAR to better address the complex, boundary-crossing challenges the LCCMR is striving to impact. The consultants from Collectivity and InsightFormation will work with Gustavus faculty and students to support the use of these SM@S and SAR techniques and tools (which are also being considered by state and local governments and coalitions working on climate, environmental and equity issues) to:

Facilitate the creation of strategy maps that integrate the LCCMR strategy with other relevant strategies, goals, and frameworks. These strategy maps will enhance the prioritization and alignment of research, improve project coordination, strengthen SM@S and enhance project monitoring.

The SAR techniques will align recent ENRTF-funded research around prioritized sections of the strategy maps. SAR helps identify questions needed to address specific environmental or natural resources questions and improve strategies. SAR enables a system-thinking approach and state-of-the-art information management so individual research projects and programs build on each other for greater impact.

InsightVision will be used to manage many types of information (including strategies, projects, research needs, measures and action plans) for SM@S and SAR.

This 5-minute video shows how InsightVision supports strategy mapping and SM@S

<https://vimeo.com/913860410/24fd3e8465>

What are the specific project outcomes as they relate to the public purpose of protection, conservation, preservation, and enhancement of the state’s natural resources?

The LCCMR and legislature will have a dynamic set of strategy maps for prioritized environmental and natural resource topics around which research and programs can be aligned for greater impact. These strategy maps will be dynamically deployed in the InsightVision platform and integrated with other efforts and embedded in many websites. This will improve the effectiveness of these efforts and enhance the ability to manage progress, apply for federal funding, monitor progress, and demonstrate impact. The strategy maps and supporting information will enhance future LCCMR grant-giving and help translate both research and individual projects into a greater positive impact.

Activities and Milestones

Activity 1: Facilitate the creation of strategy maps for prioritized LCCMR topics that integrate strategies from other relevant state organizations

Activity Budget: \$137,554

Activity Description:

Strategy maps are increasingly seen as the key to improving progress on complex, boundary-crossing issues that don't have simple solutions. Bill Barberg, one of the world's top experts on these techniques, will lead the collaborative strategy mapping process. The strategy maps will build on existing climate action frameworks and plans, along with the U.S. Climate Resilience Toolkit, The Climate Explorer, Minnesota's Regional Indicators Initiative, and other resources. By July of 2025, several grant-funded projects in Minnesota that may be building strategy mapping into their grant proposals should be underway, so this work will likely be integrating LCCMR strategic priorities into those strategy mapping projects. Even if those have not received traction or funding, this project will still be able to leverage the growing number of strategies, plans, and goals of relevant organizations as shown in this 5-minute demonstration video. <https://vimeo.com/889217259/821c1e5bf2>

The Impact Strategy Maps will focus on a large-scale Theory of Transformation on the intertwined set of changes that will support the accomplishment of various topics—like reducing the spread of invasive species or accelerating the adoption of regenerative agriculture. This 10-minute video shows a couple examples of merging multiple strategies

Activity Milestones:

Description	Approximate Completion Date
Gather information on relevant strategies, plans and most significant organizations working on LCCMR priority issues.	September 30, 2025
Develop draft Impact Strategy Maps for initial set of topics in the LCCMR strategic plan	September 30, 2025
Engage sub-groups in Zoom calls to work on details of the initial Impact Strategy Maps	December 31, 2025
Deploy the initial Impact Strategy Maps with supporting details in InsightVision.	December 31, 2025
Begin development of Research Strategy Maps to support targeted topics (including past research work)	May 31, 2026
Gather input on research needs so RFP responses are better aligned with the LCCMR strategy	May 31, 2026
Develop strategy maps and details for Impact Strategy Maps for additional LCCMR strategic priorities	September 30, 2026

Activity 2: Align prior research and ENRTF-funded projects to the most relevant objectives on the strategy maps using the InsightVision platform.

Activity Budget: \$178,498

Activity Description:

Students will be reaching out to recipients of prior ENRTF funding to gather information about their past or current projects or research, and that information will be integrated into the InsightVision platform to see how things align with the strategy map objectives. The team will also be communicating with organizations doing non-ENRTF research, projects, programs and aligning that information with the strategy (using the power of InsightVision). This information will be organized into two different (and integrated) strategy map systems that have different, but mutually reinforcing purposes.

The Research Strategy Maps will have a similar high-level structure to the Impact Strategy Maps, but they will be used to support the information on the research questions, discoveries and knowledge that can be used to enhance the actions, policies or other forms of collaboration needed to improve the success of the Impact Strategies. This 20-minute video shows an example of an Impact Strategy Map and an integrated Research Strategy Map for addressing Alzheimer's Disease and Related Dementias. <https://vimeo.com/insightformation/sar-1>

The consultants and students will also engage in discussions and surveys with front-line environmental groups to learn what topics they would like to see researched to enhance their decision-making and

Activity Milestones:

Description	Approximate Completion Date
Review research and ENRTF-funded projects to inform strategy map and prepare for alignment.	September 30, 2025
Identify primary organizations and significant efforts that would align with the LCCMR and begin outreach	December 31, 2025
Work with LCCMR to incorporate Impact and Research Strategy Maps into 2026 LCCMR RFP process	December 31, 2025
Integrate organization’s programs into Impact Strategy Map structure using InsightVision	May 31, 2026
Explore opportunities for improving impact of existing efforts through better alignment and “assists”	May 31, 2026
Integrate ENRTF-funded and other research into the Research Strategy Map for initial topics (in InsightVision).	September 30, 2026
Integrate program information and research into the relevant strategy maps for the second set of	December 31, 2026
Continue with refining past information for research topics in InsightVision and refine Key Questions.	May 31, 2027

Activity 3: Support the use of InsightVision by LCCMR stakeholders and a wide range of state and local organizations, coalitions, and policymakers.

Activity Budget: \$174,948

Activity Description:

InsightVision brings a rich set of valuable new capabilities that can simplify information management, improve decision-making, and accelerate strategy implementation.

As the content in the strategy maps (and other information in InsightVision) gets built out, the use of InsightVision will become increasingly useful for a wide range of stakeholders, partners, funders, and organizations. Work in the second year will include training, coaching, facilitating and otherwise guiding the use of these powerful new tools within LCCMR functions and with the wider group of stakeholders.

Some of the work in this phase may focus internally with LCCMR processes, grant-giving, evaluation, monitoring, reporting, and such. Other work will include engagement with a wide range of other stakeholders, such as various departments of the State of Minnesota and numerous other local or topic-focused coalitions. Some of that integration will depend on the degree to which others have adopted these strategy mapping techniques and tools.

Some of this work will involve integration with other tools, such as the Regional Indicators Initiative or the Climate Explorer. It will also involve integrating InsightVision’s dynamic strategy map and scorecard information into other websites.

Customized training will be developed to simplify adoption for different types of InsightVision users.

Activity Milestones:

Description	Approximate Completion Date
Plan and implement webinars and workshops on the power and value strategy maps in InsightVision.	September 30, 2025
Deploy, configure and initially populate InsightVision to support information for the Impact Strategy.	September 30, 2025
Deploy, configure and initially populate InsightVision to support information for the Research Strategy.	December 31, 2025
Support relevant groups to use of SM@S techniques for improving alignment and Collective Impact	December 31, 2025
Create videos, infographics, and other communications tools to support adoption of these powerful techniques	May 31, 2026
Support the LCCMR strategy and operational processes to leverage the new knowledge and capabilities	May 31, 2026
Train organizations to use InsightVision to streamline collaboration, monitor strategies and improve grant applications.	September 30, 2026
Integrate InsightVision into reporting, websites and other processes for LCCMR and other organizations	December 31, 2026

Develop customized reporting and data integration to improve analysis and accountability	December 31, 2026
Provide training on using InsightVision, including alignment of organizations is not funded by the ENRTF.	May 31, 2027

Project Partners and Collaborators

Name	Organization	Role	Receiving Funds
Scott Cole	Collectivity	CEO and Co-Founder of Collectivity. Scott will be in a senior consulting role with the strategy mapping, alignment and stakeholder engagement.	Yes
Katie Marty	Collectivity	Senior Consultant and Co-op Director for Collectivity. Katie will work on both Project Management and stakeholder engagement with different entities with relevant strategies, research or projects.	Yes
Bill Barberg	InsightFormation	President of InsightFormation, will be a lead consultant, facilitator, and trainer. Bill has developed many of the eLearning courses, processes and techniques that will be featured in this project. He is a Gustavus Adolphus College graduate (1986, Summa Cum Laude) and has led highly regarded case studies using these techniques	Yes
Steve Kennedy	InsightFormation	Steve is the Chief Technology Officer of InsightFormation, leading the development of InsightVision. He's a senior consultant for InsightVision deployments, and he will be actively supporting all aspects of InsightVision deployment.	Yes
Jeff Jeremiason	Gustavus Adolphus College	Jeff is a professor in the Gustavus Environmental Studies Department. He will be the point person for engaging students in the paid internships and unpaid projects (like the Signature Experiences) for environmental science or related students.	Yes
Cynthia Favre	Gustavus Adolphus College	Cynthia is the Director of Vocation and Career Readiness Programs at Gustavus. She and her team will help with recruiting and coaching interns over the 2 years	Yes
Interns	Gustavus Adolphus College	This project will include significant work by interns who will work along with the consultants. The budget is for 6 full-time paid interns each of the 2 summers and 8 part-time paid interns during the 2025-26 and 2026-27 school years. They will do a lot of the information gathering, reviewing past	Yes
Students	Gustavus Adolphus College	Students at Gustavus will be doing a for-credit "Signature Experience" that will build on the work they may be doing in the internships and that will enhance their skills in the valuable areas of Strategy Management at Scale and Strategy-Aligned Research. They will gather and summarize information, add content to	No
Sean Gosiewski	Resilient Cities and Communities (RCC)	As the founder of RCC, Sean has been deeply involved with organizations and people working on climate and resilience efforts in Minnesota for many years. He has been a champion for integrating the use of strategy mapping into climate and resilience efforts in Minnesota for several years. He will help make	Yes
Michael Chaney	Project Sweetie Pie	Even before founding Project Sweetie Pie in 2011, Michael has been working on the front lines of food and environmental issues in Minnesota. He has deep, trusted relationships with many front-line organizations serving marginalized communities in Minnesota. He will help build connections, engage with students, review content, and guide	Yes
Supporting Staff	InsightFormation	Administrative work, graphic design, scheduling Zoom calls, helping students or other organizations with light InsightVision support.	Yes

Long-Term Implementation and Funding

Describe how the results will be implemented and how any ongoing effort will be funded. If not already addressed as part of the project, how will findings, results, and products developed be implemented after project completion? If additional work is needed, how will this work be funded?

There are several efforts in Minnesota considering the use of these techniques and tools. As licensing of InsightVision, training, and content development consulting is being (hopefully) built into many grant applications for federal funds that should flow into Minnesota, LCCMR funding should be a small part of the overall money to support this work. We will strive to have foundations that fund environmental, climate, and related work in Minnesota pay for statewide

licensing of InsightVision. Since using these techniques and shared infrastructure will streamline grant-writing, evaluation, implementation, and analysis, organizations can allocate part of grants or budgets to support this.

Project Manager and Organization Qualifications

Project Manager Name: Shehla Mushtaq

Job Title: COO and Co-Founder

Provide description of the project manager's qualifications to manage the proposed project.

Shehla has served in several senior roles in her 35+ years of work as an operations and technology leader.

Shehla was VP of International at Pearson, Vangent, and General Dynamics IT predominantly leading the strategy and technical implementation of large-scale Business Process Outsourcing Solutions for various governments around the world. Shehla holds a Bachelor's and a Masters degree in Electrical Engineering from Texas Tech University.

Key skills include: Program management, project management, operations and technology optimization, solution development, IT and technical management

Shehla is skilled in big picture thinking, hands-on execution, problem solving, collaboration, working across cultural, functional, and geographic boundaries, and thoughtful leadership.

Shehla Mushtaq has over 3 decades of experience in managing technical teams responsible for architecting, designing, developing and implementing large scale technical solutions in the global space.

A disciplined balance of people, process and technology sits at the core of her ability to manage large technical projects.

Multinational oversight responsibility for Software/System Engineering and IT functions in 7 worldwide locations

Key Accomplishments:

- ▶ Led several global cross-functional implementation teams that successfully designed, built, and delivered technical solutions, in budget to customer specifications.
- ▶ Managed Company's first program in the UAE from proposal to implementation. Fast track on-time and on-budget implementation in 3 months with a team dispersed over four continents. First of its kind, dual language healthcare portal in the region.
- ▶ Program managed the implementation of a Biometric ID solution for the eligibility suitability assessment of census call centre workers for the US 2010 Census.
- ▶ Technical leadership of development and deployment of system for Biometric registration of Company legal representatives, to prevent fraud. 152 stations deployed across Mexico, with less than 2 minutes of data matching response time.
- ▶ Led several global (on and offshore) implementation teams to design, build, and deliver technical solutions

Organization: Collectivity

Organization Description:

Collectivity is a management and technology consulting cooperative. We have 10 years of experience with convening diverse stakeholders, managing projects, and doing strategic planning, needs assessments and implementations, based on organizational and community needs. Most often, this involves gaining clarity around stakeholders' needs (both internal and external to the organization) and then helping the organization (and partners) align their 'mission delivery' structure to the needs of the stakeholders. The approach relies on a holistic view that includes people, process, and technology. We incorporate those three into a disciplined and organized approach to managing our engagements, which is described in more detail below.

Relative to wider community/partner engagement, we believe that it is critical to:

Incorporate early and continuous participation of community members and partners

Proactive efforts to inform the public and engage them in the process, including those groups that are often

underrepresented in design processes, namely people of color, immigrants, young people, people with any disability, low-income residents, and people with limited English proficiency

Budget Summary

Category / Name	Subcategory or Type	Description	Purpose	Gen. Ineligible	% Benefits	# FTE	Classified Staff?	\$ Amount
Personnel								
Shehla Mushtaq		Lead Program / Project Manager			5%	0.1		\$30,000
Scott Cole		CEO and Co-Founder of Collectivity. Scott will be in a senior consulting role with the strategy mapping, alignment and stakeholder engagement.			5%	0.08		\$20,000
Senior Consultant from Collectivity		Supporting students engagement in gathering, refining & organizing information			5%	0.12		\$30,000
							Sub Total	\$80,000
Contracts and Services								
Resilient Cities and Communities - Sean Gosiewski	Professional or Technical Service Contract	As the founder of RCC, Sean has been deeply involved with organizations and people working on climate and resilience efforts in Minnesota for many years. He has been a champion for integrating the use of strategy mapping into climate and resilience efforts in Minnesota for several years. He will help make				0.14		\$20,000
Project Sweetie Pie -- Michael Chaney	Professional or Technical Service Contract	Even before founding Project Sweetie Pie in 2011, Michael has been working on the front lines of food and environmental issues in Minnesota. He has deep, trusted relationships with many front-line organizations serving marginalized communities in Minnesota. He will help build connections, engage with students and review content.				0.14		\$20,000
InsightFormation, Inc. - Bill Barberg	Professional or Technical Service Contract	President of InsightFormation, Bill will be a lead consultant, facilitator, and trainer. Bill has developed many of the eLearning courses, processes and techniques that will be featured in this project. He has led highly regarded case studies using these techniques and tools.				0.2		\$90,000
InsightFormation, Inc. -- Steve Kennedy	Professional or Technical Service Contract	Steve is the Chief Technology Officer of InsightFormation, leading the development of InsightVision. He's a senior consultant for InsightVision deployments, and he will be actively				0.1		\$28,000

		supporting all aspects of InsightVision deployment, customized reporting, data integration and training.							
InsightFormation, Inc. -- Supporting Staff	Professional or Technical Service Contract	Project support (scheduling, graphic design, light InsightVision support, misc. admin)				0.1			\$6,000
Gustavus Adolphus College -- Jeff Jeremiason	Professional or Technical Service Contract	Jeff is a professor in the Gustavus Environmental Studies Department. He will be the point person for engaging students in the paid internships and unpaid projects (like the Signature Experiences) for environmental science or related students.				0.1			\$20,000
Gustavus Adolphus College Internship & Environmental Studies staff	Professional or Technical Service Contract	Support recruiting and managing of summer & school-year interns				0.1			\$12,000
Gustavus Adolphus College -- Student Interns	Professional or Technical Service Contract	6 students x 400 hours each summer plus 8 students x 192 hour per school year). They will do a lot of the information gathering, reviewing past grant recipients and others in the field, and they will help put a lot of the information into InsightVision. 0%				4			\$141,696
								Sub Total	\$337,696
Equipment, Tools, and Supplies									
	Tools and Supplies	Project management and hour-tracking software licenses for students, contractors and partners	This project involves many people (both those paid by this grant and others), so having access to a good online project management tool is needed. Hour-tracking is key for those getting paid.						\$4,900
								Sub Total	\$4,900
Capital Expenditures									
								Sub Total	-
Acquisitions and Stewardship									

							Sub Total	-
Travel In Minnesota								
	Other	Consultants and interns will do a couple trips each summer to meet with organizations outside of TC metro area. TBD	In person meetings for information gathering, co-creation/refinement of strategy maps, InsightVision training					\$2,000
	Miles/ Meals/ Lodging	Travel between the Twin Cities and St. Peter, MN	The consultants are located in the Twin Cities and the student interns will be living in St. Peter, MN. Most work will be via Zoom, but there will be some driving for in-person meetings.					\$1,000
							Sub Total	\$3,000
Travel Outside Minnesota								
							Sub Total	-
Printing and Publication								
							Sub Total	-
Other Expenses								
		Summer Housing Stipend for Gustavus interns (6 per summer for 3 months on-campus for 2 summers)	Students will be staying on campus for the summer to enhance their ability to work together and engage with faculty or staff.					\$12,000
		InsightVision Strategy Management System -- Perpetual license for two sites (Impact Strategy and Research Strategy) and 10 full users	This is key to managing all the strategy, project and research information					\$18,000
		InsightVision Annual Hosting, Maintenance & Support for 10 full users plus 15 Data-Entry Only Users (for 2 years)	This is the annual fee for the two InsightVision sites that are central to this project (one for the Impact Strategy and one for Research Strategy)					\$10,200
		InsightVision Website Embed Service (to allow dynamic content for strategy maps, scorecards, and other information in multiple websites)	This allows a single shared source of information (InsightVision) to be dynamically embedded in many websites as interactive, read-only content. \$5K for year 1 and \$10K for subsequent years.					\$15,000

		InsightVision Fast Start program -- setup, configuration, eLearning, coaching and some content build-out	This is the minimum site set-up and launch professional services package					\$9,500
		Food for local engagement and training workshops	Food helps bring non-profit leaders together for in-person meetings					\$704
							Sub Total	\$65,404
							Grand Total	\$491,000

Classified Staff or Generally Ineligible Expenses

Category/Name	Subcategory or Type	Description	Justification Ineligible Expense or Classified Staff Request
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Non ENRTF Funds

Category	Specific Source	Use	Status	Amount
State				
			State Sub Total	-
Non-State				
			Non State Sub Total	-
			Funds Total	-

Total Project Cost: \$491,000

This amount accurately reflects total project cost?

Yes

Attachments

Required Attachments

Visual Component

File: [d24061e4-985.pdf](#)

Alternate Text for Visual Component

This graphic shows examples of zoomable interactive strategy maps in InsightVision. This project will create a system of strategy maps that integrate the LCCMR strategy with the state's Climate Action Framework and other strategies--with robust, dynamic content that can be embedded into different websites to improve alignment and impact....

Financial Capacity

Title	File
Financial Capacity Note	a66d1548-754.pdf

Supplemental Attachments

Capital Project Questionnaire, Budget Supplements, Support Letter, Photos, Media, Other

Title	File
Support Letter	899f313c-9e8.pdf

Administrative Use

Does your project include restoration or acquisition of land rights?

No

Does your project have potential for royalties, copyrights, patents, sale of products and assets, or revenue generation?

No

Do you understand and acknowledge IP and revenue-return and sharing requirements in 116P.10?

N/A

Do you wish to request reinvestment of any revenues into your project instead of returning revenue to the ENRTF?

N/A

Does your project include original, hypothesis-driven research?

No

Does the organization have a fiscal agent for this project?

No

Does your project include the pre-design, design, construction, or renovation of a building, trail, campground, or other fixed capital asset costing \$10,000 or more or large-scale stream or wetland restoration?

No

Do you propose using an appropriation from the Environment and Natural Resources Trust Fund to conduct a project that provides children's services (as defined in Minnesota Statutes section 299C.61 Subd.7 as "the provision of care, treatment, education, training, instruction, or recreation to children")?

No

Provide the name(s) and organization(s) of additional individuals assisting in the completion of this proposal:

Bill Barberg, Insight Formation