

# Diversity Outcome

## Management Strategy

2015–2025, v.4



Chesapeake Bay Program  
Science. Restoration. Partnership.



## I. Introduction

The Chesapeake Bay watershed is home to diverse communities with rich variation in culture, demographics and perspectives. Despite this diversity, federal, state, and non-profit environmental organizations have historically not adequately considered diversity, equity, inclusion, justice, and accessibility in the work to restore the Bay, leading to environmental justice disparities in the implementation of conservation and restoration programs. As such, the Chesapeake Bay Program's (CBP) Diversity Workgroup was formed in 2014 and tasked with increasing the diversity of people providing input and making decisions related to watershed conservation and restoration. The Diversity Workgroup also leads efforts to intentionally incorporate equity, inclusion and justice in addition to diversity—known collectively as diversity, equity, inclusion and justice (DEIJ)—into the implementation of the *Chesapeake Bay Watershed Agreement*. By applying a DEIJ lens to all conservation and restoration activities and decisions, our actions will be better informed and crucially more relevant to our stakeholders, thereby increasing our ability to achieve healthy lands, local streams and a vibrant Chesapeake Bay that is shared by all people.

## II. Goal, Outcome and Baseline

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



### **Stewardship Goal**

Increase the number and the diversity of individual 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 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.

In our work to achieve the diversity outcome, we use the following definitions of diversity, equity, inclusion, justice, social justice and environmental justice from the CBP DEI Strategy. Unless otherwise noted, they are adapted from or developed by the D5 Coalition<sup>1</sup>:

- *Diversity: The demographic mix of a specific collection of people, taking into account elements of human difference. For example: racial and ethnic groups, income, spectrum of built environment settings (rural to urban), faith communities, LGBTQ+ populations, people with disabilities, gender, relationship to the natural environment.*
- *Equity: Improving equity is done through promoting justice, impartiality and fairness within the procedures, processes, and distribution of resources by institutions or systems. Tackling equity issues requires an understanding of the underlying or root causes of disparities within our society.*
- *Inclusion: Refers to the degree to which diverse individuals are able to participate fully in the decision-making processes within an organization or group. While a truly "inclusive" group is necessarily diverse, a "diverse" group may or may not be "inclusive."*
- *Justice: The quality of being just, impartial, or fair.*<sup>2</sup>
- *Social Justice: Equal access to wealth, opportunities, and privileges within a society.*<sup>3</sup> This may mean addressing the present-day impacts of past inequities in order to achieve equity going forward.
- *Environmental Justice: The fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations and policies, and refers to "decisions [that] support sustainable communities where people can interact with confidence that their environment is safe, nurturing, and productive..."*<sup>4</sup>

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<sup>1</sup> Diversity, Equity and Inclusion. D5 Coalition. 2014. Retrieved from: <https://www.d5coalition.org/about/dei/>.

<sup>2</sup> Merriam-Webster: <https://www.merriam-webster.com/dictionary/justice>

<sup>3</sup> Pachamama Alliance: <https://www.pachamama.org/social-justice/what-is-social-justice>

<sup>4</sup> Bunyan Bryant, PhD., Professor Emeritus, former Director of the Environmental Advocacy Program at University of Michigan School for Environment and Sustainability.

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## Baseline and Current Condition

In 2016, a diversity survey was distributed to the CBP partnership, which includes members and interested parties of Goal Implementation Teams (GITs), workgroups, the Management Board, the Principals' Staff Committee and the three Advisory Committees. The survey found that 13.7% of respondents identified as people of color. Among those who identified as CBP leadership, 9.2% identified as people of color. In 2018, the CBP set a target to increase the percentage of people of color in the partnership to 25%, with 15% in leadership, by 2025. The diversity survey was repeated in 2019 and showed a statistically insignificant increase to 14.6% people of color participating in the CBP partnership, with 10.3% in leadership. In 2022, the survey results showed a statistically insignificant increase to 15% people of color participating in the CBP partnership, and a statistically insignificant decrease to 7.7% people of color in leadership. More information on the diversity survey results can be found on the [Chesapeake Progress](#) website.

The results of the diversity surveys are congruent with findings from the Green 2.0 report, "The State of Diversity in Environmental Organizations: Mainstream NGOs, Foundations & Government Agencies."<sup>5</sup> This 2014 report found that, despite increasing racial diversity in the U.S., the racial and ethnic composition in environmental organizations and agencies has not broken the 12% to 16% "green ceiling" that has been in place for many years. All in all, the current composition of the CBP partnership does not reflect the diversity of our population in the watershed. Thirty-two percent of the population in the watershed identifies as people of color (2022). In accordance with the latest U.S. Census (2020), the seven Chesapeake Bay jurisdictions have an average 48.24% of people who identify as people of color. (Maryland: 56.1% people of color, D.C.: 71.6% people of color, Virginia: 50.2% people of color, West Virginia: 12.1% people of color, Pennsylvania: 33.1% people of color, Delaware: 50.2% people of color, New York: 64.4% people of color)

A separate survey, conducted in 2019 by a DEIJ consultant, was distributed to members of the CBP as part of a DEIJ readiness assessment of the CBP. Of the survey respondents, 88-97% indicated that DEIJ practices will benefit CBP on the following measures: ability to better serve the public; broaden our partnerships; advance our mission; encourage diversity, equity and inclusion in decision-making; expand our supporters; and improve hiring and retention of staff. However, only 25-35% of respondents agreed or strongly agreed that CBP actively demonstrates a commitment to diversity, equity and inclusion.

A lot has changed since then. The CBP intends to foster a deeper and program-wide commitment to DEIJ. The partnership is committed to achieving restoration of the Chesapeake Bay Watershed using strategies that advance diversity, equity, inclusion and justice (DEIJ). In April 2020, the CBP published [Restoration from the Inside Out: A DEIJ Strategy for the CBP](#). In August 2020, the Executive Council reaffirmed its commitment to embrace DEIJ in all areas of the Chesapeake Bay Program through the [Executive Council DEIJ Statement](#). In parallel, the CBP Principals' Staff Committee (PSC) released a [DEIJ Action Statement](#) which includes five actionable and timebound commitments to implement

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<sup>5</sup> Green 2.0: The Challenge <https://www.diversegreen.org/the-challenge/>

*Restoration from the Inside Out.* In the DEIJ Action Statement, CBP commits to advancing the DEIJ Strategy by integrating equity into each Workgroup and Goal Implementation Team (GIT) work plan, incorporating DEIJ considerations and analysis into work plan development and implementation. This includes considerations to distribute benefits equitably and reduce disproportionate adverse environmental impacts in communities of color, low income communities and other underrepresented groups. In addition, work plans should include both process and outcome measures to track progress over time. The [2021 DEIJ Implementation Plan](#) further guides our work across the CBP partnership.

### III. Participating Partners

The below agencies and organizations have participated in the development of this strategy.

#### State and Federal Agencies:

- 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. Forest Service
- National Aeronautics and Space Administration
- National Oceanic and Atmospheric Administration

#### Non-Profits, Nongovernmental Organizations, Universities and CBP Committees:

- Alliance for the Chesapeake Bay
- Alliance for Aquatic Resource Monitoring (ALLARM)
- Anne Arundel County Watershed Stewards Academy
- Baltimore Green Space
- Bowie State University
- Chesapeake Bay Foundation
- Chesapeake Bay Trust
- Chesapeake Conservancy
- Chesapeake Research Consortium (CRC)
- Choose Clean Water Coalition
- Citizens Advisory Committee (CAC)
- EcoLatinos
- Local Government Advisory Committee (LGAC)
- Maryland Commission on Indian Affairs
- National Aquarium
- Southeast Rural Community Assistance Project, Inc. (SERCAP)
- University of Maryland School of Public Health
- Virginia State University



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## Local Engagement

The Diversity Workgroup includes membership and interested parties who represent local nonprofit, environmental justice and grassroots organizations. The perspectives and involvement of such groups has been instrumental in better understanding what tools and resources are needed to advance DEIJ in the work to protect and restore local waters and the Bay. Looking ahead, the workgroup will continue to build relationships with such groups, while also continuing to involve a growing cadre of DEIJ leads for the federal and state agencies represented in the CBP. The workgroup will lead efforts within the CBP to prioritize developing long-term relationships with organizations run by and primarily serving communities of color and other underrepresented communities (in addition to, and distinct from organizations that engage communities of color and other underrepresented communities but are not led by representatives of these communities). Partner organizations such as these, with established relationships with certain communities, are an important trusted resource through which the Bay Program can most effectively engage with audiences historically not included in this work.

In order to increase diversity in the environmental field, students and professionals from a variety of demographic backgrounds and underrepresented populations must be engaged. To reach this audience, the workgroup will continue to build relationships with Minority Serving Institutions (MSIs) including Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions, and others; and community colleges as well as K-12 schools, working to identify and implement effective means to reach students through career offices or academic departments, and to guide CBP partners in best practices for recruitment and equitable hiring practices. Additionally, the workgroup will continue to work with partners to promote and uplift fellowship or internship programs through the CBP which offer opportunities to diverse students (such as the Chesapeake-Student Recruitment, Early Advisement, and Mentoring [C-StREAM] program for college students).

## IV. Factors Influencing Success

The Diversity Workgroup has determined the following factors have the greatest influence on our ability to meet the Diversity Outcome:

### 1. Lack of Adequate, Sustained and Equitable Funding –

Programs that exist to create entry ways into the environmental field, such as the Chesapeake-StREAM internship program, DC's Green Zone Environmental Program, River Corps Green Infrastructure training program for young adults 18-24 years old, and the Living Classrooms workforce development programs, require sustained funding. Due to a combination of Covid-19 and inflation raising living expenses, funding for these programs has been volatile and unable to be economically competitive. With more funding, these programs can be replicated, expanded, and made more accessible.

Funding is not always allocated equitably across the many areas of our work. Many grant programs awarding funding to nonprofits for watershed restoration and related activities use complicated grant application processes that are typically beyond the skills of local community groups. The small size or lack of 501(c)3 status can prevent grassroots and community organizations from receiving grants and other opportunities for capacity building. Grant-making organizations are beginning to

incorporate more equitable practices by changing proposal requirements and providing capacity-building grants that do not require funding matches, for instance. To further address disparities in funding, grant-making organizations should consider removing additional barriers for applicants, and develop ways to promote equity through awards going to any applicant organization, such as insisting they have non-discriminatory policies in place, encouraging restoration investments in environmental justice communities and projects that align with community-identified needs, and encouraging capacity building investments and partnerships with underrepresented communities.

## **2. Lack of Inclusive Hiring, Recruitment and Retention Practices –**

To successfully meet our DEIJ goals, the DWG can play a role in encouraging CBP partners to undertake inclusive outreach approaches to find qualified diverse individuals from communities and academic institutions. The DWG must share and popularize inclusive outreach approaches, including targeted recruiting efforts in historically black colleges and universities, community colleges, Hispanic serving institutions and other educational institutions, professional associations and groups, to create a pipeline or bridge of prepared recent graduates entering full-time staff and leadership positions in Chesapeake Bay organizations. In addition, because exposure to nature and environmental career possibilities early in life – beginning in early elementary grades – is critical to building interest, the need to assure equitable, inclusive environmental education practices in all schools throughout the watershed is also critical to diversifying the workforce.

The Diversity Workgroup is a small component of the larger Chesapeake Bay community. Therefore, trainings and other resources regarding DEIJ best practices related to hiring, recruitment and retention must be promoted widely. Progress should be measured on improving the accessibility, knowledge and use of these resources, and we should encourage the standardization of best practices where applicable. We can measure resource use, for example, by tracking training attendance and through website use analytics. The extent to which these practices and resources improve the diversity of the workforce in CBP-related fields and in the CBP itself can be measured over the long term.

## **3. Slow Integration of DEIJ in All Aspects of Organizational Culture and Work –**

It is important to build an organizational culture that welcomes and celebrates diversity. Reports by Green 2.0 and others indicate that the environmental field remains highly exclusive. Further, there is often a race-silent, gender-silent culture in many organizations where diversity issues are not spoken or intentionally addressed. Everybody, and especially leadership, needs to be a part of the goal to create an inclusive organizational culture.

A [Diversity, Equity, Inclusion, and Justice \(DEIJ\) Implementation Plan](#) for the Chesapeake Bay Program was completed in December 2021. It includes actions to advance DEIJ within the CBP, such as: updating governance documents and management strategies to include language that reflects DEIJ priorities; building a common understanding of and expanded capacity for DEIJ; institutionalizing efforts to advance DEIJ internally; and developing and distributing guidance on including DEIJ in grant targets and evaluations, communications, and tracking and reporting. The Diversity Workgroup will serve supporting roles in the implementation of these recommendations that will help to advance DEIJ in all aspects of CBP organizational culture and work.

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#### 4. Underdevelopment and Maintenance of Partnerships –

To reach our diversity goals, CBP must prioritize building long-term relationships with organizations run by and primarily serving communities of color and other underrepresented audiences (in addition to, and distinct from, organizations that engage communities of color and other underrepresented communities but are not led by representatives of these communities). These partners are trusted resources with audiences we need to prioritize and involve, and they will provide a means to more effectively represent and include those audiences in Bay restoration and conservation. Further, CBP must work to incorporate input from leaders of such communities, organizations and groups into decision-making and implementation efforts.

It is important to connect our work with the history, culture and traditions of underrepresented groups, as well as issues that are faced locally by such groups. In addition, CBP needs to more significantly expand efforts to build capacity of underrepresented organizations -- in part through improved administrative pathways. Underrepresented organizations and grassroots groups must receive timely information on grant funding opportunities, and be provided with resources to build or add capacity to apply for those opportunities if needed, such as technical assistance, training, connections with fiscal partners and more.

Within the CBP, DEIJ does not live solely in the Diversity Workgroup; it is essential to each GIT, workgroup and leadership team. The Diversity Workgroup continues to collaborate with other GITs and workgroups to increase DEIJ in all efforts to meet outcomes of the *Chesapeake Bay Watershed Agreement*.

#### 5. Impacts from External Factors –

Many underserved communities are in watershed areas that are subject to sea level rise, flooding and other impacts from climate change. 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.<sup>6</sup> Other policy, public health and economic factors must be considered. For example, the COVID-19 coronavirus pandemic has disproportionately affected African American and other vulnerable populations. Increasing awareness of these disparities and inequities and their impact on people is important to inform the efforts of restoration and conservation.

## V. Current Efforts and Gaps

The Diversity Workgroup has identified the following efforts that are addressing the factors identified in the previous section. The workgroup has also identified the following gaps that need to be addressed in order to achieve the Diversity Outcome:

#### Funding and Promoting Career Pathway Programs –

The Diversity Workgroup has played a supportive role in the development of internship and employment programs that provide entry pathways for underrepresented individuals to enter the conservation and restoration field. Workgroup members, within their own organizations, have spearheaded the creation of such programs by identifying and leveraging funding opportunities.

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<sup>6</sup> See 2014 National Climate Assessment, available at <http://nca2014.globalchange.gov>.

The Chesapeake Research Consortium (CRC), for instance, created the C-StREAM summer internship program for undergraduate students who identify as a person of color and/or first-generation student. The CRC works with successful applicants to match them with meaningful internships and mentors at universities and government agencies (e.g. EPA, NOAA) within the Chesapeake watershed. Other organizations and agencies have also created summer internship positions to bring greater diversity to the environmental field.

**Gaps**

We must look holistically at existing pathway/bridge programs to fully evaluate the funding needs for such programs and identify opportunities including existing or future matching dollars.

**Promoting Equitable Grant Processes –**

Efforts must also be made to apply an equitable lens to grants and other funding opportunities. Some organizations within the CBP partnership or the larger Chesapeake Bay community have begun adjusting their guidelines and grant processes to address these inequities. The Chesapeake Bay Trust and other organizations that make up the Chesapeake Bay Funders network have also done a lot to incorporate DEIJ into their grant programs. NFWF, a major funder within the Chesapeake Bay, is actively engaging a team to improve DEIJ considerations in their competitive grants, and ensure they are able to measure success.

**Gaps**

There is more work to be done to make grant processes and funding equitable. The CBP partners would benefit from measuring their own performance in this area so the funder can identify where more work is needed and where progress has been made. We must look holistically at existing pathway/bridge programs to fully evaluate the funding needs for such programs and identify opportunities including existing or future matching dollars.

**Developing Inclusive Employment Practices –**

Eliminating bias and promoting inclusiveness in recruitment, hiring, and retention practices is critical to increasing diversity in organizations and agencies. Within the Chesapeake Bay partnership, some organizations have made changes to their recruitment and hiring practices to promote greater inclusivity. In their job descriptions, for instance, the Alliance for the Chesapeake Bay encourages applicants that meet 75% of the qualifications to apply.

In addition to changing internal practices, organizations can broaden their recruitment networks by engaging with HBCUs, MSIs, and other groups and associations that attract and support underrepresented individuals. For example, the EPA CBP Office has established a Memorandum of Understanding (MOU) with Virginia State University. The MOU includes goals to strengthen staff and student connection to the Chesapeake Bay through interaction with CBP partners or hands on learning experiences.

**Gaps**

There is still much work to be done to further promote best practices and resources for recruitment, hiring, and retention. We must continue building relationships with MSIs and community colleges, targeting career centers and certain departments, clubs, and professional associations that attract and support students of color as well as students from other underrepresented communities. In addition, coordination in the K-12 school system, with additional emphasis on underserved



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communities and student populations, will build student interests earlier so they can better prepare for needed coursework and training for environmental careers.

### **Advancing DEIJ in All Aspects of Organizational Culture and Work –**

DEIJ is becoming a prevalent discussion point in meetings and initiatives throughout the partnership and the larger Chesapeake Bay watershed community. In addition, some staff and partners have received DEIJ-related training. Still, members of the Diversity Workgroup in November 2019 identified organizational culture as a major barrier to successfully integrating DEIJ within their own organizations as well as within the CBP structure.

#### ***Gaps***

Full integration of DEIJ in all aspects of organizational culture and work has not yet been achieved. Cultural humility, unconscious bias, and allyship trainings have been developed for all staff and leadership to establish a shared understanding of DEIJ and foster an inclusive culture, but not everyone has attended, and intermittent or one-time trainings are not sufficient to change culture. Core competencies should be identified and resources made available to help CBP partners to develop the needed awareness and skills.

### **Forming Partnerships with Underrepresented Groups –**

Members of the Diversity Workgroup will continue to attend conferences such as Taking Nature Black and Naturally Latinos, which offer an excellent opportunity to connect with people of color and environmental justice leaders with whom we have not previously connected. The CBP's Habitat GIT, in collaboration with the Diversity Workgroup, Climate Resiliency Workgroup, and Local Leadership Workgroup, did targeted local outreach in underrepresented communities that are especially vulnerable to climate change impacts. The project team worked closely with community leaders to find green infrastructure solutions that meet community needs and provide habitat and climate resiliency benefits.

Individual organizations within the partnership have implemented additional initiatives to engage with underrepresented groups. The Choose Clean Water Coalition (CCWC) and Alliance for the Chesapeake Bay (ACB), for instance, have both offered scholarships for individuals who identify as a person of color to attend their respective annual conferences. The National Park Service has also taken an initiative to build intentional relationships with Latinx groups.

#### ***Gaps***

Building relationships and partnerships takes time and capacity, and there are many underrepresented groups and communities with specific needs and interests. While the CBP and its workgroups are able to provide guidance, resources (such as funding, data, mapping tools, etc.), and perhaps influence policies or practice, the majority of the work forming partnerships with underrepresented groups is most appropriately done through connector groups such as CCWC, ACB and many others. A clear means to work with and through such connectors as trusted messengers is needed.

### **Forming Partnerships with other GITs, Workgroups and Teams of the CBP –**

The Diversity Workgroup has worked with several teams and workgroups of the CBP. For example, the workgroup has worked with the Forestry Workgroup to promote equity and environmental justice in efforts to increase tree canopy cover in the watershed; worked with the Toxic Contaminants Workgroup and the CBP Strategic Engagement team to develop a Fish Consumption Advisory infographic and guide;

supported the Environmental Literacy and Public Access Workgroups in their efforts to ensure environmental education and public access for all communities in the watershed; and assisted the Workforce Action Team with developing a workforce landscape assessment to identify opportunities and gaps to strengthen and diversify pathways to CBP-related job and career fields.

The Diversity Workgroup worked with others in the Bay Program to develop the Chesapeake Bay Diversity and Equity Dashboard, which has also proven to be a useful geospatial tool in which users can overlay watershed restoration layers (e.g., restoration potential, location of public access sites) with environmental justice demographic and environmental data.

### Gaps

We lack a comprehensive understanding of all factors affecting overburdened communities and underrepresented organizations. The Diversity Workgroup should seek to understand meaningful ways to engage them in efforts contributing to the partnership's ultimate goals, and provide associated guidance and resources for partners to build long-term relationships with communities of color and underrepresented groups. Additional work is needed to better connect leaders of underrepresented stakeholder groups to other teams and workgroups of the CBP, and to increase accessibility to and enable participation in other workgroups and teams.

### Accounting for External Factors –

Within the CBP partnership, there is increased awareness of the importance of external factors, and there seems to be a slow but real shift to better incorporate social science, public health, and climate change considerations across the board in CBP's work.

### Gap

There is insufficient ability to account for external factors in our work to advance DEIJ across the CBP. This is especially important, since many external factors (e.g., climate change, heat island effect/lack of tree canopy and other environmental conditions affecting health) disproportionately affect underrepresented communities. Although efforts to consider and integrate climate change are increasing across all CBP outcome areas, there is still much work to be done to achieve a more comprehensive approach.

## VI. Management Approaches

The CBP's Diversity Workgroup will work to carry out the following strategies to achieve the Diversity outcome under the Stewardship goal of the *Chesapeake Watershed Agreement*. Our three management approaches seek to address the factors affecting our ability to meet the outcome and the gaps identified above.

We will work to develop, implement and track progress in addressing the three focus areas of our diversity management strategy which are:

- 1. Help the CBP be better able to implement Diversity, Equity, Inclusion, Justice and Accessibility (DEIJ-A) in their work toward the Outcomes and provide resources to help advance DEIJ-A efforts across all aspects of organizational culture and work of the CBP and its partners.**

To foster an environment where DEIJ-A is the lens through which the CBP implements their actions, this strategy should be one of the focus areas. This strategy involves developing and promoting DEIJ-

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A resources and training programs tailored for CBP Workgroups, GITs, and partnering agencies. Simultaneously, it will involve the encouragement of equitable hiring and workforce development practices across these groups and their collaborating entities. This multifaceted approach aims to strengthen knowledge, skills, and practices related to DEIJ while ensuring cohesive and efficient operations within the broader CBP network.

## **2. Restructure and rethink the Diversity Outcome and metric –**

The current Diversity Outcome is as follows: “Identify 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.” This outcome has led to the creation of an internally facing metric to measure progress and success. In 2018, the CBP set a target to increase the percentage of people of color in the partnership to 25%, with 15% in leadership, by 2025. We believe that this outcome and metric do not comprehensively capture the complete scope and array of internal and external needs and efforts to implement diversity, equity, inclusion, and justice throughout the watershed. This management approach will therefore focus on researching and deciding upon effective internally and externally facing metrics to measure outcome progress and success as well as preparing a recommendation for alternate language for the Diversity Outcome after 2025.

## **3. Enhance equitable access to funding resources –**

In order to work towards the major themes of the outcome and address some of the gaps identified in the previous section, this strategy aims to promote equitable grantmaking throughout the CBP and Chesapeake watershed. We believe this can be accomplished by promoting resources developed during the Equitable Funding (Scope 3) project and by raising awareness of different technical assistance programs. This can take the form of identifying intermediary partners who are able to provide assistance finding and securing funding for inexperienced potential grantees.

## **VII. Monitoring Progress**

Accompanying this management strategy is our two-year (2024-2025) work plan. This plan has been updated with actions that address the gaps in our current efforts. It includes information on how we will measure or observe to determine progress in filling identified gaps.

## **VIII. Assessing Progress**

In the next two years, the Diversity Workgroup will work to implement the actions in our 2024-2025 work plan. We will assess our progress at the end of our two-year period and discuss any newly identified challenges in our work to implement the planned actions. Some of this work includes identifying improved measures of progress and processes to track progress using those measures.

## IX. Adaptively Manage

The Diversity Workgroup will meet approximately four times per year to discuss and review progress on actions identified in the Diversity Management Strategy and two-year work plan. At the end of the next two years, 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.

## X. Biennial Work Plan

A biennial work plan has been developed for this Management Strategy. It includes the following information:

- Key actions
- Timeline for the action
- Partners responsible for each action
- Geographic information
- Goals & Metrics

## List of Acronyms

**CBP**- Chesapeake Bay Program

**DEIJ-A**-Diversity, Equity, Inclusion, Justice and Accessibility

**EJ**- Environmental Justice

**GIS**- Geographic Information System

**GIT**- Goal Implementation Team

**HBCU**- Historically Black Colleges and Universities

**MSI**- Minority Serving Institution