

Diversity Outcome

Management Strategy



Introduction

The Chesapeake Bay watershed is home to diverse communities with a rich variation in culture, social norms and perspectives. Currently, those in positions of leadership at the local, state and federal level including nonprofit Chesapeake Bay Program Partner organizations do not always adequately consider diversity when planning and implementing conservation and restoration efforts throughout the watershed. Without improvement and attention to these issues, the results can be few conservation efforts being implemented in underrepresented and underserved communities. To address this imbalance, and to achieve healthy local streams, rivers and a vibrant Chesapeake Bay that is shared by all people throughout the watershed, we need to increase the diversity of people providing input and making decisions related to conservation and restoration efforts. Diversity drives innovation and fosters creativity. Leadership in Bay efforts should reflect the diversity of the constituents that live in the watershed and use its resources.

I. Goal, Outcome and Baseline

This management strategy identifies approaches for achieving the following goal and outcome:

Citizen Stewardship Goal: Increase the number and the diversity of local citizen stewards and local governments that actively support and carry out the conservation and restoration activities that achieve healthy local streams, rivers and a vibrant Chesapeake Bay.

Diversity Outcome: Identify minority stakeholder groups that are not currently represented in the leadership, decision making and implementation of conservation and restoration activities, and create meaningful opportunities and programs to recruit and engage them in the partnership's efforts.

For the purposes of this strategy, the following **definition of diversity** is being used: *"Expanding the diversity of the workforce and participants in restoration and conservation activities means to include a wide range of people of all races, income levels, faiths, gender, age, sexual orientation and disabilities, along with other diverse groups. For this effort to be successful it will require us to honor the culture, history and social concerns of local populations and communities."*

Baseline and Current Condition

There are a number of factors that contribute to lack of diverse participating groups and individuals in Chesapeake Bay restoration and conservation actions. The decision-making involved in environmental policy and restoration project siting and funding decisions sometimes lack substantive input from diverse populations and low-income and underserved communities. As a result, significant voluntary improvements in these communities are difficult to realize because these populations are often not engaged. All in all, The composition of the existing Chesapeake Bay Program —the group of leaders making decisions and implementing projects—does not reflect the true diversity of our population in the watershed.

A review of the current conditions identified a number of key challenges:

Inadequate communication and outreach present challenges

Information about Bay Program efforts (e.g., programs, opportunities and public access) often is not exchanged adequately in a way that makes it relevant to diverse groups. Some state and local governments, federal agencies and nonprofits are not effectively using diverse media channels to bring opportunities directly to communities. Government agencies use highly technical and acronym-filled language when discussing Bay Program issues. This method of communication is not inclusive and makes it difficult for the non-engaged to understand restoration strategies and participate meaningfully in the process. Very few outreach materials are created in languages other than English.

In addition, few programs adequately target youth in underserved communities through education (e.g., providing recreational and learning opportunities that are accessible to low income families). Government and nonprofit programs typically approach diverse communities for buy-in through already-established programs, rather than engaging diverse communities to identify common values and establish common goals.

State and local governments often provide public participation opportunities in ways that are not designed to seek input from working families. Public meetings are often held during the workday, and in places without childcare and or public transit access. These meetings are often advertised on state or Bay Program websites or in newsletters that have virtually no reach outside of people already participating in the process. Because of these challenges, some communities might not be aware of, and therefore, fully appreciate their stake in Bay restoration and the benefits that could be derived from improved water quality and habitat.

Lack of employment opportunities and professional development presents challenges

A lack of diverse people in leadership roles at state, local and nonprofit levels limits the ability of diverse groups to influence decisions. Because federal, state environmental and natural resource agencies are generally not diverse, the committees of the Bay Program reflect this reality. Subsequently, it is important that Bay Program Partners take steps towards fostering more welcoming and inclusive workplaces to achieve lasting diversity goals.

The report, “The State of Diversity in Environmental Organizations: Mainstream NGOs, Foundations & Government Agencies,” evaluated diversity in the environmental movement across the country. It concluded that, despite increasing racial diversity in the United States, the racial composition in environmental organizations and agencies has not broken the 12 to 16 percent “green ceiling” that has been in place for decades.

At the request of the Diversity Action Team, baseline information on diversity policies and programs has been received from some of the Bay jurisdictions, federal agencies and nongovernmental organizations. The Diversity Action Team expects to constantly receive this information from additional agencies and organizations and therefore plans to continually update this section of the strategy. (See the Appendix for the charts submitted on jurisdiction and agency diversity policies and programs to date.)

Some studies have found that current hiring practices among some environmental organizations demonstrate that positions are often filled internally. In some cases, Government agencies frequently hire from within the agency and therefore the ability to diversify the workforce is limited. Nonprofits often hire from within their own organization, from within other nonprofit organizations, or from within their existing pool of volunteers. These types of hiring practices can perpetuate the current level of diversity at these organizations.

Lack of community-based organization capacity presents challenges

Smaller community-based groups representing diverse neighborhoods typically lack the capacity and infrastructure to take advantage of or fully participate in programs related to Bay Program protection and restoration activities. For instance, most grant programs awarding funding to nonprofits for watershed restoration activities use sophisticated grant application processes that are typically beyond the skills of smaller, local community groups. Plus, many community-based groups have small budgets and are run completely by volunteers.

Environmental justice issues present challenges

Environmental justice is the concept that all people deserve access to a clean, healthy and safe environment. Environmental injustice concerns occur when a disproportionate amount of

environmental harm is shared by a community; often times marginalized groups. Increasing diversity within environmental organizations in the watershed is one approach to addressing environmental justice concerns and increasing meaningful involvement of underserved communities.

Communities facing what may be characterized as environmental justice challenges might not identify themselves as an environmental justice community. Little coordination currently exists between nonprofits working on restoration and protection activities and environmental justice issues. Some efforts are underway to better connect and coordinate these groups, but there is room for improvement.

Underrepresented groups and communities usually do not get timely information on grant funding opportunities, or they lack the capacity to apply for funding opportunities; as a result, fewer restoration projects occur in diverse communities. A study in Maryland, for example, found disparities in state watershed restoration funding, indicating that that nonwhite areas have received fewer restoration resources or projects for their communities.¹

Lack of metrics and tracking tools presents challenges

Some jurisdictions and agencies currently do not have the necessary tools to track diversity in their workforce or diversity-focused programs. Similarly, many nonprofit partners do not have goals, metrics or tools to track diversity among their staff, board, group members and volunteers. As a result, information about the diversity within many groups doing restoration and protection work across the watershed is lacking.

II. Participating Partners

The following partners have pledged to help implement this strategy and **all participating partners need to submit diversity baseline information by June 15, 2015 to Shanita Brown at sbrown@allianceforthebay.org for it to be included in the Appendix of the final strategy on June 30, 2015:**

¹ Environmental Justice Disparities in Maryland's Watershed Restoration Programs," Environmental Science and Policy Journal, October 2014

- State of Delaware
- District of Columbia
- State of Maryland
- Commonwealth of Pennsylvania
- Commonwealth of Virginia
- Chesapeake Bay Commission
- U.S. Environmental Protection Agency
- National Park Service
- U.S. Fish and Wildlife Service
- U.S. Department of Home Land Security
- U.S. Department of Defense
- National Oceanic and Atmospheric Administration

Local Engagement

The Bay watershed's state and local governments, watershed associations, nonprofits and private sector entities provide important support for increasing the engagement of diverse communities.

State and local government representatives currently involved include:

- Local Government Advisory Committee
- Maryland Department of Natural Resources
- Maryland Department of the Environment
- District Department of the Environment
- Annapolis Parks and Recreation
- Anne Arundel County Public Schools
- Maryland Department of Natural Resources
- Fairfax County, Virginia, Board of Supervisors
- Capital Region Water
- University of Maryland, School of Public Health
- Pennsylvania Department of Environmental Protection
- Delaware Department of Natural Resources and Environmental Control

Nonprofits, nongovernmental organizations and foundations that provide support for the Diversity Management Strategy include:

- Local Government Advisory Committee
- Citizens Advisory Committee
- Maryland League of Conservation Voters
- Groundworks Anacostia River DC
- Interfaith Partners for the Chesapeake
- Black is the New Green
- Choose Clean Water Coalition
- Alliance for the Chesapeake Bay
- Maryland Coastal Bays Program
- Green Latinos
- Chesapeake Climate Action Network
- Environmental Professionals of Color DC
- Patuxent Riverkeeper
- Virginia Conservation Network
- Anacostia Watershed Society
- Court Services and Offender Supervision Agency DC
- NSPIRE Green
- Alice Ferguson Foundation
- Chesapeake Bay Trust
- National Parks Conservation Association
- Chesapeake Bay Foundation
- Izaak Walton League

More nonprofit and private sector involvement is desired as a link to local communities and cultures because it will provide a better understanding of what tools are needed to increase diversity as Bay partners work to protect and restore local waters and the Bay.

III. Factors Influencing

Environmental policy and pollution source siting decisions sometimes lack substantive input from diverse groups and low-income communities. This does not reflect the true diversity of our population in the watershed. The Diversity Action Team has determined the following six factors have the greatest influence on our ability to meet the goal:

1. **Successfully Targeting Communications and Outreach Efforts**

To successfully engage diverse communities, we must develop effective communication and outreach strategies. This engagement is more likely to occur when diverse communities understand the environmental challenges we all face and believe that the issues are important to their well-being and to that of their families. Communication materials need to be relevant to the specific environmental challenges facing a community and convey how watershed issues are important to the well-being and health of families. This may mean making a connection to public health, safety, economic, social or recreational impacts or benefits to families as a communication approach. Once communities understand the importance of these issues and how they impact families, it is important for them to know and believe that their input is valued and they have a seat at the table in the decision-making process. Otherwise, we likely will not see diverse communities engage meaningfully in restoration and protection efforts.

2. **Reaching Diverse Communities to create Employment and Professional Development Opportunities**

To successfully meet our diversity goals, we need to undertake specific intentional outreach approaches to find qualified diverse individuals from communities and academic institutions. This outreach must include a targeted recruiting effort in historically black colleges and universities, Hispanic serving institutions and other educational institutions to establish internships with state agencies and non-profits for students. The goal is to create a pipeline of prepared recent graduates who have some experience beyond their degree in the environmental field.

In addition to improving communications, the CBP Partnership recognizes that there needs to be an increase in the capacity of diverse communities to better participate in and take advantage of opportunities related to grant competitions, green jobs, environmental restoration, stewardship and education. For example, some jurisdictions and larger nonprofits struggle to find minority-owned landscaping contractors with the specific skills and training necessary to implement the restoration and protection activities being funded.

3. **Engaging Underrepresented Communities that Face Environmental Justice Challenges**

To reach our diversity goals, we need to effectively engage underrepresented communities that face environmental justice challenges. Make a connection with the history, culture and traditions of underrepresented groups. Issues that are important locally can be the tie-in to the community to broaden knowledge of the wider environmental issues. These groups and communities usually do not get timely information on grant funding opportunities, or they lack the capacity to apply for funding opportunities; as a result fewer restoration projects occur in diverse communities.

4. Creating Metrics and Tracking Tools

To know if we have successfully met our diversity goals, we must create appropriate assessment, tracking tools and metrics, including tracking of restoration program and project funding in diverse communities. An important aspect of tracking and assessment is to collect baseline information to the extent that it is currently missing or unavailable.

5. Accounting for Impacts from Climate Change, Flooding and Extreme Weather

Many low-income and underserved communities are in watershed areas that are subject to sea level rise, flooding and other impacts resulting from climate change. The Communications and Outreach and Environmental Justice Workgroups will address this issue. Studies have shown that some diverse communities face an increased vulnerability because of the compounded stresses of ongoing heat, poor air quality, flooding and mental health stress.²

6. Incorporating Diversity as a Key Component of Other Management Strategies

Diversity goals cannot be reached by only addressing the focus areas outlined in the Diversity Management Strategy (i.e., communications and outreach, professional development, environmental justice and tracking). The Diversity Action Team must collaborate with other Goal Implementation Teams (GITs) to increase diversity goals throughout all management strategies. In the first two-year work plan, the Diversity Action Team will be focusing on the following Chesapeake Bay Watershed Agreement Outcomes and will work to help GITs incorporate and address diversity issues as they develop the following separate management strategies:

² See 2014 National Climate Assessment, available at <http://nca2014.globalchange.gov>.

- Public Access
- Stewardship
- Toxics
- Environmental Literacy
- Local Leadership
- Tree Canopy
- Land Conservation
- Climate Resiliency

IV. Current Efforts and Gaps

The Diversity Action Team has made an effort to collect information on current diversity programs and policies from the Bay jurisdictions, federal agencies and other Bay Program partners.

Participating partners need to submit diversity baseline information by June 15, 2015 to Shanita Brown at sbrown@allianceforthebay.org for it to be included in the Appendix of the final strategy on June 30, 2015. To date, we have received baseline data on current diversity policies and programs from:

Bay Jurisdictions

- District Department of the Environment
- Delaware Department of Natural Resources and Environmental Control
- Maryland Department of Natural Resources
- Pennsylvania Department of Environmental Protection

Federal Agencies

- U. S. Fish and Wildlife Service
- U.S. Environmental Protection Agency
- U.S. Department of Homeland Security
- U.S. Department of Defense
- National Park Service

Nonprofit and Nongovernmental Organizations

- Alliance for the Chesapeake Bay
- Interfaith Partners of the Chesapeake

This program information shows that federal and state governments and nongovernmental organizations have a variety of framework elements in place to facilitate increased participation by diverse communities in Bay watershed restoration and protection activities. These framework elements include broad policies, specific regulatory safeguards, education-related partnership programs and use of social media tools and availability of mailing lists.

Some jurisdictions identify specific departments or groups that are responsible for ensuring diversity goals are met. The Delaware Department of Natural Resources and Environmental Control (DNREC), for instance, notes three different groups that play a role in ensuring environmental justice and social issues are considered. Similarly, the U.S. Environmental Protection Agency's (EPA) Mid-Atlantic Region's Workforce Development, Diversity and Inclusion Council works to ensure that its employment and professional development efforts meet the needs of diverse populations.

Many partners have official diversity-related policies or directives in place to guide their efforts. For example, the U.S. Department of Defense, U.S. Department of Homeland Security, U.S. Department

of Interior and the U.S. Environmental Protection Agency) all have agency-wide environmental justice and diversity strategies that outline actions that should be undertaken to ensure the needs of all communities are met. EPA's Office of Diversity, Outreach and Communication issues a quarterly Diversity Dashboard which provides a snapshot of the agency's workforce and its demographic profile and could serve as a metric to track the success of the strategy.

Many jurisdictions note specific projects that are already addressing the four focus areas. The District Department of the Environment in Washington, D.C., for instance, highlights outreach projects currently operating within specific school systems (primary, secondary and post-secondary) to increase communication with and employment opportunities in D.C.'s diverse communities. The U.S. Army Corps of Engineers holds numerous place-based, student-targeted outreach projects throughout the watershed, mostly associated with lakes under its management.

Other jurisdictions have programs already in place that could serve as a starting point to help address diversity focus areas. For example, the Maryland Department of Natural Resources (DNR) has a comprehensive Spanish-based outreach program in place targeting swimming and boating safety in the Hispanic community. This program could be expanded to emphasize participation by the Hispanic community in watershed protection activities. The Commonwealth of Pennsylvania works to reach audiences through channels such as webinars, YouTube and an online environmental education center. A review of this approach might be conducted to determine if there are opportunities to reach diverse communities.

Overall, enhancements are needed to most jurisdictions' communication and outreach tools to ensure a broader reach into target diverse communities. Additional policy tools are needed to increase the knowledgebase to allow diverse community members to take advantage of employment and professional opportunities. Finally, tools are needed to track and assess progress toward the Diversity Outcome.

A synopsis of the information and a more comprehensive identification of gaps will be developed which may be an opportunity for college or graduate students. The Diversity Action Team has identified some of the general gaps in the baseline section of this strategy (see Section I). Charts submitted by jurisdictions, federal agencies and other partners on their diversity policies and programs are included in the Appendix. **The Diversity Action Team will work with jurisdictions, agencies and other partners in 2016 to continually improve this baseline information.**

Actions, Tools and Support to Empower Local Government and Others

Local governments and other local-level organizations play a key role in protecting local waterways. For example, the decisions of city planning, zoning and public works professionals can affect economic development, water quality, stormwater management, source water protection, recreation and urban aesthetics. Similarly, nongovernmental conservation organizations can identify local natural assets and work locally to protect them. These public and private local organizations are uniquely qualified to reach out to diverse communities because they are part of the same communities.

- **Gap:** The Diversity Action Team has not yet reached out to local governments to identify gaps at the local level. Some information has been received from nongovernmental

organizations, but more is needed. The Diversity Action Team will continue to work to acquire and review data about current programs to allow identification of gaps. The Bay Program needs to work with local leaders to address self-identified community issues that may have both environmental and socioeconomic impacts.

V. Management Approaches

The Bay Program will work together to carry out the following actions and strategies to achieve the Citizen Stewardship Goal. These approaches seek to address the factors affecting our ability to meet the goal and the gaps identified above.

The Diversity Action Team created four workgroups to develop, implement and track progress in addressing the four focus areas of the Diversity Management Strategy. These workgroups are addressing the gaps which representatives from each jurisdiction identified in their baseline information. Instead of pushing an agenda, each workgroup will work closely with community representatives to build trust. Each workgroup will find champions at the local level to identify the benefits that clean water and other environmental improvements can provide to the community. Assessing and identifying specific gaps related to climate change will be addressed in the communications and outreach and environmental justice workgroups.

In addition to the four workgroups the Diversity Action Team is using to achieve the Diversity Outcome; During the first biennial work plan phase, the Team will continue to work with the following GITs to expand diversity throughout the following management strategies: **Public Access, Stewardship, Toxics, Environmental Literacy, Local Leadership, Tree Canopy, Land Conservation, Climate Resiliency as well as other strategies moving forward.** The Diversity Action Team has begun consulting with representatives from these GITs on ways to address diversity in their management strategies and provided comments on each of their draft management strategies.

For each of the following focus areas, the Diversity Action Team will conduct an up-front needs assessment for further community-driven and participatory studies in targeted communities. The assessment will determine how the Bay Program can best help to address the gaps and self-identified community needs of diverse and underrepresented communities.

Enhance Communication and Outreach - Increasing involvement and engagement of underrepresented stakeholders in Bay restoration activities requires improved communication and outreach efforts. This includes approaches like using media sources commonly used by diverse audiences, using Internet, social networking tools and identifying and participating in critical communication events.

The purpose of this workgroup is to develop and oversee implementation of specific management strategy actions to improve communication and outreach to a diverse set of stakeholders.

Key Areas of Emphasis

- Increase efforts on building relationships with targeted diverse groups to better understand the audience and needed communication approaches.
- Focus on engaging stakeholders in their communities. The Bay Program will explore local cultural or environmental connections between communities and the Bay.
- Explore effective communication approaches and begin to implement these approaches to target diverse stakeholders across watershed.
- Identify key issues important to diverse communities with community leaders and develop a set of messages that link restoration to those important issues.
- Link underrepresented communities to programs already available.

Key Actions

- Identify interest areas (e.g., community health, economic improvement, recreation, restoration) in underrepresented communities and determine key leaders in these areas that are trusted by a majority of the community members. Begin dialogue and establish forums to better understand issues of importance to these communities and how these issues can be related to environmental conservation and restoration goals locally and Bay-wide. In addition to community residents, dialogue should also include Urban League, National Association for the Advancement of Colored People, student organizations, fraternities and sororities, contractors, small rural and urban farmers, immigrant and refugee populations, among others.
- The Bay Program will work with the Communications Workgroup to engage diverse stakeholders. Potential forums include National Environmental Justice Conference, public health conferences, and various university-based workshops and events, and others. This outreach will broaden diverse groups' exposure to programs available and should include multilingual communication. The CBP Diversity Action Team will also work with the Toxics Contaminants Workgroup to explore the extent to which diverse populations are located in areas where fish advisories are being issued, especially where fishing is being done for subsistence purposes. EPA's EJ SCREEN tool will be used to help with the identification of such areas. A joint pilot project will be undertaken to improve outreach and communications tools in these areas of concern.
- Work with Federal agency partners to identify opportunities to work with diverse communities adjacent to installations and/or build on existing programs.
- Establish an online forum for diverse groups already involved in restoration activities to communicate and share successes, challenges and available resources for restoration.
- Partner with the citizen stewardship GIT to develop and implement a social marketing initiative to engage diverse populations.
- Partner with the citizen stewardship GIT to engage community members and youth in data collection and analysis activities like water quality monitoring.
- Work with information providers and the Communications Workgroup to develop messages and environmental restoration opportunities for youth in recreation programs.

Employment and professional engagement - The focus of this workgroup is to find ways to create and expand employment opportunities to underrepresented individuals and communities by providing a better connection to existing resources and by creating new avenues for career building. Suggested ideas from discussions to date have included:

Key Areas of Emphasis

- Provide additional experiential learning opportunities for youth and higher education to engage diverse individuals and communities to foster an environmental ethic, which in turn might spark an interest in environmental careers.
- Strengthen the link between higher education and career opportunities to provide equal employment opportunities, equal services and equal access to all qualified persons from any diverse population.
- To elevate professional development as a priority, an ad hoc employment workgroup will be created by inviting key stakeholders with expertise in diverse hiring and employment such as career advisors, professors from diverse backgrounds, or affinity groups representing people of color to determine the best approach for increasing employment and professional engagement.

Key ActionsYouth Education

- Add specific actions and language regarding “diverse populations” to the Environmental Literacy Management Strategy, incorporating grade school and high school environmental education development in underserved school systems.
- Add specific actions and language regarding “diverse population” to the Public Access Management Strategy, targeting a percentage of new public access sites to be implemented in diverse communities.
- Have specific career-building days in the environmental literacy curriculum of high schools that discuss issues such as: Which college and universities have environmental degree programs? What career paths are available? Where is the job growth currently and projected to happen?
- Explore partnering with non-profit social service organizations (e.g., Boys and Girls Clubs, Community Centers and faith based communities) to provide technical training to those who may not be college-bound.

Higher Education

- Improve existing and develop new environmental degree programs within university and community college systems, with a targeted focus on historically Black colleges and universities, Hispanic-serving institutions, and Sea Grant college programs.
- Improve existing and develop new environmental career opportunity outreach programs at all university and community college systems, with a targeted focus on historically Black colleges and universities and other minority serving institutions including; Hispanic and disability. Create a degree-to-career pipeline for diverse groups.

Professional Hiring Practices

- Explore options to make existing recruitment and hiring programs more efficient.

- Improve existing and develop new public databases for environmental job opportunities and link to existing diverse social media outlets.
- Improve existing and develop new hiring avenues for young professionals involved with environmental internship programs.
- In 2015, each jurisdiction and federal agency will evaluate all existing diversity programs to determine if there is a need to develop a strategy for improvement.
- Bay Program partners will consider how to address “unconscious bias” in hiring processes for each partnering jurisdiction.³
- Each Bay Program partnering jurisdiction will explore designating a diversity engagement coordinator to engage underrepresented communities in the watershed.
- Each Bay Program partnering jurisdiction will explore creating a career services program for job applicants (e.g., interview training, child care).
- Each Bay Program partnering jurisdiction will explore creating an internship program specifically for individuals from diverse groups.

Promote Environmental Justice - The Chesapeake Bay Watershed Agreement contains a principle for environmental justice. The principles in the Watershed Agreement provide the overarching framework by which the Bay Program commits to operate. The principles encompass the partners’ collective core values and are intended to provide guidance as the partners develop policy and take actions to achieve the Watershed Agreement’s Goals and Outcomes. *The environmental justice principle is to “Promote Environmental Justice through the meaningful involvement and fair treatment of all people, regardless of race, color, national origin or income, in the implementation of this Agreement.”*

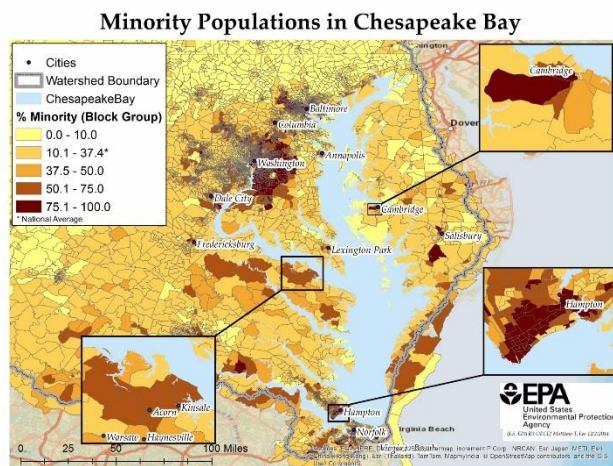
Key Areas of Emphasis

- Commit to including diverse voices at the table, being open to changes and suggestions and looking for connections between the issues and challenges that face diverse communities and the environmental issues in the watershed.
- Work with local leaders to foster community-based restoration programs, projects and partnerships throughout the watershed.
- Explore how the Bay Program can inform or help local decision-makers maximize benefits and minimize adverse impacts from restoration project planning, siting and funding processes.
- Improve mechanisms for directing restoration project grant funding to areas with diverse and underserved populations by revising grant guidance, improving community awareness of grant competitions and offering grant writing and management training for communities.

³ “Homogeneous workplaces arise because of adherence to particular cultural norms, filtering, network structure, and recruitment practices. These are forms of unconscious or inadvertent biases that can lead to or perpetuate institutional homogeneity” See *The State of Diversity in Environmental Organizations*, available at http://diversegreen.org/wp-content/uploads/sites/4/2014/07/FullReport_Green2.0_FINAL.pdf

Key Actions

- The Bay Program partners will work with local leaders to address self-identified community issues that may have both environmental and socioeconomic impacts. Engage in a process of community-based listening to better understand the connection between local concerns and environmental issues.
- Bay Program partners will review and revise their respective grant guidance documents, as needed, to address diversity and the targeting of restoration opportunities in areas facing environmental justice challenges and other nontraditional diverse and underrepresented populations.
- EPA will review Bay Program grant guidance criteria for Clean Water Act Section. 117 local government funding to determine how to better address diversity and environmental justice considerations at the local level.
- Consider how to tie grant funding criteria to the active participation of communities in areas facing environmental justice challenges and other nontraditional diverse and underrepresented populations. Determine how to better promote the use of capacity building grants in such communities.
- Collaborate and exchange information with various environmental justice entities throughout the Bay Watershed such as the Maryland Commission on Environmental and Sustainable Communities or the DMV Environmental Justice Coalition.
- EPA will use EJSCREEN and other informational tools and databases in 2015 to offer additional information and perspective that could enhance partners' understanding of the watershed's diverse populations and to help target areas with potential for environmental justice concerns. The information can be used by the Bay Program and stakeholders to develop a plan of action to expand the diversity of Bay stakeholders and to help build capacity among the watershed's diverse communities.
- EPA will provide EJSCREEN to Bay jurisdictions, federal agencies and other partners to also help them target communities and organizations for grant funding opportunities. It can be used as a GIS layer overlay with map areas that have already received grant funding from states, federal agencies and partners (National Fish and Wildlife Foundation, Chesapeake Bay Trust, Bay Funders Network, etc.). In 2015, the Bay Program will add EJSCREEN as a new data layer for the Bay Program Watershed Model.
- EPA and public access workgroup will use EJSCREEN to help prioritize new public access sites and target communities that might be in areas vulnerable to climate change impacts. EPA will also work with the toxics contaminants workgroup using EJSCREEN to analyze where fish consumption advisories are being issued to determine the extent of their occurrence in diverse communities.



- Bay Program will work with partner funding organizations, perhaps through the Bay Funders Network, to develop a guide to assist groups in grant competition awareness, selection criteria, capacity building and grant writing training, etc., for areas with diverse and underrepresented populations. Also consider how to match well-established local governments and NGOs with community organizations that currently lack sufficient infrastructure and/or resources to compete for grant opportunities.
- Bay Program and its partners will improve transparency and efficiency in providing community-based grant opportunities and improve mechanisms for community awareness of grant opportunities. Examine current list of recipients for Bay Program requests for proposals (RFPs) to ensure that diverse and community-based organizations are adequately represented.
- Bay Program will explore working with the U.S. Department of Housing and Urban Development (HUD) through Community Development Block Grants to address environmental issues in diverse and environmental justice communities.
- Work with local governments in the watershed to explore how the Bay Program can inform or help local decision makers maximize benefits and minimize adverse impacts from restoration project planning, siting and funding processes. Build on efforts at the local level, such as the Prince George's County Transforming Neighborhoods Initiative.
- Strengthen community access to federal, state and local agencies through the Bay Program to help improve the vitality and resiliency of diverse communities.
- Incorporate perspectives from community-based organizations and leaders throughout the Bay Program governance structure, including its three advisory committees (citizens, local governments and scientific/technical).

VI. Monitoring Progress

Tracking and Assessment - The Diversity Action Team created this fourth workgroup to monitor and assess the progress of the management strategy.

Key Actions

- Identify trackable metrics and explore qualitative and anecdotal ways of tracking information related to potential actions in the Diversity Management Strategy.

- Output measures. Quantitative measures (e.g., communities engaged, people hired, projects completed, dollars spent and where)
- Outcome measures. Qualitative (e.g., increased use of public access, broader stewardship participation, increased diversity of individuals involved in green careers)
- Narrative measures. Capturing stories of diverse populations' experiences with the environment and participation in Bay efforts e.g. blogs, news articles, press releases, etc.
- Investigate how other organizations track diversity, particularly watershed organizations and funding organizations within the watershed (e.g., Chesapeake Bay Trust, National Fish and Wildlife Foundation, U.S. Fish and Wildlife Service, National Park Service, Green 2.0 Workgroup, The Nature Conservancy). This task may be completed in collaboration with partnering university graduate students.
- Explore the use of organizational demographic profile tools (e.g. Guidestar and D5) for the Bay Program jurisdictions, agencies, partners and other NGOs in the Bay watershed to report on diversity representation within their organizations.
- Create opinion polls and surveys. The Stewardship GIT will be looking at conducting a survey related to other Stewardship Goal outcomes. Work with EPA and others to develop questions related to perceptions of diversity throughout the watershed. This could be an online and/or a paper survey.
- Explore the creation of a Diversity Dashboard similar to the one EPA uses to track Bay Program efforts over time in employment and retention efforts.

VII. Assessing Progress

This information is addressed in Section VI above.

VIII. Adaptively Manage

The Diversity Action Team and its four workgroups plan to meet quarterly to review progress on actions identified in the Diversity Management Strategy and two-year work plan. Based on input received from stakeholders and the Bay Program, the team will determine whether any changes need to be made to the overall strategy, the Diversity Outcome, metrics or any of the planned actions.

In addition, in 2016, the Diversity Team will work with Goal Team 6 to determine the most appropriate place to have diversity reside within the Bay Program organizational structure and will revise the CBP Governance document as appropriate.

IX. Biennial Workplan

Biennial work plans for each management strategy will be developed by December 2015. It will include the following information:

- Each key action
- Timeline for the action

- Expected outcome
- Partners responsible for each action
- Estimated resources

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Appendix

Baseline Data

The Team created four workgroups to develop, implement and track progress of the Diversity Management Strategy's four focus areas. The responsibilities of each focus area workgroup are outlined below.

- 1) **Communications and Outreach:** Improve communication and outreach efforts to diverse audiences throughout the watershed by using media sources they commonly access. Identify critical communication events and opportunities. Inventory and catalogue available resources, organizations and points of contacts, etc. A specific area of focus for this group is to collaborate with schools and other educational entities to increase participation, increase awareness of Bay issues, and identify areas for collaboration with groups.
- 2) **Employment and Professional Development:** Create and expand employment opportunities to minority groups and individuals, create career tracks and provide resources that help them take advantage of opportunities.
- 3) **Environmental Justice and Social Issues:** Integrate environmental justice into the Diversity Management Strategy by recommending ways to focus the management strategy not solely on Bay restoration objectives but also on benefits to communities or ways to reduce or improve other challenges facing them.
- 4) **Tracking and Assessment:** Develop and adopt appropriate assessment and tracking tools and metrics for evaluating the success of the Diversity Management Strategy.

The jurisdictions, federal agencies and nongovernmental organizations within the Chesapeake Bay watershed are currently working to address diversity in numerous ways. Some jurisdictions note specific projects that are underway to address the four focus areas. The District Department of the Environment in Washington, DC, for instance, highlights outreach projects currently operating within specific school systems (primary, secondary and post-secondary) to increase communication with and employment opportunities in DC's diverse communities. The U.S. Army Corps of Engineers holds numerous place-based, student-targeted outreach projects throughout the Bay watershed, mostly associated with lakes under its management. Other jurisdictions, such as the Commonwealth of Pennsylvania, work to reach audiences through less-targeted channels such as webinars, YouTube and an online environmental education center.

Some jurisdictions identify specific departments or groups that are responsible for ensuring diversity goals are met. The Delaware Department of Natural Resources and Environmental Control, for instance, notes three different groups that play a role in ensuring environmental justice and social issues are considered. Similarly, the U.S. Environmental Protection Agency's Mid-Atlantic Region's Workforce Development, Diversity and Inclusion Council works to ensure that its employment and professional development efforts meet the needs of diverse populations.

Many partners have official diversity-related policies or directives in place to guide their efforts. For example, the U.S. Department of Defense, U.S. Department of Homeland Security, U.S. Department of Interior and the U.S. Environmental Protection Agency all have agency-wide environmental justice and diversity strategies that outline actions that should be undertaken to ensure the needs of all communities are met. EPA's Office of Diversity, Outreach and Communication issues a quarterly Diversity Dashboard which provides a snapshot of the agency's workforce and its demographic profile and could serve as a metric to track the success of the strategy.

Table A-1 provides detailed information about the existing diversity policies and programs, the funding sources that are currently available to support these policies and programs, and any program or policy gaps that have already been identified.

Table A-1. Status of Diversity Policies and Programs in Chesapeake Bay Watershed Jurisdictions

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
Delaware Department of Natural Resources and Environmental Control (DDNREC)			
Communications and Outreach (DDNREC)	<ul style="list-style-type: none"> Public affairs and DNREC Division and program mailing lists. Delaware Zoological Society, Children and the Natural World Community Environmental Project Fund (CEPF) grant 	<ul style="list-style-type: none"> Explore CEPF funding to conduct survey to identify local resources (Community Involvement Advisory Council Recommendation #16) Resource Requirement: \$300–\$500 Per one page survey to review and update lists and Identify civic associations with newsletters who are willing to distribute watershed info. Staff time to write glossary of terms and summaries. \$2,500 to fund a contractor, or intern project constitutes the initial costs to combine all mailing databases; staff time to maintain database Use CEPF funding to provide program fees and scholarship grant awards to 	<ul style="list-style-type: none"> Partnerships with multicultural organizations and contacts within the watershed to assist with outreach and communications. Database of multicultural organizations and contacts within the watershed. Develop agreed upon categories for sorting and research (e.g., minority organizations radio, newspaper). Coordination with the CEPF Children and the Natural World stakeholders to deliver Chesapeake WIP programs to Title I schools throughout the watershed Collaboration with Title I schools to deliver Division of Fish and Wildlife Aquatic Resources Education Center programs to Title I students

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
		5,000–6,000 Title I students in Red Clay, Colonial, Lake Forest, Indian River, and Laurel school districts <ul style="list-style-type: none"> National Park Service Chesapeake Bay Gateway funding (Trapp Pond qualifies) 	
Employment and Professional Development (DDNREC)	<ul style="list-style-type: none"> Ground Water Discharge (GWD) Licensing Board Delaware Technical and Community College, Environmental Training Center (Onsite licensing training courses) Delaware Economic Development Office Business First Steps Office of Supplier Diversity Delaware Small Business Development Centers DNREC Small Business Community Ombudsman 	<ul style="list-style-type: none"> Explore opportunities to use DNREC-funded onsite licensing training courses for certification of Minority and Women Business Enterprise (MWBE) as GWD system contractors, designers, liquid waste haulers, system inspectors Grants to educational institutions, school loan programs, and Division of Watershed Stewardship-supported Delaware Technical and Community College onsite licensing training courses 	<ul style="list-style-type: none"> Low participation of minorities, women contractors in GWD Section service delivery Using database of registered MWBE contractors maintained by the Delaware Department of Administrative Services (DAS) to inform MWBEs of bidding opportunities and consideration in the awarding of small purchases contracts Coordinating with Office of MWBE to ensure that small, minority, and women business enterprises in rural areas are afforded the maximum practicable opportunities to participate as contractors, subcontractors and suppliers in Procurement Under Assistance Agreements Amend the Contract for Professional Services to include affirmative Action and Equal Opportunity language applicable to subcontractors Maintain records of WMBE contractors for consideration in purchases of under \$25,000 or where there is flexibility of purchases with the use of P cards
Environmental Justice and Social	<ul style="list-style-type: none"> DNREC Community Ombudsman Community Involvement Advisory Committee 	<ul style="list-style-type: none"> \$1,500 Cancer Consortium funding 	<ul style="list-style-type: none"> Fish Consumption Advisory Outreach to minority

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
Issues (DDNREC)	<ul style="list-style-type: none"> Division of Fish and Wildlife 	remaining. <ul style="list-style-type: none"> \$5,000 estimated cost combined with organization survey above CEPF DNREC Penalty Fund 	subsistence fisherman and communities of color. <ul style="list-style-type: none"> Culturally appropriate signage, pamphlets Issue advisories via television, radio, newspapers serving minority communities Communication and outreach in non-traditional locations, health clinics, English as a second language programs, etc.
Tracking and Assessment (DDNREC)	<ul style="list-style-type: none"> Title VI Civil Rights Compliance (CRC) 		<ul style="list-style-type: none"> Consistent Division and program level compliance with Title VI Civil Rights tracking and reporting requirements CRC data collection requirements (race and ethnicity), customer service population data analysis, Limited English Proficient (LEP) data analysis
District Department of the Environment (DDOE)			
Communications and Outreach (DDOE)	<u>Environmental Education and Literacy</u> : DDOE is overhauling its current Communications Plan to develop a more effective plan that will reach the underserved community in the District of Columbia (DC) through: <ul style="list-style-type: none"> Meaningful Watershed Educational Experiences (MWEEs), multiday overnight programs that teach students about their local watersheds and the Chesapeake Bay through classroom lessons, field experiences, and reflection activities. <ul style="list-style-type: none"> MWEEs change young people's perception of the environment, connect the impacts of their actions to their natural surroundings, and engender a love for nature. DDOE partnered with EPA and several nongovernment organizations using federal grant money and revenue from the Bag Law. The 2-year pilot started in Wards 7 and 8 and will expand to other Wards. Through the Environmental Literacy Plan, DDOE works with teachers in Wards 7 and 8 schools to integrate environmental lessons into class curricula. The plan, developed for teachers by teachers, uses current education standards as framework. <ul style="list-style-type: none"> DDOE's function is to provide guidance for the 	Not Available	<ul style="list-style-type: none"> DDOE hired a contractor to conduct a gap analysis of our Communications Plan. They have made recommendations for improvement, which our agency is currently following up on.

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
	<p>teachers.</p> <ul style="list-style-type: none"> Students exhibit what they have learned during expositions and science fairs. In June 2014, research conducted by the Alice Ferguson Foundation found that these students showed a 39% increase in accuracy in identifying components within a watershed. The study found that students gained a greater respect for the environment, enjoyed science more than they did before the trip, and learned that their actions have an impact on the environment. A students' understanding that they directly affect the environment in which they live is a great positive take away from the program but we lagged when it came to the students retaining facts and knowledge taught during the lessons. 		
Employment and Professional Development (DDOE)	<ul style="list-style-type: none"> DDOE recruits interns and entry-level employees from University of DC and Howard University. DDOE has a hiring preference for DC residents. Because we are pulling from a pool of DC applicants, we believe our workforce reflects the DC's diversity. Mayor Vincent C. Gray's Green Zone Environmental Program (GZEP) is one of the largest green jobs training programs for youth in the nation. The program, which operates under the auspices of DDOE, introduces DC youth, ages 14 to 21, to the green industry, exposing them to exciting careers through workshops and hands-on training in the environment. Additionally, program participants will develop basic skills necessary to succeed in the workplace. GZEP youth workers assist on projects that have immeasurable sustainability impact in DC. DDOE also participated in the Green Summer Job Corps. DDOE uses the Project Empowerment Program (PEP) to hire many staff members. PEP provides supportive services, adult basic education, job coaching, employability, life skills and limited vocational training, and job search assistance to DC residents living in areas with high unemployment and/or poverty levels. PEP seeks to help alleviate widespread joblessness among the DC's hard-to-serve population with multiple employment barriers. Most participants are 22 to 54 years old, currently unemployed, and lack a secondary school educational credential (high school diploma or a GED). PEP helps those with a history of substance abuse, homelessness, a history of job cycling, a conviction of a felony, or poor job retention. Our Job 	Not Available	<ul style="list-style-type: none"> OOEJ will meet with our Human Resources team to understand what their current tracking methods are for diversity hiring and retention, if any, as well as how they can be further improved upon.

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
	Retention staff works with new employees for approximately 6 months to ensure that they have necessary support to succeed on the job.		
Environmental Justice and Social Issues (DDOE)	<ul style="list-style-type: none"> DDOE's Office of Enforcement and Environmental Justice (OEEJ) helps to ensure that citizens are not disproportionately burdened by negative environmental decisions and that all groups have meaningful involvement in critical decision-making processes. OEEJ reviews large development proposals through an EJ lens and identifies possible concerns. For controversial projects or those that could burden neighbors, OEEJ works to make sure that everyone's voice is heard. The office might require developers to hold public meetings, for example, to discuss their plans and gather the affected neighborhood's input. DDOE has several other current programmatic and policy initiatives that benefit EJ communities on the Anacostia River, including: <ol style="list-style-type: none"> <u>Anacostia River Sediment Cleanup</u> <ol style="list-style-type: none"> DDOE is conducting a new and comprehensive Remedial Investigation/Feasibility Study (RI/FS) of the Anacostia River sediments to assess the nature and extent of pollution in the river by sampling sediments and fish for a variety of chemicals. As part of the RI, studies will also integrate sampling and data collection to support a study for the Natural Resources Damage Assessment (NRDA) of the river. After the RI is complete, the FS will evaluate potential remedial actions. A Community Involvement Plan (CIP) will serve as a planning tool to promote mutual communication between the public, stakeholders, and parties potentially responsible for pollution, throughout the investigative and remedial cleanup (if any) phases. <u>DC-MD-VA Partnerships</u> <ol style="list-style-type: none"> In 2007 DDOE worked with MD to jointly establish "pollution budgets" or total maximum daily loads (TMDLs) for sediments and PCBs in jurisdictions of the Anacostia River. One major challenge is that the three jurisdictions have different regulatory drivers and must address their own requirements first. DDOE participates in local councils and the Council of Governments (CoG) to work with MD and VA (and to a lesser extent PA, WV and DE) to develop management strategies for the Chesapeake Bay. <u>Bag Law</u> 	<ul style="list-style-type: none"> Initiatives targeting the ecological health and viability of the Anacostia River have been given and continue to receive priority funding. According to our Watershed Protection Division, Wards 7 and 8 receive the majority of funding when it comes to initiatives that are targeted at improving the Anacostia River. 	<ul style="list-style-type: none"> OEEJ is beginning to build a more robust EJ program. Unofficial plans include building an EJ webpage that will be modeled after the best existing EJ webpages, conducting trainings and strengthening interagency partnerships.

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
	<p>a. As the first environmental initiative of its kind in the country, the innovative Anacostia River Clean Up and Protection Act ('Bag Law') was implemented in 2010 as a way to reduce consumption and discard of plastic bags which end up in the Anacostia River.</p> <p>b. The Bag Law requires all DC businesses that sell food or alcohol to charge five cents for each disposable paper or plastic carryout bag. The business retains one cent or two cents, and the remaining three or four cents go to The Anacostia River Clean Up and Protection Fund. The fund is used to implement watershed education programs, stream restoration, trash retention projects and to distribute reusable bags to low-income households.</p> <p>c. DDOE partnered with private businesses to distribute over 200,000 reusable bags to the public as the fee first took effect, with a focus on low-income and senior populations. DDOE continues to distribute thousands of bags per year, especially to low-income and senior populations.</p> <p>d. The Bag Law has resulted in a drastic reduction in bag usage.</p> <p>e. Publicly available data on the volume of plastic bags prevented from entering the river as a direct result of the Bag Law is yet to come. However, stream clean up groups that measure and record the trash they find report a 60% reduction in plastic bags found during clean-ups.</p> <p>f. 80% of residents are using fewer disposable bags and 79% of businesses are providing fewer disposable bags to customers.</p> <p>g. 79% of residents report carrying reusable bags when shopping and 74% of businesses are seeing an increase in customers bringing their own bags.</p> <p>h. 50% of businesses have saved money as a result of the Bag Law.</p> <p>4) RiverSmart</p> <p>a. RiverSmart programs incentivize green infrastructure installation for homes, community buildings (i.e., houses of worship), schools and commercial property.</p> <p>b. DDOE's RiverSmart programs help reduce stormwater runoff that harms the District's waterways and the Chesapeake Bay. RiverSmart programs provide financial incentives to help District property owners install green infrastructure such as rain barrels, green roofs, rain gardens,</p>		

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
	<p>permeable pavement, shade trees and more. These practices allow rainwater to stay on site and soak into the ground, where natural processes help remove pollutants.</p> <p>c. Some RiverSmart programs were designed to offer a site evaluation and up-front funding, while others provide a rebate or a discount.</p> <p>5) <u>Stormwater Retention Credits (SRCs)</u></p> <p>a. Properties can generate SRCs for voluntary green infrastructure that reduces stormwater runoff. Owners trade SRCs in an open market to others who use them to meet regulatory requirements for retaining stormwater. The revenue creates incentives to install green infrastructure that protects the river. This is the first stormwater retention credit trading program in the country.</p> <p>b. This program increases the cost effectiveness for retention practices installed in low income and minority communities. A developer could build offsite green infrastructure in Wards 7 and 8 and receive SRCs.</p> <p>c. In September 2014 DDOE approved the program's first trade (11,013 SRCs valued at \$25,000). The trade shows how the SRC market can provide compliance flexibility and meaningful financial returns for voluntary installations of green infrastructure that reduce stormwater runoff.</p> <p>d. The SRC market is expected to grow as additional regulated projects are completed.</p> <p>e. A new SRC database will streamline participation in the SRC and enhance DC's ability to report on outcomes for local waterways.</p> <p>6) <u>Green Buildings</u></p> <p>a. By passing the 2013 DC Green Construction Code and the 2013 DC Energy Conservation Code as mandatory codes applicable to public- and private-sector buildings, DC has achieved a national leadership role in fostering green-building practices. Both codes will fundamentally transform the way buildings are constructed in DC.</p> <p>b. Green buildings (i.e., green roofs, stormwater cisterns, retention ponds) work to directly improve the ecological health of the Anacostia River by:</p> <ol style="list-style-type: none"> Filtering rainwater and improving the quality of water reaching the Anacostia River. Decreasing the quantity of water reaching the sewer system and ultimately the Anacostia River. 		

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
	<p>iii. Decreasing the amount of stormwater and combined sewer overflows (CSOs) released into the river. CSOs are a major source of pollution to the Anacostia River, with an estimated average 2 billion gallons of untreated sewage mixed with stormwater flowing into the Anacostia annually.</p> <p>7) <u>New Municipal Separate Storm Sewer System (MS4) Permit (PLANNED)</u></p> <p>a. DC will have one of the most stringent MS4 permits in the nation. DDOE and EPA are working to finalize the permit in 2016 to govern the next 5 years of stormwater controls. Many green features are incorporated as enforceable requirements of the permit, along with onsite retention of storm events.</p> <p>b. The new MS4 permit has a more detailed and further-reaching scope than other MS4 permits issued by EPA in terms of numeric and operational requirements the city must meet (e.g., an annual tree planting goal of 4150 is required, 400 individual TMDLs have been determined).</p> <p>c. DC's new MS4 permit will be used as a model for the rest of the country and is a regulatory driver for many of the innovative stormwater management initiatives (RiverSmart incentives, SRCs, requirement for installing more green roofs, low impact development).</p> <p>d. These initiatives are expected to become embedded in the permit as enforceable requirements.</p> <p>8) <u>Styrofoam Ban (PLANNED)</u></p> <p>a. In July 2014 DC passed the Styrofoam Ban, part of the larger Sustainable DC Omnibus Amendment Act of 2014 which goes into effect 2017. It will prohibit most uses of Styrofoam in DC food services and will require disposable food ware to be compostable and recyclable. (Styrofoam products represent up to 25% of the trash in the Anacostia River.)</p> <p>9) <u>Sustainable DC Plan (ONGOING/PLANNED)</u></p> <p>a. Action 2.2 of the Sustainable DC Plan aims to feature the actions and impacts of residents and local community leaders in public sustainability campaigns. Sustainable DC will feature the stories of these leaders in community outreach and public campaigns, allowing people to share their motivations and experiences in implementing sustainable practices. Outreach efforts will expand to minority populations and areas of the city that have not been involved in the earlier discussions.</p>		

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
	<p>b. Sustainable DC organized volunteer events to start taking action around sustainability. Volunteers prepared the farm at Walker Jones Education Campus for its fall planting, helped renovate the Congress Heights Recreation Center with the DC Building Industry Association, planted trees in Emerson Park with Casey Trees, and cleaned up Marvin Gaye Park with Washington Parks & People. Connecting city residents with real, hands-on volunteer opportunities is a key part of engaging the community in sustainability and helping people realize the importance of collaboration.</p> <p>c. The Anacostia Waterfront Initiative will revitalize the Anacostia River environmentally and economically through projects like parks, pedestrian crossings and better transportation infrastructure.</p> <p>d. Action 1.3 of the Plan aims to plant and maintain an additional 140 acres of wetlands along the Anacostia and Potomac rivers and smaller streams.</p> <p>e. By 2032, the Sustainable DC Plan aims to increase the acreage of wetlands along the Anacostia and Potomac rivers by 50%. DC will work with the National Park Service to update open space guidelines and management policies. Another goal is to develop an Urban Wetland Registry to facilitate restoration or creation of wetland habitat.</p>		
Tracking and Assessment (DDOE)	<ul style="list-style-type: none"> • OEEJ will meet with DDOE's Human Resources team to understand the current tracking methods for diversity hiring and retention, if any, as well as how they can be further improved upon. • DDOE doesn't currently have a way to track communications or EJ issues overall; this will be incorporated into overhauled Communications Plan. 		<ul style="list-style-type: none"> • As DDOE develops and strengthens its EJ Program and Communications Plan, metrics are a topic that will be considered for incorporation.
Maryland Department of Natural Resources (MDNR)			
Communications and Outreach (MDNR)	<ul style="list-style-type: none"> • Maryland's Office of Equal Employment Opportunities outreach and training information: <ul style="list-style-type: none"> ○ http://www.dbm.maryland.gov/eo/Pages/EEOBrochures.aspx ○ http://www.dbm.maryland.gov/eo/Pages/EEOTraining.aspx • In certain situations the MDNR Office of Communications has developed outreach marketing plans to target Hispanic audiences. These efforts were mainly focused around swimming and boating safety to educate and safeguard lives, and included press releases, signage, public service radio and video announcements, all done in Spanish. This outreach was a collaborative effort between the Maryland Park 		<ul style="list-style-type: none"> • Maryland statewide communication and outreach material to all underrepresented communities. • Specific programs linking underrepresented communities to natural resources/environment for career opportunities, leisure, etc.

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
	Service, the Natural Resources Police and some sister agencies, including Maryland's Court Appointed Special Advocate. We enlisted the help of Casa De Maryland and the Governor's Commission on Hispanic Affairs.		
Employment and Professional Development (MDNR)	<ul style="list-style-type: none"> • MDNR's Office of Fair Practices is responsible for the management of DNR internal and external equal opportunity programs and activities, which ensures substantive equal opportunity compliance with all applicable nondiscrimination mandates. • It is MDNR's policy to provide equal employment opportunity, equal services and access to all qualified persons without regard to age, ancestry, color, creed, marital status, mental or physical disability, national origin, religion, political belief or opinion, race, sex, sexual orientation, genetic distinction. MDNR prohibits any such discrimination or harassment. • The Office of Fair Practices ensures an organizational atmosphere of fairness. MDNR is committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices. All levels of management must be aware of their compliance responsibilities and assure that equal opportunity and diversity concepts are an integral component of their daily decision-making process. 		<ul style="list-style-type: none"> • Employment of underrepresented individuals has a strong link to lack of communication, outreach, and education. • Unconscious bias • Entry level-to-leadership jobs are available and Maryland has plenty of highly educated and trained underrepresented individuals. How do we link the two? • Training specific for restoration careers.

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
Environmental Justice and Social Issues (MDNR)	<p>Environmental Justice (EJ) in Maryland (MDE program) focuses on encouraging environmental protection and economic development that takes into account public health, ecological health, sustainability issues and community participation. Implementation efforts include:</p> <ul style="list-style-type: none"> • Integrating EJ activities into state operations • Working with the Governor's Commission on Environmental Justice and Sustainable Communities (CEJSC) • Focusing efforts to improve public participation and continued education of state regulators on EJ and sustainable communities, with special attention given to marginalized and disenfranchised communities • Undertaking statewide EJ forums to discuss concerns and solutions • Promoting and implementing MDE's Environmental Benefit Districts (EBDs) program • Developing a data gathering tool to assist stakeholders to better plan to address EJ concerns • Building and strengthening government "infrastructure" at local levels to support marginalized communities <p>Identify community goals and foster internal coordination:</p> <ul style="list-style-type: none"> • Integrate and incorporate EJ activities into county operations and land use decision making. • Ensure participation in policy formulation by all sectors of the community by providing opportunities for input that match each sector's ability to participate. <p>Foster intergovernmental coordination:</p> <ul style="list-style-type: none"> • Establish cooperative relationships on joint projects with federal and state governments by streamlining objectives, goals and implementation plans. • Improve communication between federal and state governments, as well as the private sector, • Undertake jurisdiction-wide EJ forums to discuss concerns and solutions. • Efficiently build a network of people who are knowledgeable about the issues of concern to share expertise and advance the EJ agenda in Maryland. This includes reaching out to local businesses, legislators, planning and community organizations and the academic community. • Strengthen government infrastructure at local levels to support marginalized communities. • Promote and implement MDE's EBD program, which was designed as a means to concentrate state resources to enhance the quality of life in communities through environmental protection and business development. <p>Offer solutions:</p> <ul style="list-style-type: none"> • Optimize resources. Solutions could appear in the form of increased public participation and education, public-private partnerships, innovative outreach advertising 	<ul style="list-style-type: none"> • Bay Restoration/ • Outreach Funding Streams 	<ul style="list-style-type: none"> • Where Maryland Tax dollars are spent, specifically Bay restoration. • How Bay restoration is targeted in Maryland. • Where outreach occurs, specifically related to Bay restoration.

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
	<p>(social media, newspapers, press releases, outdoor signs) and strategic enforcement.</p> <p>Maryland Environmental Justice Resources:</p> <ul style="list-style-type: none"> • CEJSC: The Commission of Environmental Justice and Sustainable Communities is tasked with advising state government agencies on EJ and analyzing the effectiveness of state and local government laws and policies to address issues of EJ and sustainable communities. • MDE: The Maryland Department of Environment focuses on encouraging environmental protection and economic development in Maryland that takes into account public and ecological health, sustainability issues, and community participation. 		
Tracking and Assessment (MDNR)	<p>Office of the Statewide Equal Employment Opportunities (OSEEOC) Coordinator roles and responsibilities include:</p> <ul style="list-style-type: none"> • Monitoring and evaluating activities, policies and practices of Maryland state government to ensure they comply with state and federal employment provisions and the Governor's Executive Order on Fair Employment Practices. • Reviewing and investigating appeals of decisions in equal employment opportunities complaints filed against Executive Branch agencies, including agencies with independent personnel systems and the University System of Maryland, and, as designee of the Secretary, for investigating whistleblower complaints filed against such agencies, with the exception of those filed against the Department of Budget and Management. • Monitoring discrimination complaints against state agencies filed with the U. S. Equal Employment Opportunity Commission, the Maryland Commission on Civil Rights, and other external enforcement agencies. 	<ul style="list-style-type: none"> • Funding for the OSEEOC 	
Pennsylvania Department of Environmental Protection (PADEP)			
Communications and Outreach (PADEP)	<ul style="list-style-type: none"> • PADEP's Environmental Education Center serves as an education resource available to the public (http://www.portal.state.pa.us/portal/server.pt/community/environmental_education/6013). • PADEP offers webinars geared toward the regulated community as well as to the public at large (http://www.portal.state.pa.us/portal/server.pt/community/webinars/21506). • PADEP's YouTube channel offers videos including public service announcements, explanations of regulated activities, interviews with current employees, broadcasts of advisory board meetings, etc. (https://www.youtube.com/user/PennsylvaniaDEP). 		
Employment and Professional Development (PADEP)	<ul style="list-style-type: none"> • PADEP was statutorily created as a merit covered agency. Hiring of most positions is subject to provisions of the State Civil Service Act of 1941 (http://www.portal.state.pa.us/portal/server.pt/community/document_library/14264/civil_service_act/59038 		

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
	<p>9).</p> <ul style="list-style-type: none"> PADEP's seasonal college internship program offers paid and unpaid opportunities throughout the state (http://www.portal.state.pa.us/portal/server.pt/community/employment/13766/internships/607957). PADEP participates in college and professional association recruitment events throughout the spring. Occasional public advertising in print and online resources is used to bolster recruitment for hard-to-fill jobs. PADEP is required, as a Commonwealth Executive Agency, to follow the following Commonwealth Manual, Executive Orders and Management Directives (http://www.portal.state.pa.us/portal/server.pt/community/records_directives/484). <ul style="list-style-type: none"> Governor's Office Manual M410.3, Guidelines for Equal Employment Opportunity Plans and Programs. Governor's Office Executive Order 2003-10, Equal Employment Opportunity Governor's Office Executive Order 2003-4, Workplace Policy for HIV AIDS Governor's Office Executive Order 2002-4, Prohibition of Sexual Harassment in the Commonwealth Governor's Office Executive Order 2002-5, Disability-Related Policy Governor's Office Management Directive 205.25 Amended, Disability-Related Employment Policy Governor's Office Management Directive 205.26, The Americans with Disabilities Act of 1990, Title II, Subtitle A, Nondiscrimination in State and Local Government Services Governor's Office Management Directive 410.10 Amended, Guidelines for Investigating and Resolving Internal Discrimination Complaints Governor's Office Management Directive 410.11, Commonwealth's Equal Employment, Outreach, and Employment Counseling Program Governor's Office Management Directive 505.30, Prohibition of Sexual Harassment in Commonwealth Work Settings Governor's Office Management Directive 505.7, Personnel Rules 		
Environmental Justice and Social Issues (PADEP)	Not available		
Tracking and Assessment (PADEP)	Not available		
U.S. Environmental Protection Agency (EPA)			
Communications and Outreach	<ul style="list-style-type: none"> EPA Headquarters has an Office of Diversity, Outreach and Communication which issued a Diversity and 	None	<ul style="list-style-type: none"> EPA/CBPO currently does not reach out to diverse

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
(EPA)	<p>Inclusion Strategic Plan in June 2012.</p> <ul style="list-style-type: none"> EPA uses its Bay Program listserves and the Chesapeake Network to communicate and reach out to external partners. It currently does not make special efforts to reach out to diverse populations or underserved communities in these efforts. Through work with the Region's Office of Enforcement, Compliance and Environmental Justice, information related to funding opportunities such as the Environmental Justice (EJ) Small Grants Program will be made available to the wide range of stakeholders in and around the watershed. 		populations or underserved communities in its communications efforts.
Employment and Professional Development (EPA)	<ul style="list-style-type: none"> EPA's Mid-Atlantic Region, which the Chesapeake Bay Program Office reports to, has a Workforce Development, Diversity and Inclusion Council (WDDIC). It has two workgroups that focus on Workforce Development and Hiring and Recruiting. EJ training will be conducted for the Chesapeake Bay Program Office Staff by EPA's Mid-Atlantic Region's Office of Enforcement, Compliance and Environmental Justice (OECEJ). 	Not Applicable	<ul style="list-style-type: none"> EPA/CBPO does not have a program for hiring and recruiting diverse populations beyond the efforts of the Mid-Atlantic region's WDDIC efforts.
Environmental Justice and Social Issues (EPA)	<ul style="list-style-type: none"> EPA's Mid-Atlantic Region OECEJ works collaboratively with EPA's Office of Environmental Justice, state and local partners and other stakeholders. OECEJ staff regularly attend public meetings and other activities held by the National Environmental Justice Advisory Council as it advises EPA on matters of EJ concern. EPA issued Plan EJ2014, a roadmap for integrating EJ into EPA policies and programs. EPA has an Office of Environmental Justice at its Headquarters Office in DC. 	Not Available	<ul style="list-style-type: none"> EPA needs to build EJ and diversity considerations into its Clean Water Act section 117 grant guidance and other appropriate agency grant policy and guidance documents.
Tracking and Assessment (EPA)	<ul style="list-style-type: none"> EPA's Office of Diversity, Outreach and Communication issues a quarterly Diversity Dashboard which provides a snapshot of the agency's workforce and its demographic profile. 	Not Applicable	<ul style="list-style-type: none"> Explore whether the EPA Diversity Dashboard could be a useful tool for CBP to model its tracking and assessment efforts across the partnership.
U.S. Army Corps of Engineers, Baltimore District (USACE)			
Communications and Outreach (USACE)	<ul style="list-style-type: none"> In addition to traditional Public Affairs tactics, social media and USACE websites are widely used to publicize Chesapeake Bay stories, including oyster restoration; harbor dredging; and science, technology, engineering and math (STEM) events and news. USACE makes numerous events available to diverse groups: <ul style="list-style-type: none"> Tours of Poplar Island Penn State Pathways to Your Future Program for 7th grade girls Morgan State University STEM Program, which targets intercity and underprivileged Baltimore youth Program for physically disabled wounded warriors at Raystown Lake 	Unable to Provide	<ul style="list-style-type: none"> USACE leaders will evaluate additional tools and techniques to reach diverse groups Leadership will evaluate additional events that could reach new audiences

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
	<ul style="list-style-type: none"> ○ Tioga Lake hosts an Earth and Arbor Day Activity with the Williamson High School Sportsmen's Club ○ Tiago Lake hosts tree plantings, shoreline restoration, and roadside cleanups as part of National Public Lands Day ○ Numerous USACE lakes host cleanup events throughout the year ○ Various USACE lakes host events throughout the year to promote environmental literacy, including seminars about endangered species, fishing, and protecting the environment; most seminars are run in conjunction with the "Friends of" groups at Raystown, Tioga and Jennings Randolph lakes. 		
Employment and Professional Development (USACE)	<ul style="list-style-type: none"> ● USACE makes numerous events available to diverse groups: <ul style="list-style-type: none"> ○ USACE employees attended Perry Hall High School Interview Day in Baltimore to discuss USACE careers ○ USACE personnel spoke at Fort Meade High School, which targets the children of service members, to answer questions about potential careers in USACE 	Not Available	<ul style="list-style-type: none"> ● USACE leaders will evaluate potential additional efforts to expand employment and educational opportunities for diverse audiences.
Environmental Justice and Social Issues (USACE)	<ul style="list-style-type: none"> ● As part of the requirements under the National Environmental Policy Act (NEPA), Environmental Justice is examined on USACE projects. ● USACE utilizes on-line advertisement, fliers and public notices sent to community groups/clubs, libraries, etc., to reach as many people as possible 	Not Available	<ul style="list-style-type: none"> ● Many tools and techniques could be incorporated into Bay Program projects, including mapping tools and visualizations. USACE is training personnel on using and applying these nationally, and they can be evaluated for use in the District ● Reaching those who may not have computers or access to them
Tracking and Assessment (USACE)	<ul style="list-style-type: none"> ● STEM events are tracked in a desktop computer program and reported, at a minimum of, once a year ● USACE provides annual updates to the Report on Environmental Collaboration and Conflict Resolution, For The Council On Environmental Quality. The Chesapeake Bay program, or its projects, are discussed. 	Not Available	<ul style="list-style-type: none"> ● Future tracking tools could include Microsoft SharePoint or Access
U.S. Department of Defense (DOD)			
Communications and Outreach (DOD)	<ul style="list-style-type: none"> ● <u>DOD Diversity and Inclusion Strategic Plan (2012-2017)</u> 		
Employment and Professional Development (DOD)	<ul style="list-style-type: none"> ● <u>DOD Diversity and Inclusion Strategic Plan (2012-2017)</u> 		
Environmental Justice and Social Issues (DOD)	<ul style="list-style-type: none"> ● <u>DOD Diversity and Inclusion Strategic Plan (2012-2017)</u> 		
Tracking and Assessment (DOD)	<ul style="list-style-type: none"> ● <u>DOD Diversity and Inclusion Strategic Plan (2012-2017)</u> 		

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U.S. Department of Homeland Security (DHS)			
Communications and Outreach (DHS)	<ul style="list-style-type: none"> Many DHS Components have outreach programs targeted for the public and minority groups. Most of these programs are aimed at immigrant populations, but we do work with tribes on infrastructure and security concerns (http://www.dhs.gov/tribal-resource-guide). 	Not Available	<ul style="list-style-type: none"> All programs comply with federal law, regulations and Executive Orders.
Employment and Professional Development (DHS)	<ul style="list-style-type: none"> DHS Policy and Strategy is posted at: http://www.dhs.gov/office-civil-rights-and-civil-liberties DHS Office of Equal Employment Opportunity and Diversity Division: http://www.dhs.gov/about-office-equal-employment-opportunity-and-diversity-division 	Not Available	<ul style="list-style-type: none"> All programs comply with federal law, regulations and Executive Orders.
Environmental Justice and Social Issues (DHS)	<ul style="list-style-type: none"> DHS policy and strategy is posted at: https://www.dhs.gov/dhs-environmental-justice-strategy DHS is a member of the Federal Interagency Working Group on Environmental Justice (http://www.epa.gov/environmentaljustice/interagency/index.html) DHS co-chairs the Federal Interagency Working Group on Environmental Justice, subgroup on Movement of Goods. 	Not Available	<ul style="list-style-type: none"> All programs comply with federal law, regulations and Executive Orders.
Tracking and Assessment (DHS)	<ul style="list-style-type: none"> Civil Rights/Civil Liberties Reports are posted on DHS.GOV at: http://www.dhs.gov/cybersecurity-and-privacy 	Not Available	<ul style="list-style-type: none"> All programs comply with federal law, regulations and Executive Orders.
U.S. Fish and Wildlife Service (FWS)			
Communications and Outreach (FWS)	<ul style="list-style-type: none"> Urban Wildlife Refuge Partnership at Masonville Cove <ol style="list-style-type: none"> 1) Fishing in Schools Program, Benjamin Franklin H.S. 2) Fishing Day event at Masonville Cove 3) Masonville Cove wildlife management plan 4) Career fairs 5) Environmental presentations 6) Career path talks 7) Embracing the Chesapeake: the Mamie Parker Journey (citywide lecture series to high schools) 	<ol style="list-style-type: none"> 1) \$13,000 2) \$15,897 3) \$2,118* 4) \$2,118* 5) \$4,942* 6) \$2,824* 7) \$7,000 <p>* biologist staff time spent on outreach</p>	<ul style="list-style-type: none"> Through the Baltimore Wilderness Coalition, streamline coordination with Baltimore City Public Schools and the Baltimore Environmental Education (EE) community to improve understanding of programs and issues. (Need \$20,000) Need more EE programming at Masonville Cove EE Center to reach more students in school and through community outreach. (Need \$20,000) Engage Baltimore youth in urban birding at Gwynn's Falls, Masonville Cove, and other Baltimore City parks. Help facilitate youth bird counts and youth bird groups using Cornell University's materials and working with existing area

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
			nongovernmental organizations. Work toward making Baltimore an Urban Bird Treaty City. (Need \$40,000)
Employment and Professional Development (FWS)	<ul style="list-style-type: none"> FWS Region 5 1) Urban Refuge Partnership Youth cooperative agreement with National Aquarium. We hired three interns and one supervisor to provide diverse career experiences to Baltimore City graduates currently in local colleges. We are in the process of hiring four more students for summer 2015. 	1) \$24,995	<ul style="list-style-type: none"> Work with the Hispanic Access to develop an employment/career opportunity for local Hispanic youth to work with Masonville Cove, Gwynns Falls and Kingman Island staff to interpret, translate and incorporate programming into the local Hispanic communities. (Need \$60,000)
Environmental Justice and Social Issues (FWS)	<ol style="list-style-type: none"> We are meeting with leaders in the Masonville Cove and Curtis Bay communities to help with their small watershed action plan planning and implementation. Participate in focus groups for diversity 	1) \$9,884* 2) \$2,824* * biologist staff time spent on outreach	<ul style="list-style-type: none"> Assist the Masonville Cove and Curtis Bay communities as they address trash (their number one concern). Provide education, outreach and trash cans. A National Fish and Wildlife Foundation grant proposal has been written by Baltimore Aquarium to pilot a trash reduction program. (Funding needed is TBD.)
Tracking and Assessment (FWS)			<ul style="list-style-type: none"> Need to formalize the groups of "graduates" of all of the conservation career programs in Baltimore. Identify group of people having internships and help them on a pathway to do more. (Funding needed is TBD.)
U.S. National Park Service (NPS)			
Communications and Outreach (NPS)	<ul style="list-style-type: none"> The NPS' Inclusion and Diversity Workforce Strategy is one key component within an over-arching inclusion, diversity, and relevance effort that also recognizes the importance of interactions with visitors and with communities outside of the national parks. NPS incorporates inclusion and diversity into program content (e.g., interpretive stories and exhibits), which will enable NPS to connect with non-traditional visitors to the parks and be responsive and welcoming to the needs of the full spectrum of the increasingly diverse and multi-cultural American public. NPS developed <i>A Call To Action: Preparing for a Second</i> 	<ul style="list-style-type: none"> Land and Water Conservation Fund (LWCF) program The Rivers, Trails and Conservation Assistance (RTCA) program 	<ul style="list-style-type: none"> Increase use of leading-edge technologies and social media to effectively communicate with and capture the interest of the public.

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
	<p>Century of Stewardship & Engagement (A Call to Action), a plan for all NPS employees and partners to commit to actions that advance NPS toward a shared vision to “fully represent our nation’s ethnically and culturally diverse communities. To achieve the promise of democracy, we will create and deliver activities, programs, and services that honor, examine, and interpret America’s complex heritage.”</p> <ul style="list-style-type: none"> • A Call to Action, steps #1-14, Connecting People to Parks • A Call to Action, steps #15-19, Advancing the NPS Education Mission 		
Employment and Professional Development (NPS)	<ul style="list-style-type: none"> • NPS maintains a Workforce Diversity and Inclusion Specialist position to lead and participate with NPS staff to explore, research and implement new approaches to the multitude of workforce management systems employed to recruit, hire, develop and retain a diverse workforce to effectively accomplish the NPS mission. • A Call to Action, step #2: Collaborate with education partners and youth organizations to create a pathway to employment with the NPS, with a focus on diversifying the workforce. • A Call to Action, steps #30–39, Enhancing Professional and Organizational Excellence 		
Environmental Justice and Social Issues (NPS)	<ul style="list-style-type: none"> • The U.S. Department of Interior’s Environmental Justice Strategic Plan (2012–2017) identified numerous NPS EJ programs in place: • NPS Research Learning Centers facilitate research efforts and provide educational opportunities. • NPS Tribal Preservation Program. • NPS Federal Lands to Parks Program help communities create new parks and recreation areas by transferring surplus federal land to state and local governments (e.g., Rail Trail in Charles County, Maryland). • A Call to Action, step #5: Enhance the connection of densely populated, diverse communities to parks, greenways, trails, and waterways to improve close-to-home recreation and natural resources conservation. 	<ul style="list-style-type: none"> • Land and Water Conservation Fund (LWCF) program • The Rivers, Trails and Conservation Assistance (RTCA) program 	
Tracking and Assessment (NPS)	<ul style="list-style-type: none"> • Department of the Interior Diversity and Inclusion Strategic Plan 		
NONGOVERNMENTAL ORGANIZATIONS			
Alliance for the Chesapeake Bay (ACB)			
Communications and Outreach (ACB)	<ul style="list-style-type: none"> • RiverSmart Homes (RSH): The outreach strategy has been to identify community partners and locations that would be visible and effective at increasing participation. In some places, this has meant going to community council meetings, in others, tabling at large events, and yet in others it has translated into working with the local school art program to paint rain barrels. Part of the outcome of this outreach strategy has been reaching different types of populations throughout the 	<ul style="list-style-type: none"> • RSH: District Department of the Environment (DDOE) 	<ul style="list-style-type: none"> • RSH: There are many opportunities to improve the communication and outreach to diverse communities throughout DC, starting with making it a priority.

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	<p>city, but that has never been a specific driver of the outreach method, only an outcome.</p> <ul style="list-style-type: none"> • TreeBaltimore Social Marketing Program (TB): Based on focus groups, direct interviews, and random dial phone surveys; creating a marketing plan targeting the geographic and demographic community identified by the research. The identified behavior that we wish residents to engage in is to plant trees on private property. 	<ul style="list-style-type: none"> • TB: US Forest Service 	<ul style="list-style-type: none"> • TB: Fairly narrow target area. Extend to larger area in Baltimore
Employment and Professional Development (ACB)	<ul style="list-style-type: none"> • RSH: The Alliance is not currently doing this through RSH, but other RSH non-profit partners might be. • READY-Howard County: Young adult training program providing green jobs in the region. Partnering with churches, we have identified eager and deserving candidates that are employed to install rain gardens during their summer break while learning teamwork and the intricacies of designing and installing rain gardens. 	<ul style="list-style-type: none"> • RSH: None • READY: Howard County Dept. of Environmental Sustainability 	<ul style="list-style-type: none"> • RSH: Reach out to and support new contractors from underserved communities who can install and maintain stormwater BMPs. • READY: Looking to expand the program throughout Maryland.
Environmental Justice and Social Issues (ACB)	<ul style="list-style-type: none"> • RSH: The program aims to be accessible to DC residents of all income levels in all parts of the city. • RiverWise Communities: (RW) Anne Arundel-based program that works with houses of worship to install stormwater BMPs and train volunteers from the congregations to maintain them and create a green ministry. 	<ul style="list-style-type: none"> • RSH: DDOE • RW: MD Chesapeake and Coastal Bays Trust Fund 	<ul style="list-style-type: none"> • RSH: Maintain more open communication at the community level to understand the most pressing environmental injustices and how the ACB or RSH could best support resolutions to identified injustices. • RW: Just scratching the surface of the need and desire for this type of program.
Tracking and Assessment (ACB)	<ul style="list-style-type: none"> • RSH: Non-existent. • TB: Number of trees planted in Baltimore through partnership's efforts • READY: Amount of impervious surface treated and number of jobs created annually. • RW: Long-term engagement in green activities by the houses of worship. 	None	<ul style="list-style-type: none"> • RSH: Create tracking programs, then generate a monitoring and evaluation system that matches the vision/goal of the program.
Interfaith Partners for the Chesapeake (IPC)			
Communications and Outreach (IPC)	<ul style="list-style-type: none"> • Rev. Martin Luther King, Jr., famously said that the most segregated hour of America is 11 am on Sunday morning, and that has not drastically changed in the last 60 years. By working directly with congregants where they worship, Interfaith Partners for the Chesapeake's congregations easily represent 20% of African American churches, plus a handful of Buddhist and Sikh communities. This percentage appears to outpace secular environmental organizations' diversity representation. • IPC's outreach to faith community is housed through programs such as tree planting and stormwater management projects on congregational grounds. 	<ul style="list-style-type: none"> • Funding for tree planting and stormwater management projects is sought on a program-by-program basis and timelines for completion are typically 1 year. 	<ul style="list-style-type: none"> • Capacity building to support general outreach to congregations not tied directly to measurable projects on their properties would be an effective use of funds given the huge opportunity to reach new audiences through the places they worship.
Employment and			

Focus Area	Existing Policies and Programs	Existing Funding	Current Gaps
Professional Development (IPC)			
Environmental Justice and Social Issues (IPC)			
Tracking and Assessment (IPC)			

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