![Citizens Advisory Committee logo](Citizens Advisory Committee TO THE CHESAPEAKE EXECUTIVE COUNCIL)

Report of Findings: September 2022 Panel Discussion on Equitable Access to Grant Awards and Administration Practices
October 2022

The attached report reflects the planning, discussion, panel responses, and overall findings from the Citizens Advisory Committee (CAC) panel on Equitable Access to Grants held on September 15, 2022 during a hybrid quarterly meeting in Washington, D.C.

Overall Finding

The overall finding is that small, community groups may not seek Chesapeake Bay funding because their primary focus is not Nitrogen, Phosphorus and Sediment reduction. The CAC acknowledges and supports the explicit purpose of the Small Watershed and Innovative Nutrient and Sediment Reduction (INSR) grants to reduce the amount of excess nutrients and sediment going into the Bay Watershed. The CAC also supports the accountability of those funds toward nutrient reduction. We assert that simplifying the grant making and execution process does not mean abandoning accountability.

There may be a tendency to assume that organizations that lack the technical capacity to successfully secure a grant also lack the capacity to implement and be accountable for the grant. The findings assert that application and execution should be treated differently and there are opportunities to advance viable applications from small community organizations. Funders and resource agencies can respond to this by listening to the needs of communities, as well as, involving community thought-leaders in the entire grant process from developing Requests for Applications (RFAs), reviewing proposals, implementing the projects and assessing the results on both the local environment and the people who rely on it.

The existing funding should emphasize community groups determination of what and where green infrastructure projects are installed and good designers/engineers must find ways to achieve community priorities while reducing nutrient pollution to the region's waterways. Educational outreach to individuals to increase stewardship should attempt to change behaviors that have quantifiable water quality benefits. The co-benefits to the community – better health, safety, air quality – should be included as part of the selection criteria, and for Small Watershed and INSR grants, should be coupled with water quality benefits.

We should acknowledge that the current Chesapeake Bay Program (CBP) grants may be at odds with the CBP stated goal of increasing Diversity, Equity, Inclusion and Justice (DEIJ). There is a long-standing need to strengthen frontline organizations, the communities they serve, and to further sensitize funding and resource agencies as they work to secure DEIJ-related objectives. There is also a strong need to acknowledge the value of volunteer work, but doing so is part of a larger aspiration to build the capacity of frontline organizations to evolve volunteerism into a living-wage green workforce responsive to local community priorities.

The findings recognize that Bay Program outcomes may be served through activities that are not primarily catalyzed by environmental motivations, such as recreation and community rehabilitation. However, if the Chesapeake Bay Program wants to accelerate the *Chesapeake Watershed Agreement* outcomes for stewardship and diversity, expanded and new grant funding should be developed to explicitly support capacity building for community and frontline organizations. We recommend this new funding consider developing a measurable "community uplift or "capacity building" outcome. Additionally, targeting funding to these outcomes should hold cognizant the often-limiting requirements (matching funds, pollution reduction calculations, and stringent tracking mechanisms) that surround existing grant making and may not need to be in place for new capacity building focused grants.

Opportunities

Suggestions for further exploration not elaborated in the findings:

1. Convene a forum of agency leaders, prevalent Bay Watershed foundations, and cognizant federal, state, and local contractual, budgetary, and financial actors (e.g., OMB, DCAA, Agency Offices of Contracts and Grants) to outline institutional changes to grant application requirements and traditions that perpetuate exclusion of small community organizations.
2. For projects with partnering organizations, embed a process to help frontline community organizations move from being a sub-awardee under a larger, established organization, to an organization with the infrastructure to compete as the primary grantee. As the capacity of frontline communities build, use their success and leadership as an example for others.
3. Explore establishing a "micro-grants" program from new or existing resources, to help build the capacity of smaller or new community organizations and give them more experience and a track record to pursue larger grants.
4. Encourage private funders to implement capacity building programs, this can supplement federal limitations.
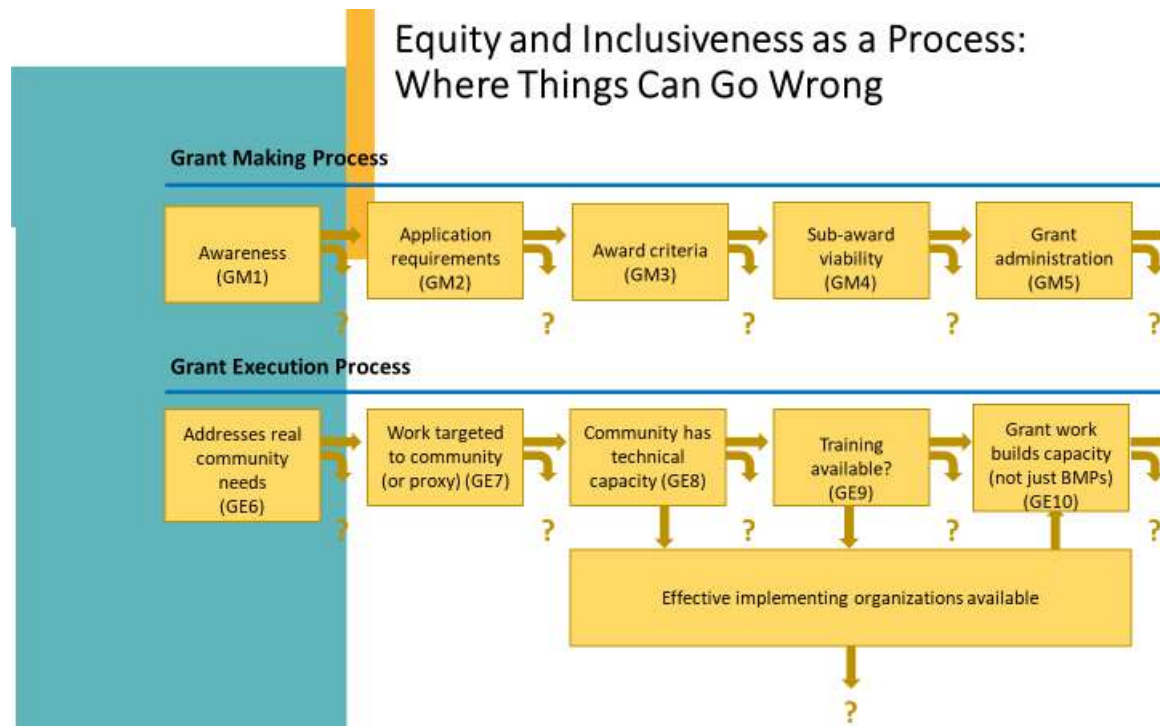
Additional Consideration

The Chesapeake Conservancy's reflections on serving as contractor for the Chesapeake Bay Program's (CBP) GIT funded project, *Cultivating and Strengthening Partnerships with Under-represented Stakeholders*, spawned a larger discussion during the CAC Meeting about Diversity, Equity, Inclusion, and Justice (and Accountability) at the CBP. Members questioned who at the CBP is being held accountable for the DEIJ commitments and cultural change that the Partnership must realize to be successful. While changes to grant application and administrative requirements will not be primarily responsible for that cultural change, greater diversity and inclusion in the restoration movement via grant implementation, will have a positive impact on helping the Partnership to connect with local communities, center the tenets of DEIJ, and advance the goals of the *Chesapeake Bay Watershed Agreement*.

Chesapeake Bay Program Citizens Advisory Committee
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The below graphic was developed by the CAC Stewardship & Engagement Subcommittee based on internal discussions and served as guidance to engage members of the panel and the CAC members in discussion. The table of findings on 'barriers' and 'potential solutions' is organized under two main categories, 'Grant Making Process' and 'Grant Execution Process'. Each category is further subdivided by the topic signified by the label in each box on the graphic. Some findings on barriers and potential solutions address elements of both Grant Making and Grant Execution.

Equity and Inclusiveness as a Process: Where Things Can Go Wrong

Grant Making Process
Awareness (GM1) → Application requirements (GM2) → Award criteria (GM3) → Sub-award viability (GM4) → Grant administration (GM5)

Grant Execution Process
Addresses real community needs (GE6) → Work targeted to community (or proxy) (GE7) → Community has technical capacity (GE8) → Training available? (GE9) → Grant work builds capacity (not just BMPs) (GE10)

Effective implementing organizations available

* Entries in the table capture panel planning discussions based on experiences and insights from the CAC Stewardship & Engagement Subcommittee Members.

Appendix 1- Internal briefing document for the CAC developed by the Stewardship & Engagement Subcommittee.
Appendix 2- Member list and brief biographies of the CAC Stewardship & Engagement Subcommittee.

Grant Making Process

Barriers	Potential Solutions
Awareness (GM1): Community groups not aware of grant and other support offerings. *Grant availability notification only through specialized outlets *Lack of active outreach to impacted communities (e.g., EPA CWSRF opportunities listed only on state web sites)	(1) Advertise the availability of grant programs through "community hub" newsletters, universities, faith-based groups, recreation centers, and other community media. (2) Publish annual or semi-annual forecasts of all Chesapeake Bay related grant availability, including local and jurisdictional opportunities, in one location. (3) Help pair organizations to create teams with expertise. This will also spread the word on grant availability. (4) *Consider having a percentage of grant monies go to new applicants and awardees over time.
Awareness (GM1): Diversity, equity, and inclusiveness require significant cultural change within grant making and other support agencies.	*Reduce reviewer values and perspectives that perpetuate inequalities with training to address bias. When a reviewer uses logic like, "X organization has a long track record in this work" and thus their proposal is ranked highly, even if the project itself might not be that critical, it perpetuates an uneven playing field where it is more difficult for less-known organizations to get grant awards. *Co-develop proposals with and invite proposal reviewers who are members of the community subject to or potentially impacted by contemplated grant interventions.
Application Requirements (GM2): Often grant eligibility is limited to 501c3 IRS status (not community groups or individuals)	*Create a hub or event where community groups without nonprofit status can meet and partner with nonprofits for local implementation. Be mindful of gatekeeping by administrative implementing organizations that inhibit authentic relationships with service providers.
Application Requirements (GM2): Grant language is confusing, in particular, 'inputs, outputs, outcomes and impact'.	Simplify grant language. *Include definitions in the same Requests for Application (RFA) instead of requiring the applicant to locate another resource, like a grant guidance document.

Application Requirements (GM2): In general, federal and other partner agencies' RFAs can be long, onerous, intimidating, and technically demanding.	Poll or informally survey groups that do not complete or submit proposals to determine which factors contributed to a 'no bid' decision. *Consider compensation for these individuals to provide user experience.
Application Requirements (GM2): Some small, frontline groups lack the human and experiential resources to develop the type of proposal required by federal agencies, NFWF, and other Bay Program partners.	Develop a fund or other resource to provide no-cost contract support for proposal writing and grant management services. Consider funding more field liaison positions for grant funders.
Application Requirements (GM2): Uniform federal requirements call for institutional infrastructure such as audit reports of financial statements, approved accounting systems, insurance, and more. These can be cost prohibitive for smaller organizations. Audits can be an expensive upfront cost for eligibility, especially if there is no guarantee the organization will be awarded the grant.	(1) Address the authorizing language of funding requirements (2) *Seek to amend federal Office of Management and Budget (OMB) guidance (3) *Work with government contract auditing agencies and other financial oversight agencies to raise levels of problem awareness and seek flexibility (4) *Consider auditing costs as an allowable grant expenditure
**Application Requirements (GM2):* Code of Federal Regulations (CFR) is beyond the capacity of small organizations. This can be seen as a form of institutionalized racism. CFR, Title 2, Parts 200 and 1500, "Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards. ● Requiring payments as reimbursement rather than advance payments ● Requiring additional, more detailed financial reports from inexperienced applicants deemed a higher risk ● Requiring additional project monitoring for inexperienced applicants deemed a higher risk ● Establishing additional prior approvals for inexperienced applicants deemed a higher risk	To address this institutionalized racism: (1) *Evaluate characterization of "higher risk" because of lack of experience with a federal funding agency. (2) *Explore ways to eliminate the need to overburden applicants deemed "higher risk" (3) *Until this is addressed, the additional requirements for "inexperienced applicants deemed a higher risk" should be aware in advance of the extra reporting and oversight on their grant (4) *Explore the distribution center model, somewhat similar to Chesapeake Bay Trust and others. Direct support to a qualified administrator whose specific job is to find smaller administrators who in turn identify local level needs and organizations. More steps away from federal regulation allows for more flexibility. Barring changes in federal guidance and regulatory language, this seems to be one of the only paths for better access to funds. The Department of Labor takes this approach with workforce development funding.

Award Criteria (GM3): Matching Fund requirements exclude organizations with limited liquid capital.	Continue to rethink cash matching requirements and consider human capital and community volunteers as eligible match (2021 CAC Recommendation to the Executive Council)
Award Criteria (GM3): Proposals may not score highly because they do not adequately explain or sufficiently address how they will support achievement of technical outcomes, such as non point source reduction.	Allow and facilitate communication between reviewers and applicants to clarify linkages between proposed activities and potential non point source reduction.
Award Criteria (GM3): Some projects may not show traditional methods of environmental impacts, but there are many community and engagement benefits that support stewardship, even if they are less quantifiable.	*Explore new funding mechanisms that include metrics to measure building capacity.
Award Criteria (GM3): RFA scopes of work are sometimes broader than small, frontline, community groups can address. It puts small organizations in the position of having to promise results that might be outside of their control, especially in a one-year grant cycle. Forcing organizations to make broad claims of long-standing cultural change in proposals is a barrier to applying.	(1) Make it known that partnering and team building is encouraged (2) Actively facilitate collaboration by connecting groups
Sub-Award Viability (GM4): Administrative requirements to contract sub-awards make it difficult for established entities to team with small community organizations.	*Simplify the contracting process to bring in more small community groups by removing the requirement that sub-grantees be registered through the federal System for Award Management (SAM.gov).
Grant Administration (GM5): Grant makers often want to meet with grantees during standard business hours. Establishing additional prior approvals for inexperienced applicants is burdensome because volunteer staff may have full-time jobs.	Demonstrate willingness to adjust business activities to accommodate people's life rhythms, particularly for primarily volunteer led organizations
Grant Administration (GM5): Spending deadlines (end of calendar or fiscal year) are sometimes inconsistent with the life rhythms of community group staff.	Upon award, (1) negotiate workable spending deadlines; or (2) make no-cost time extensions easy-to-implement.

Grant Execution Process	
Barriers	**Potential Solutions**
Addresses Real Needs of the Community (GE6): Many grant vehicles lack flexibility to acquire basic goods in support of volunteer efforts such as food and water during volunteer events.	Allow flexibility under all grant vehicles to do simple and necessary things like purchase food and water for volunteer workers during events.
Address Real Needs of the Community (GE6): Activities such as forest maintenance do not qualify as green infrastructure.	Support agencies need to broaden their definition of green infrastructure.
Work Targeted to Community (GE7): Green Infrastructure Maintenance should not be delegated to volunteers. It sends the signal that if someone has to work for free, then the project/space is not very important.	Invest in staff time or payment structures for volunteers to maintain community green infrastructure projects and/or tree plantings. *Consider a rate based on the federal volunteer pay rate of $29.95/hour or the volunteer rate in the applicant's region/state.
Work Targeted to Community (GE7): Award priority geographies are not framed to address DEIJ factors.	*Most effective basins targeting Chesapeake Bay pollution reduction should have weighted criteria for Environmental Justice communities.
Community has Technical (and Financial) Capacity (GE8): Most support is only granted on a cost reimbursable basis and community-level organizations often lack capital liquidity.	Agencies should consider (1) widening the scope of expenses that can be compensated in advance, (2) commit to strict reimbursement schedules, (3) develop other compensation mechanisms or (4) consider upfront funding.
Community has Technical (and Financial) Capacity (GE8): Don't require too much assessment of the project. Onerous requirements for collecting survey results from volunteers to gauge the value of workshops/events take too much time away from implementation and overburden volunteers.	*If survey results are important to the funder, include the means to compensate participants for taking the surveys.
Grant Work Builds Capacity Not Just BMPs (GE10): Lack of support for organizational infrastructure and indirect capacity for staff benefits and retirement	Support the organization as a whole by allowing for and making it clear that indirect benefits are allowable expenses.
Grant Work Builds Capacity Not Just BMPs (GE10): Community groups that work through established 'administrative implementing organizations' are sometimes unable to enhance their internal administrative, technical, and leadership capabilities.	*Include provisions for training to enhance organizational capacity building for community groups so they can compete for awards without being relegated to only sub-awardee status.
Grant Work Builds Capacity Not Just BMPs (GE10): Even with a water-quality outcome, capacity-building gets short shrift.	*Support more grant processes to fund initial project development that prepares the organization to apply for implementation funds.

Appendix 1

***Equity, Diversity, Capacity Building and Grant Funding in the
Chesapeake Bay Watershed***

Internal Briefing for the Citizens Advisory Committee
Drafted by the CAC Subcommittee for Stewardship and Engagement

September 15, 2022

Why are we learning about and discussing equity and diversity issues that impact the Bay Program?

In the U.S., the environmental justice (EJ) movement rose to prominence in the 1980s. Environmental Justice is defined as 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. According to the EPA, EJ refers to decisions that support sustainable communities where people can interact with confidence and trust that their environment is safe, nurturing, and productive. Over the past four decades, the environmental justice movement has expanded significantly, involving community-based nonprofit groups, regional networks, and nation-wide associations working at multiple scales. The number of environmental groups led by people of color has grown from about 300 in the early 1990s to more than 3,000 in 2014.

Efforts to enhance diversity, equity, and inclusiveness (DEI) in all areas of the environmental arena are increasing. DEIJ is a common acronym used to identify concepts, efforts, or initiatives for enhancing social justice in organizations or communities. DEIJ is the dismantling of barriers to resources and opportunities in sovereignty so all individuals and communities can participate fully and thrive. Consistent with this movement, in 2020 the Executive Council (EC) of the Chesapeake Bay Program (CBP) signed a Statement in Support of Diversity, Equity, Inclusion and Justice. In 2021, the EC approved a wide-ranging DEIJ Implementation Plan. This strategy highlights four areas of focus for the CBP:

- Strengthen the Chesapeake Bay Programs' authorizing environment for DEIJ
- Advance DEIJ Internally
- Advance DEIJ through mission-related work
- Advance DEIJ performance of partners

However, work remains to be done. In particular, the capability of small, local, frontline organizations can be blunted because local community priorities and engagement practices are not always aligned with implementation priorities and eligibility requirements of resource provision agencies and philanthropic organizations, leading to funding disparities between the mainstream environmental community and under resourced community-level groups.

Recent research conducted by the Inclusion, Diversity and Equity in Environmental Philanthropy (InDEEP) initiative indicates that white-led organizations are funded by about $2.7 billion more than BIPOC-led organizations. A 2020 study conducted by the Tishman Environment and Design Center confirms that environmental funders focus predominantly on mainstream environmental organizations (99%), with only a small fraction (1%) being allotted for environmental justice organizations. In the view of a prominent researcher, the biggest threat to the viability of the EJ movement is a general underfunding of the movement and the procedural constraints that make it difficult for frontline groups to engage with funders and other program support organizations.

Why is grant equity important in the context of the Chesapeake Bay Program?

The ability to advance the Stewardship Goal and Outcomes in the *Chesapeake Bay Watershed Agreement* is contingent upon localized education, buy-in and advocacy for practices that will provide co-benefits for communities and water quality. Bay Program best practices will not endure or achieve maximal effectiveness unless they are understood, valued, and essentially "owned" by the communities in which they are situated.

The U.S. Congress authorizes the budget for the Chesapeake Bay Program funding which primarily includes State Implementation Grants; Reporting and Accountability; Water Quality Monitoring, Modeling Analysis and Technical Support; CBP Office Operating Costs and the Small Watershed and Innovative Nutrient and Sediment Reductions Grants (administered by NFWF- the National Fish and Wildlife Foundation). The NFWF grants programs are closely tied to the Chesapeake Bay clean-up priorities and the *Chesapeake Bay Watershed Agreement*. The Chesapeake Bay Program can help to shape NFWF's priorities and approaches, influencing who is able to apply and how grants are competed for local implementation projects.

NFWF is currently undertaking a multi-pronged effort to 1) assess whether, how, and the degree to which its programs are unavailable to and/or misaligned with the needs of under-resourced communities; 2) develop Request for Proposal (RFP) requirements that address equity and inclusiveness issues within proposals, and 3) stipulate evaluation criteria that make diversity, equity, and inclusiveness explicit aspects of grant proposal evaluation.

Partnerships with local organizations and communities help to facilitate Bay Program outreach and engagement, especially as they pertain to efforts to assure diversity, equity, inclusiveness, and justice. Focused capacity building efforts and guidance to States, Federal Agencies and other resource providers on the part of the CBP can support the formation, development, and operation of effective local organizations and communities that are traditionally under-represented and serve under-resourced people, communities of color, indigenous tribes, and other vulnerable populations.

Panel Issue: ***Efforts to build and enhance the capacity of local organizations and communities are often impeded, ineffective, or constrained due misalignments between program and resource providers and the needs and capabilities of underserved and under-represented local community organizations.***

CAC involvement in this arena

Summarized below, the CAC has a more recent focus on CBP activities that draw upon the skills and serve the needs of frontline communities in the Bay watershed.

2019 recommendation to the EC
In 2019 CAC recommended that the Executive Council "expand and support programs and incentives to advance the objectives of environmental education and green workforce development in unison. We further recommend that underserved areas, inner city and rural schools, and communities receive increased attention as a means of broadening environmental experiential opportunities where needed".

2020 recommendation to the EC
In our 2020 recommendation the EC, we expressed strong support for the Executive Council's endorsement of the Diversity, Equity, Inclusion and Justice (DEIJ) Statement. With regard to related actions to move the Partnership toward the tenets of the statement, we offered the following recommendations:

- "We encourage you to consider a multi-disciplinary approach to environmental health by engaging your environmental and public health agencies together to discuss creating an integrated system that can track crucial information about the environment and how it relates to public health across all communities.
    o This approach might start with an analysis of the relationship between degraded water quality and public health in traditionally underserved or marginalized communities by summarizing probable causes and considering future targeting of investments.
    o Additionally, the Chesapeake Bay Program could support the jurisdictions in this effort by providing data on state and federally funded investments in water quality protections in Black, Indigenous, people of color, and low-income communities."

2021 recommendation to the EC
As part of a broad recommendation dealing with the importance of volunteers and other program partners, CAC highlighted grant administration issues that hinder Bay Program efforts. The CAC emphasized that [a] "specific barrier that hinders community-led environmental stewardship, particularly in under-resourced communities, is the overly stringent and burdensome grant application and reporting process for public funds. For example, some grants require a 1:1 cash match to make applications competitive. Restrictions on indirect funding and match requirements effectively disqualify many smaller, but no less effective, community-led organizations from applying. There is an untapped potential of effective champions in under-resourced communities, communities of color, indigenous tribes, and other vulnerable populations that could become even more powerful agents of change by lowering the barriers to participation.

While we understand and appreciate the need for transparency and accountability of public funds, agency grantors can shift this paradigm and uplift smaller, community-led organizations by rethinking application requirements based on insights of these leaders. We suggest starting with the matching requirement. If an organization can demonstrate a reasonable alternative to the cash match using a simple process developed by the grantor, then the organization's match requirement should be modified or waived. For qualifying community-led organizations, we believe matching funds can be replaced by in-kind contributions such as collaborative partnerships and community connections. The grant guidance should be more flexible to create greater equity to public funds access."

The CAC recommended that the EC "ask federal agencies to review publicly funded Bay-related grant opportunities with stringent matching fund stipulations for modification to a more equitable process, thereby allowing more organizations to qualify for and have access to vital funding sources."

What the panel aims to elucidate
The objective of this panel discussion is to help understand recent efforts to increase equitable access to funding for community-based organizations that do not meet traditional standards for funders and identify solutions to advance capacity building of organizations seeking to support communities that are traditionally underserved and underrepresented in the Chesapeake Bay Watershed protection and restoration movement. The panel will provide:
- A snapshot of experiences from local community groups with environmental components to their work
- An overview of findings from focus groups about equity grant accessibility
- An overview of changes NFWF is making to incorporate DEIJ into their grant making

Framing and scoping the issue
Background research and discussion within the S&E subcommittee indicates that there are a wide variety of ways in which grant-making and other resource provisioning organizations inadvertently constrain or impede efforts to enhance equity and diversity within Bay Watershed.

Grant Application Impediments
- Under-resourced community groups may not be aware of CBP funding. Notices of funding availability are sometimes posted in fora unknown to or not used by community groups.
- Grant applications can include provisions that tend to favor established entities over small, under-resourced groups.
- Grant award factors can favor established groups over small, under-resourced groups.
- Administrative requirements for grants or contract sub-awards make it difficult for established entities to team with small, under-resourced groups.
- Post-award administrative or technical reporting requirements create barriers for small, under-resourced groups.

Grant Execution and Administrative Impediments
● Grant programs focus resources on issues and topics that do not necessarily reflect community perceptions of need. Funding proposals might not be developed, co-developed, or reviewed by members of the community subject to or potentially impacted by contemplated grant interventions.
● Grant resources that are not targeted toward communities of need but shunted to established entities that may share jurisdiction or topical interests with community groups.
● Gaps in technical competence can preclude community groups from taking full advantage of donor funding.
● Community groups that work through established 'administrative implementing organizations' are sometimes unable to enhance their internal administrative, technical, and leadership capabilities.
● Donor and support programs are not always evaluated to assess the degree to which their awards lead to capacity gains in recipient communities, not merely BMP implementation or other conservation-related actions and outcomes.

Equity and inclusiveness as a process
As indicated by the diagram below, impediments in the grant making and grant execution process can combine to create a sequence of problems that exclude or constrain frontline and community groups from accessing important resources.
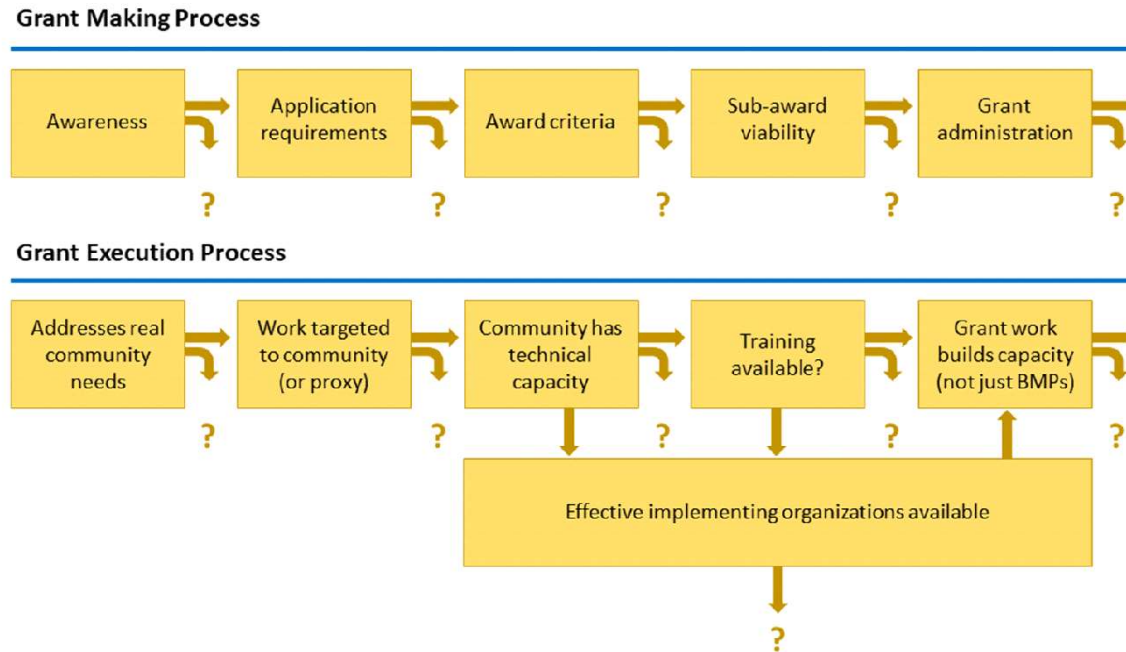
Some practices that limit access to grants
- Grant availability notification only through specialized outlets
- Donor match requirements
- Eligibility limits
    - 501 3c IRS status (not community groups or individuals)
    - Property owners
    - Rural residents
    - States or municipalities
- Lack of active outreach to impacted communities (EPA CWSRF opportunities listed only on state web sites)
- Evaluation criteria limited to environmental benefits, installation of BMPs
- Award priority geographies not framed to address DEIJ factors
- Reviewer values and perspectives that perpetuate inequalities

Some practices and conditions that limit the usability of grants
- CFR, Title 2, Parts 200 and 1500, "Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards.
    - Requiring payments as reimbursement rather than advance payments
    - Requiring additional, more detailed financial reports from inexperienced applicants deemed a higher risk
    - Requiring additional project monitoring for inexperienced applicants deemed a higher risk
    - Establishing additional prior approvals for inexperienced applicants deemed a higher risk
- Re-granters, implementing organizations, or other gatekeepers that inhibit authentic relationships with service providers

Major federal funding agencies and programs applicable to the Chesapeake Bay Watershed (list not exhaustive)
US Environmental Protection Agency
- National Fish and Wildlife Foundation (NFWF)
    - Small Watershed Grants
    - Innovative and Nutrient Sediment Reduction Grants
    - 2022 Chesapeake WILD
- Clean Water State Revolving Fund

United States Department of Agriculture
- CRP/CREP
- Conservation Innovation Grants
- Wetlands Renewal Program

United States Army Corps of Engineers
National Park Service
National Oceanic and Atmospheric Administration
United States Fish and Wildlife Service
United States Forest Service

Additional Resources

1. *Chesapeake Bay Watershed Assistance Network Access to Federal Funds,* Chesapeake Bay Program: https://www.chesapeakebay.net/content/publications/cbp_13376.pdf.

2. *Race Equity Impact Statement*, Center for the Study of Social Policy, The Annie E. Casey Foundation: https://www.aecf.org/resources/racial-equity-impact-assessment.

3. *Equity Impact Review Tool,* King County, WA: https://kingcounty.gov/~/media/elected/executive/equity-social-justice/2016/The_Equity_Impact_Review_checklist_Mar2016.ashx?la=en.

4. *Environmental Justice and Philanthropy: Challenges and Opportunities for Alignment (Gulf South and Midwest Case Studies,* Building Equity and Alignment for Impact and Tishman Environment and Design Center (2020): https://drive.google.com/file/d/1d_Y_e06zLolBTDaHfBETJoI-xUJrHuBj/view.

5. *Conservation, Environment, and Race: Implications for Funders*, InDeep Initiative (2021): https://www.indeepinitiative.org/reports.

Appendix 2- Brief Biographies and Qualifications of the CAC Stewardship & Engagement Subcommittee Members

Brenna Goggin- Delaware
Growing up and working within both the Chesapeake Bay and Delaware River Watersheds, Brenna has spent her career working to protect and improve water quality across the Mid-Atlantic region. Prior to joining River Network as the Mid-Atlantic Leadership Development Manager, Brenna spent over a decade educating various environmental nonprofit organizations on the importance of professional advocacy, best management practices for building an advocacy campaign, and how to utilize advocacy strategies for maximum results. As the former Director of Advocacy and External Affairs with Delaware Nature Society, Brenna advocated for access to clean drinking water, improved public access to open spaces, and funding to expand and maintain Delaware's natural areas. In addition to overseeing and implementing the organization's environmental advocacy efforts, she served as the primary voice of the organization to elected and appointed officials, reporters and other news media; served on statewide and regional Task Forces and Steering Committees; and trained individuals and organizations alike on effective grassroots advocacy practices. Brenna currently serves on the Chesapeake Executive Council's Citizen Advisory Council, providing advice to the leadership of the Chesapeake Bay Program partners on the progress, policies, and approaches to restore the Chesapeake Bay and its rivers. Brenna received a Bachelor of Arts in Political Science from Bridgewater College and a Master of Public Affairs (MPA) from the University of North Carolina Greensboro. She enjoys hiking in our beautiful National Parks, gardening, playing Ultimate Frisbee, and hanging out with her husband and two Westies.

Xavier Brown- District of Columbia
Xavier Brown is a native of Washington, DC. Xavier is a graduate of North Carolina Agricultural and Technical State University and received his Masters of Science from the University of Vermont Grad School. Xavier is currently a fellow with the Robert Wood Johnson Foundation Culture of Leaders program and is the cofounder of new worker owner cooperative called South Eats. Xavier operates at the boundaries of urban agriculture, environmental sustainability, and African Diasporic culture. His work intertwines sustainability with the issues and social justice issues that affect stressed communities from gun violence to mass incarceration to climate change. The guiding question is how the wisdom of nature and different ways of knowing can be used to dismantle these problems. Xavier views nature as a tool that can uplift and heal stressed communities.

Chuck Herrick, Chair, Stewardship & Engagement Subcommittee- District of Columbia
Retired in December 2016, Chuck has consulted extensively with a wide range of U.S. government agencies and water utility organizations, providing analytical input and strategic direction on issues including climate change adaptation, natural resource damage assessment, sustainable fisheries management, valuation of ecosystem services, and control of invasive species. A leading expert in program evaluation, he designed program theories of change, logic models, and real-time evaluation frameworks to elucidate and characterize a wide variety of program delivery mechanisms, process outputs, outcomes, and impacts for major foundations and government agencies. Dr. Herrick is a seasoned executive with oversight experience across all corporate functions, including accounting and finance, human resources and benefits management, legal affairs, facilities management, business development, IT, administration and professional support services, contracts management, corporate communications, mergers and acquisitions, and risk management and audits. Throughout his career, Dr. Herrick has maintained an active association with academia, teaching regularly and publishing frequently in the peer reviewed literature. He is also active in non-profit board service.

Julie Lawson, CAC Chair- District of Columbia

Julie is an environmental professional and education advocate in Washington, DC. She is currently serving as the DOEE's liaison to the University of DC. She recently served as Director of the Office of the Clean City under Mayor Muriel Bowser. Clean City develops interagency strategies and community engagement on issues of trash, rodents, pet waste, and civic stewardship. As the co-founder and former executive director of Trash Free Maryland, she spearheaded passage of legislation to ban polystyrene foam food packaging around the DC Metro area, and expand public space recycling and strengthen penalties for illegal dumping in Maryland. The Chesapeake Bay Trash Trawl project identified a severe problem with microplastics pollution in the Bay and supported passage of a strong ban on microbeads in personal care products in Maryland. As the former chair of the DC Chapter of the Surfrider Foundation, she organized a citywide grassroots campaign to support passage of the Anacostia River Cleanup and Protection Act, the first law in the nation to require a fee for single-use shopping bags. She previously worked at the Anacostia Watershed Society and ran Communication Visual, a small marketing and design studio. Julie is also active in her community, serving as president of the PTA at Whittier Education Campus. She holds a bachelor's degree in linguistics from Haverford College. She lives in the Takoma neighborhood with her son, Owen.

Kate Patton- Maryland

Kate Patton has been Executive Director of Lower Shore Land Trust since 2006. Prior to coming on as ED of LSLT, she owned and operated the Globe Theater, in Berlin, MD, for 17 years. Her experiences in the business community include serving as President of the Berlin Chamber of Commerce, Chair of the Worcester County Arts Council and she was instrumental in developing longstanding Berlin events, including the monthly Arts Night and the successful application for Berlin's designation as an Arts and Entertainment District. In 2002 she received the Governor's Award of Excellence for Small Business in the Arts. Kate's environmental background includes working with the citizen's group Clean Water Action after graduating from the University of Richmond in 1986.

Daphne Pee- Maryland

Daphne Pee is an environmental professional with 20 years of experience as a science communicator. With a B.S. in Marine Biology (University of Maryland) and a Masters of Environmental Management in Coastal Environmental Management (Duke University), she spent 13 years conducting water quality education and programming in a pretty traditional manner: provide information to the public and hope they do something. They usually don't. She is currently completing a Certificate in Applied Research in Communication at Johns Hopkins University with the goal of improving how environmental organizations foster behavior change and engage diverse audiences.

Abel Olivo- Maryland

Abel Olivo is the Executive Director of Defensores de la Cuenca, which translates to Watershed Defenders, a non-profit dedicated to engaging Latinos and Spanish-speakers in watershed-related issues and experiences. A community activist in Prince George's County, MD, Olivo uses his insights and perspectives as a former lobbyist & advocate and non-profit executive to bring resources to the Latino community. Olivo has extensive experience in developing and implementing policy and engagement campaigns to maximize reach, impact, and message. Prior to founding Defensores de la Cuenca, Olivo worked in the environmental non-profit sector engaging the Latino community, he was a stay-at-home dad for four year, and previous to that, he lobbied at the federal level and advocated in the highest levels of government on issues from large infrastructure projects and environmental impacts to banking and housing finance to education policy. Abel is very active in his community, teaching English as a

Second Language at his church, serving as a member of the Cheverly Planning Board, a member of the Board of Directors for the Cheverly Swim and Racquet Club, and a member of the Board of Directors for Audubon Naturalist Society. He was recognized as a Regional Environmental Champion in 2020 at the Naturally Latino Conference for his outstanding work to engage the Latino and Spanish-speaking communities in the Washington, D.C. metropolitan region. The son of migrant farm workers and the first in his family to graduate from college, Olivo earned his BA in Political Science from The Ohio State University and is a proud Buckeye. He now lives in Prince George's County, with his spouse Aimee, and their two sons.

Mike Lovegreen- New York
Mike is currently the Stream Team Leader for the Upper Susquehanna Coalition (USC), which is a coalition of 20 Soil and Water Conservation Districts in NY and Conservation Districts in PA. The USC shares resources, technical, financial and informational, between members resulting in increased capacity and implementation accomplishments. Mike was instrumental in the USC's formation in 1996. Mike served as the Manager of the Bradford County Conservation District for 35 years. Mike has also served as the chair of the PA DER Hydromodification advisory committee for Section 319, President of the PA Lakes Management Society, PA Leadership Development Coordinator for the PA State Conservation Commission, Keystone Stream Team founding advisory board member, PA Volunteer Monitoring Program Advisory Board member, PA Dirt and Gravel Roads Policy and Planning Committee and numerous other state, regional and local boards and advisory committees. Mike has been active in the Chesapeake Bay Program in PA since its beginning in the state as well as helping to establish the program in NY. Mike is currently on the CBP Stream Health Workgroup and focuses much of his current efforts on training and providing technical capacity building for member USC Districts.

BeKura Shabazz- Virginia
Hampton Roads native and mother to 4 biological children plus 4. BeKura W. Shabazz has over 2 decades of "dirtroots" advocacy and activism in the areas of criminal injustice, policy, environmental injustice, child welfare reform, housing and economic injustice work. She previously served as State lead for federal legislation on climate change and sea level rise with the Virginia Conservation Network. Since leaving that role she has been vigorously fighting against oppressive and systemic nonprofit culture against African Americans alongside all of her other areas of interest. She is currently the Social Justice and Health Disparities committee chairwoman of the Va. Green New Deal, Chesterfield NAACP Criminal Justice committee chair, Internal Policy Committee of the VA Environmental Justice Collaborative and Board Member, an Advisory Board member of the Virginia Human Rights Network and just recently expanded her advocacy to the state of Maryland by becoming the Legal Empowerment Director of Life After Release. Ms. Shabazz is the Founder and President of First Alliance Consulting LLC, The Criminal Injustice Reform Network and Mothers Against Mandatory Minimums. She is also a certified mediator, conflict resolution specialist and provides legal advocacy services for legally underrepresented community members.

Dana Wiggins- Virginia
Dana Wiggins received a B.S. in Integrated Science and Technology from James Madison University with an emphasis on environment and biotechnology policy. She served in the US Peace Corps in West Africa addressing health and environmental issues through outreach and education. She worked for the Conservation Fund and eventually the Chesapeake Bay Foundation working on environmental policy initiatives through grassroots advocacy in Virginia. In 2007 She shifted to working on consumer advocacy in financial services around predatory lending with the Virginia Poverty Law Center (VPLC) at the state, local and national levels. As part of that effort, she coordinated the Virginia Partnership to

Encourage Responsible Lending (VaPERL) coalition and began the predatory loan hotline, the first of several begun by the Center. She has assumed various roles at VPLC, including launching the organization's coordinated communications efforts and social media presence to help the public and policy makers better understand how public policies are formed and how they affect those living in poverty. In 2016, she began an effort to address the imbalance in Virginia's electric utility system, after seeing how utility obligations encouraged many to seek out predatory loans. Currently, Dana serves as the Director of Outreach and Consumer Advocacy at the Center and coordinates communication and education programs, the Affordable Clean Energy Project, and the Virginia Partnership to Encourage Responsible Lending (VaPERL) coalition. Through education, advocacy, and coalition work, she works to stop efforts to divide consumers from their hard-earned money. In her spare time, Dana spends time with her son and husband, is active with her faith community, and works on global-reaching humanitarian projects as part of a sister city community. She also serves as board chair for the Virginia League of Conservation Voters Education Fund, a non-profit organization that promotes voter registration and engagement.