

The Chesapeake Bay Program

DEIJ

IMPLEMENTATION PLAN



Chesapeake Bay Program
Science. Restoration. Partnership.



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EXECUTIVE SUMMARY

The Chesapeake Bay Program Diversity, Equity, Inclusion and Justice Strategy Implementation Plan (Implementation Plan) presents a roadmap for advancing the recommendations found in *Restoration from the Inside Out: A Diversity, Equity, Inclusion and Justice Strategy for the Chesapeake Bay Program (DEIJ Strategy)*. Finalized in 2020, this visionary framework will help guide the Chesapeake Bay Program in integrating diversity, equity, inclusion and justice (DEIJ) into the implementation of management strategies and inform biennial logic and action plan activities that achieve the outcomes of the Chesapeake Bay Watershed Agreement (Watershed Agreement).

The goals of this plan are three-fold:

- Grow racial and ethnic diversity in the partnership from 13% to 25% (including 15% of leadership).
- Help Chesapeake Bay Program partners develop as DEIJ leaders who understand, respect and embrace cultural diversity.
- Provide partners with the tools to continually assess progress toward diversity goals.

The Implementation Plan is divided into four DEIJ framework focus areas. Each focus area has at least one objective, which in turn has several associated actions and subtasks. The intent is that when these actions and subtasks are taken, the objective(s) for that focus area will be met.

Focus Area One: Strengthen the Chesapeake Bay Program's authorizing environment for DEIJ.

An authorizing environment ensures that DEIJ has broad support across all areas of the partnership. To strengthen ours, the Chesapeake Bay Program will adopt a succinct statement that defines both DEIJ and environmental justice and how each topic relates to and advances the work of the partnership. Key organizational documents, such as our governance framework and management strategies for each outcome, will be updated as needed to explicitly articulate the role that DEI and environmental justice plays in the implementation of the Watershed Agreement, as well as reflect the values, goals and commitments contained in the DEIJ statement. The Chesapeake Bay Program commits to consider addressing equity and inclusion in future watershed agreements and/or policy directives.

Focus Area Two: Advance DEIJ internally.

To grow the racial and ethnic diversity in our partnership, we must increase diversity and inclusion in our hiring, promotions and tenure, and encourage all partners to do the same. Engagement with underrepresented groups and individuals is critical to our understanding as to what is working for them within the current Bay Program structure and to gain knowledge as to what is needed to grow equity and inclusion in our workplace, provide professional development opportunities and increase promotion and retention rates. After growing this understanding, comes the creation and expansion of employment opportunities for underrepresented individuals and communities. To be successful in this effort, connections to existing resources must be strengthened and new avenues for career building must be built. One way in which to reinforce these connections is to conduct proactive recruitment that would increase underrepresented groups within the Bay Program organizational structure. Once recruited, however, opportunities must be created in which to support and retain these individuals and

groups within the partnership. In order to advance the understanding of how critical DEIJ is to our work, Chesapeake Bay Program partners will receive training on DEI and environmental justice-related issues. Each Goal Implementation Team (GIT), workgroup and advisory committee will be encouraged to incorporate time in their meeting agendas to discuss DEIJ issues, priorities and progress. The Bay Program commits to setting aside specific funding to provide training for Management Board members and staff so they may begin building a professional network focused on advancing DEIJ in our work. These efforts must then be institutionalized across the partnership.

Focus Area Three: Advance DEIJ through mission-related work.

To engage with under-resourced and underrepresented communities, organizations and individuals, and ensure their voices are heard in Bay restoration work, it is important to connect with those agencies and organizations that are already working with these groups. This approach will require both an internal and external focus. Externally, under this focus area, we'll clarify the distinction between those organizations that are run by and serve underrepresented communities, and those that engage with them. Once these entities are identified, we'll work with them to build relationships with underrepresented communities so that they may become engaged in our implementation and decision-making processes. Internally, it's critical that steps are taken to integrate DEIJ considerations into the logic and action plans of each Chesapeake Bay Program workgroup, as well as in our grants and contracts, outreach, communications, activities and events.

Focus Area Four: Advance DEIJ performance of partners.

Our partners are at the core of the Chesapeake Bay Program. Once the DEIJ statement is developed, this will be shared with all partners in a variety of manners to ensure they understand its intricacies and how it can be applied to their own work. As mentioned above, all Chesapeake Bay Program communications, outreach and engagement materials will be evaluated and re-drafted to ensure DEIJ is considered and appropriately represented. These materials will be shared widely with our partners and their use encouraged. This includes tracking and reporting guidance.

Together, the focus areas, related objectives, and complementary Performance Tracking and Accountability Framework are designed to hold the partnership accountable in achieving a more diverse workforce and ensuring all voices are heard in Bay restoration and conservation activities. Regular updates will be provided by all program entities to the Management Board, Principals' Staff Committee and Executive Council. The full partnership must take ownership of this plan, ensuring actions are taken, with strong support from leadership, the Diversity Workgroup, and DEIJ champions across the Bay Program GITs, workgroups and advisory committees.

We know we will have achieved success when we have an equitable distribution of races, genders, ethnicities and religions seated around our table, guiding decisions on restoring the Bay that benefit them, as well as everyone else. Success will be found when every organization and individual in this watershed feels represented in our work. And finally, success will be achieved with a clean and healthy Bay and its watershed, where all residents feel valued and that their voices were heard in achieving this outcome. We know this won't be an easy road, but this work is critical to focus on now. This Implementation Plan is paving the foundation for the future, where the Chesapeake Bay watershed is an equitable, inclusive, diverse and healthy place to live, work and recreate.

INTRODUCTION

The Chesapeake Bay Program firmly believes that the diversity of its partnership should reflect the diversity of the watershed it is working to conserve and restore. And the Chesapeake Bay watershed is one of the most distinct in the world, supporting more than 3,600 species of plants and animals, 11,684 miles of shoreline, 150 major rivers and streams and over 18.4 million people. But increasing the racial, ethnic, cultural, gender and sexual diversity of the partnership requires more than simply hiring more people of varied backgrounds. It is prioritizing identifying and building relationships with stakeholder groups that are not currently represented in Chesapeake Bay watershed conservation and restoration activities. It is creating meaningful opportunities and programs to recruit and engage these groups and individuals in the work and decision making of the Chesapeake Bay Program. And it is ensuring that diversity, equity, inclusion and justice (DEIJ) principles are considered and included in everything the partnership does.

Over the past year, a dedicated action team representing the states of Delaware, Maryland, Pennsylvania and Virginia, the District of Columbia, federal agencies, non-profit organizations, academic institutions and the three Chesapeake Bay Program Advisory Committees: Citizens, Local Government and Scientific and Technical, drafted the Chesapeake Bay Program Diversity, Equity, Inclusion and Justice Strategy Implementation Plan (Implementation Plan).

The Implementation Plan presents a roadmap for advancing the recommendations found in [Restoration from the Inside Out: A Diversity, Equity, Inclusion and Justice Strategy for the Chesapeake Bay Program](#) (DEIJ Strategy). Finalized in 2020 by an independent consultant, the DEIJ Strategy provides a visionary framework to be used by the Chesapeake Bay Program as a guide to help integrate DEIJ considerations into the implementation of management strategies and logic and action plan activities that achieve the outcomes of the [Chesapeake Bay Watershed Agreement](#). It contains recommendations for strengthening and improving DEIJ in the Bay Program organizational structure, leadership, policies and strategic goals, and for fostering a culture of inclusion, respect and mutual learning.

Since its formation, the Chesapeake Bay Program has considered DEIJ in its work. This Implementation Plan builds upon the foundation which was formally recognized for the first time in [Chesapeake 2000](#). From acknowledging the importance of outreach to underrepresented and under-resourced communities throughout the watershed, to the formation of the first environmental justice task force to hosting a Chesapeake Bay Environmental Justice Forum in 2003, the partnership was well-positioned to include a [Diversity Outcome](#) in the most recent Watershed Agreement.

In 2020, the [Chesapeake Executive Council](#)—made up of the governors of Delaware, Maryland, New York, Pennsylvania, Virginia and West Virginia, the mayor of the District of Columbia, the chair of the tri-state legislative Chesapeake Bay Commission and the administrator of the Environmental Protection Agency, on behalf of the federal government—[signed a statement](#) reconfirming their commitment to embracing DEIJ in all areas of the partnership. In addition, they directed the Chesapeake Bay Program Principals' Staff Committee to move forward with the implementation of the DEIJ Strategy. Following the release of a [companion directive from the Principals' Staff Committee](#) in August 2020, a [Diversity Action Team](#) was formed to develop this Implementation Plan.

This Implementation Plan is the natural next step to inform this critical work. But the partnership recognizes that this is just the beginning. More work is needed to build an equitable and inclusive Chesapeake Bay Program; one that can thrive and produce lasting results that not only advance the restoration of the Chesapeake Bay and its watershed but do so with the support and involvement of all its residents.

And there is no better time to bring attention to the need for this critical work. The majority of the 31 outcomes (including Diversity) of the *Watershed Agreement* are striving to meet their targets by 2025. For the past 38 years, the Chesapeake Bay Program has been the convener that brings federal, state and local governments, non-profit organizations and academia together to restore and conserve the Chesapeake Bay watershed. It is time for us to ensure that every background has a seat at our table and a voice in the restoration and conservation of the nation's largest estuary.



Kids in kayaks at Middle Branch Park in Baltimore, Maryland. Photo by the Chesapeake Bay Program.

DEFINITIONS

For the purposes of this Implementation Plan, the below DEIJ key terms are defined to underscore that each has a unique meaning and different implications for action. Unless otherwise noted, the definitions below were adapted from or developed by the [D5 Coalition](#). Field descriptions and a list of common terms and abbreviations used throughout this document, along with their meanings, are provided in the appendix.

DIVERSITY: The demographic mix of a specific collection of people, considering 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 or the relationship to the natural environment. (Credit: Skeo adapted from the D5 Coalition)

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.” (Credit: Environmental Protection Agency, Bunyan Bryant)

EQUITY: Improving equity is to promote 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. (Credit: D5 Coalition)

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.

SOCIAL JUSTICE: Equal access to wealth, opportunities and privileges within a society. This may mean addressing the present-day impacts of past inequities in order to achieve equity going forward.

UNDERREPRESENTED GROUPS/COMMUNITIES: Populations whose representation in a particular space is lower than their representation in the United States population. Their absence contributes to knowledge gaps in that space. Representation is commonly assessed using population groups like sex or race/ethnicity; however, when assessing underrepresentation, it is a best practice to consider whose lives will be impacted by decision-making (e.g., underserved or overburdened populations, environmental justice communities) and ensure that those groups are represented and included in that decision-making. (Credit: Skeo)

UNDERRESOURCED OR OVERBURDENED: Populations who receive inadequate or inequitable investment and services, who experience environmental and/or quality-of-life disparities when compared to surrounding populations, and who may in some circumstances have little power or influence over outside decisions that impact their daily quality of life. (Credit: Skeo)

PURPOSE

The purpose of this implementation Plan is to help the CBP to:

▶ Grow racial and ethnic diversity from 13% to 25% (including 15% of leadership).

▶ Help partners develop as DEIJ leaders who understand, respect and embrace cultural diversity.

▶ Provide partners with the tools to continually assess progress toward diversity goals.

DEIJ FRAMEWORK FOCUS AREAS

The Implementation Plan actions are grouped into four DEIJ framework focus areas.



Focus Area 1: Strengthening the CBP's authorizing environment for DEIJ

By adopting a succinct DEIJ statement for the CBP and updating authorizing and governance documents (e.g., the [Governance and Management Framework](#) for the CBP) as well as management strategies to include language that reflects DEIJ priorities.



Focus Area 2: Advancing DEIJ internally

By increasing diversity and inclusion for staff, appointees and volunteer bodies, building a common understanding of and expanding capacity for DEIJ, as well as institutionalizing efforts to advance DEIJ internally.



Focus Area 3: Advance DEIJ through mission-related work

By building relationships with communities of color, low-income communities and other underrepresented groups, and incorporating these leaders into decision-making and implementation, advancing DEIJ in management strategies and workplans, implementation and grantmaking, and strengthening DEIJ in watershed restoration outreach, materials, activities and events.



Focus Area 4: Advance DEIJ performance of partners

By increasing access to DEIJ training and capacity building, sharing the CBP's DEIJ statement and communications, and developing and distributing straightforward, accessible guidance on including DEIJ and EJ criteria in grants, tracking, and reporting.

DEIJ OBJECTIVES

1

Create an authorizing environment for DEIJ.

2

Increase DEIJ in hiring, promotion and tenure.

3

Increase DEIJ in appointee and volunteer bodies.

4

Increase DEIJ in internal culture and training.

5

Advance DEIJ through GIT workplans and outcomes.

6

Advance DEIJ through communications.

7

Advance DEIJ through grant-making and contracting.

8

Increase DEIJ Performance of Partners.



Barrels by the Bay in Baltimore, Maryland. Photo by the Chesapeake Bay Program.

APPENDIX A. TERMS AND ABBREVIATIONS

Below is a list of fields and their definitions.

DEIJ	Diversity, Equity, Inclusion and Justice
CBP	The Chesapeake Bay Program
CBPO	The Environmental Protection Agency Chesapeake Bay Program Office
HBCU	Historically Black Colleges and Universities
MSI	Minority Serving Institution
Partners	All members of the Chesapeake Bay Program partnership (members of the Executive Council, Principals' Staff Committee, Management Board, Goal Implementation Teams, workgroups, advisory committees, and actions teams) as well as their organizations. Partners include "Signatories" and "Partnership Organizations".
Staffing Organizations	Organizations providing staffing support and internships for the CBP. For example, the Chesapeake Research Consortium provides staff support through the Environmental Management Career Development Program.
Partnership Organizations	Organizations engaged with the CBP, including federal agencies, local governments, non-profit organizations and academic institutions.
Signatories	Signatories of the Chesapeake Bay Watershed Agreement, including the tri-state legislative Chesapeake Bay Commission, Delaware, Maryland, New York, Pennsylvania, Virginia, West Virginia and the Environmental Protection Agency on behalf of the federal government.
Strategy Review System (SRS)	The CBP's structured review process that applies adaptive management to its work toward meeting the goals and outcomes of the Chesapeake Bay Watershed Agreement.
Grant-Making Organizations	Organizations that provide funding to meet the goals and outcomes of the Watershed Agreement in the form of grants.

APPENDIX B. HOW TO READ THE IMPLEMENTATION PLAN

Below is a short list of common terms and abbreviations used throughout this document, along with their meanings.

Action	Value that uniquely identifies each action under a given Objective.
Subtask	A sequential task to be completed as an element of a larger Action.
Description	A description of the Action or Subtask.
Indicators of Success	Metrics used to measure, manage and communicate results.
Lead	The primary entity responsible for completing the Action or Subtask.
Support	Entity or entities responsible for supporting completion of the Action or Subtask.
Timeframe	The period in which the Action or Subtask is planned to take place.
Short Term	2021-2023
Mid-Term	2023-2025
Long-Term	Post-2025
Ongoing	Action does not have a discrete endpoint and/or is taken continually.
Annually	Action is taken on annual basis.
Semi-Annually	Action is taken on a semi-annual basis.
SRS Schedule	Action follows the timeline of the SRS (e.g., Quarterly Progress Review Meetings).
Status	Current state of progress for an Action or Subtask.
Resources, Tools, Notes	Open-ended field for relevant information.



Chesapeake Bay Program

DEIJ Strategy Implementation Plan

* Priority Action

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
Focus Area 1: Strengthening CBP's Authorizing Environment for DEIJ							
Objective 1: Create an authorizing environment for DEIJ							
<u>Indicators of Success:</u>		Are the measures of the DEIJ plan being tracked, analyzed, and reported?	Has a clear DEIJ statement or policy been adopted?	Has a Management Board-level Diversity or DEIJ committee or equivalent been created?			
1.1	Adopt a clear and succinct DEIJ statement that fully captures definitions for DEI and EJ and how each of these topics relates to and advances the mission of CBP.						
	Subtask 1*	Develop and adopt a DEIJ statement.	Executive Council	Principals' Staff Committee	Short-term	Action 1.1, subtask 1 is complete. Skeo Solutions (contractor) drafted the first version of the statement based on Diversity Workgroup, Management Board, and PSC feedback and, after multiple drafts, the statement was finalized by the Executive Council in August of 2020.	
	Subtask 2*	Develop and adopt a DEIJ action statement, committing the partnership to specific actions that will accelerate implementation of the DEIJ Strategy.	Principals' Staff Committee	Management Board, Diversity Workgroup	Short-term	Action 1.1, subtask 2 is complete. Skeo Solutions (contractor) drafted the first version of the statement based on Diversity Workgroup, Management Board, and PSC feedback and after multiple drafts the statement was finalized by the PSC in August.	
	Subtask 3	Continue to disseminate statements and update annually as needed based on lessons learned and feedback.	Principals' Staff Committee	Management Board, Diversity Workgroup	Annually		

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
1.2		Update the Management Strategies, as needed, to explicitly articulate the roles of diversity, equity, inclusion and environmental justice in achieving CBP's mission and guiding implementation of the Chesapeake Bay Watershed agreement.					
	Subtask 1*	Explore using the SRS to establish process for incorporating language based on DEIJ Statement into the Management Strategies.	SRS Team, GIT 6, Diversity Workgroup	Management Board	Short-term	This recommendation was adapted and included in the Diversity Workgroup logic an action plan. The workgroup wrote they would work with the SRS Team to explore using the SRS process to incorporate this language. However, to date the workgroup has not made any progress on this. Following language added to the SRS Narrative Analysis: "What steps are you taking, or do you recommend, to ensure your actions and work will be equitably distributed and focused in geographic areas and communities that have been underserved in the past?"	Note: Work with SRS Team to explore building criteria, questions, factors, etc. into the SRS process that could help guide Goal Implementation Teams and Workgroups as they assess Management Strategies and develop Logic and Action Plans. Note: Consider providing examples of language based on DEIJ Statement (Action 1.1) for incorporation in all Management Strategies. Note: Management Board to initiate at quarterly review.
	Subtask 2*	Incorporate outcome-specific language into Management Strategies as they come up for SRS review. Include goals identified by Presidential Executive Orders as applicable.	Goal Implementation Teams, Workgroups, Management Board	GIT 6, Diversity Workgroup	SRS Schedule		Note: Diversity Workgroup provides first review. Management Board provides final review. Note: Management Board to initiate at quarterly review, starting 2022.

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
		Update language in governance documents for the Chesapeake Bay Program to reflect the values, goals, and commitments articulated in the DEI Statement.					Assigned to Diversity Workgroup. This recommendation is in the Diversity Workgroup logic and action plan. However, to date the workgroup has not made any progress on this. The Management Board will request periodic updates from the Diversity Workgroup on this task to ensure needed updates are made to the language in the governance documents.
1.3	Subtask 1*	Following the adoption of the DEI Statement, update language in the Governance and Management Framework document to include a) explicit diversity goals for each group in their "Leadership and Membership" sections, b) language describing the role and impact of DEI and EJ considerations in the "Process for Decision-Making" section, c) mechanisms for raising and addressing DEI issues, and d) a priority on developing long-term relationships with organizations run by and primarily serving underrepresented communities (in addition to, and distinct from organizations that engage underrepresented communities but are not led by representatives of these communities.)	GIT 6	Management Board, Diversity Workgroup, DEI Coordinator	Short-term, Annually	As part of their contract with the CBP, Skeo Solutions reviewed and provided suggested edits to the Governance Document. The suggested edits were presented to the GIT6 on December 16th.	Note: Lead is Governance Document Action Team. Note: Where appropriate, include term limits for volunteers and appointees to allow space for new voices. Note: Where appropriate (e.g., Process for Decision Making), establish and clearly outline the criteria for meaningful relationships with underrepresented communities. Refer to the Jemez Principles to inform criteria.
	Subtask 2	Following the adoption of the DEI Statement, consider updating language in the Advisory Committee by-laws to reflect the values, goals, and commitments articulated in the DEI Statement.	Advisory Committees, GIT 6	Management Board, DEI Coordinator, Diversity Workgroup	Annually		Note: Where appropriate, include term limits for volunteers and appointees to allow space for new voices. Consider providing seats within each advisory committees for individuals from underrepresented communities. Review the process by which members are elected to advisory committees Note: Where appropriate, establish and clearly outline the criteria for meaningful relationships with underrepresented communities. Refer to the Jemez Principles.

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
1.4		In addition to diversity and environmental justice, the partnership should consider addressing equity and inclusion in future Chesapeake Bay Watershed agreements and/or other policy directives.					
	Subtask 1	Develop and incorporate this language in future iterations of the Chesapeake Bay Watershed Agreement and/or other policy directives.	Chesapeake Executive Council	Principals' Staff Committee, Management Board	On-going	2020 PSC DEIJ Statement explicitly calls for "Meaningful consideration of DEIJ in development of any future Chesapeake Bay Watershed Agreement(s).	Note: See DEIJ Statement developed in 1.1 and propose and adopt similar language about equity and inclusion.

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES	
Advancing DEIJ Internally								
Objective 2: Encourage partners to increase DEIJ in hiring, promotion and tenure								
<p>> Indicators of Success:</p> <p>Is CBP encouraging partner entities to promote DEIJ in hiring, promotion and tenure policies, practices and procedures consistent with fair hiring practices?</p> <p>Is CBP encouraging partner entities to conduct proactive outreach and recruitment to increase representation of underrepresented groups in management, CBP staff and intern positions?</p> <p>Is CBP encouraging partner entities to seek opportunities to provide professional development, promote and retain underrepresented groups across management, CBP staff and intern positions?</p>								
2.1	Encourage partners to increase diversity and inclusion in hiring, promotion, and tenure							
2.1.a	Encourage CBP partners to advance diversity and inclusion in recruitment, hiring, promotion, and tenure policies, practices and procedures consistent with fair hiring practices and state and federal labor laws.					This includes encouraging partner entities to include underrepresented groups in hiring and promotion committees, encouraging partners entities to conduct proactive outreach and recruitment, and encouraging partner entities to provide professional development opportunities.		
	Subtask 1*	Regularly gather information about current partner needs, implementation efforts, and recommendations to advance diversity and inclusion in recruitment, hiring, promotion, and tenure policies and practices, defining tracking methods.	DEIJ Coordinator, Diversity Workgroup,	Signatories, Partnership Organizations, Staffing Organizations	Short-term, Annually			
	Subtask 2	Outline goals and strategies that partners could recommend to their organizations and to other implementation partners to promote diversity and inclusion in hiring, promotion, and retention in accordance with state and federal laws and procedures.	DEIJ Coordinator	Diversity Workgroup, Signatories, Partnership Organizations, Staffing Organizations, Management Board, Principals' Staff Committee	Mid-term	Implementation of EO 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce" will influence federal goals and strategies.	Note: Use information gathered from action 2.1.b. to inform strategies and recommendations. Coordinate with training and funding actions leads (i.e., to assess whether interest in training on fair hiring and where to access funding). Note: Implementation of EO 14035, "Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce" will influence federal goals and strategies. Note: Coordinate with the Office of Water SEPAC to review the Office of Water Diversity Dashboard for data, and identify suggested approaches and tools that may be helpful in the areas of promotion and retention.	
	Subtask 3	Aggregate, package, and disseminate best practices guidance and resources for recruitment, hiring, and retention as well as organizational DEIJ work and DEIJ culture change. For example, the use of Direct Hire Authorities by government agencies. Use tracking information and feedback from partnership to update, as needed.	DEIJ Coordinator, Communication Workgroup	Signatories, Partnership Organizations, Staffing Organizations, Management Board, Principals' Staff Committee	Long-term	This task is part of the Diversity Workgroup Logic and Action Plan (Action 2.3)	Resource: Develop a scan of best practices. See especially, Leaking Talent: How People of Color are Pushed Out of Environmental Organizations (Johnson, 2019).	

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
2.1.b		Gather feedback about the current work environment at CBP and what additional resources or supports are needed to increase equity and inclusion in the workplace, provide relevant professional development, and increase promotion and retention rates.					
	Subtask 1	Conduct a confidential survey and/or hold a focus group to gather feedback. Ensure key part of planning around DEIJ HR strategies in 2.1.a. includes feedback about DEIJ from all staff, emphasizing feedback from employees from historically underrepresented groups. Ensure that this process elevates voices of those traditionally underrepresented groups, and that these individuals are provided time "on the clock" to provide feedback.	CBPO Director, DEIJ Coordinator	Diversity Workgroup	Short-term, Annually	This recommendation is also an action in the Diversity Workgroup logic and action plan. As part of their contract with the CBP, Skéo Solutions developed (1) a focus group agenda for these conversations and (2) a document with facilitation considerations.	Note: Use third-party, neutral consultant support to develop a template set of questions consistent with fed/state labor laws and conduct focus group conversations or a survey to enable honest feedback to be given.
	Subtask 2	Track <i>and</i> report feedback over time about staff sense of belonging and additional recommendations. Prioritize recommendations for implementation in 2.1.a. Create multiple feedback mechanisms for raising and addressing DEIJ issues.	CBPO Director, DEIJ Coordinator	Diversity Workgroup	Ongoing		

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
2.1.c		Create and expand employment opportunities for underrepresented individuals and communities by strengthening connections to existing resources and creating new avenues for career building.					
	Subtask 1*	Work with the Management Board, local government partners, and other CBP entities to bolster partner efforts to reach underrepresented communities with job announcements.	Diversity Workgroup	Management Board, Communications Team, Staffing Organizations	Short-term, Ongoing	The Diversity Workgroup regularly collects and distributes information about jobs and job announcements to the Diversity Workgroup members and interested parties distribution list.	Note: Consider how to incorporate into Bay Brief or other regular CBP newsletters and how to market these materials to underrepresented communities for effectively.
	Subtask 2	Make introductions to help jurisdictions establish relationships with staff at HBCUs and MSIs, including professors, heads of departments, and those in career services.	Diversity Workgroup	Management Board, CBPO Director, Signatories	Short-term, Ongoing	Action part of Diversity Workgroup Logic and Action Plan	HBCU (Historically Black Colleges and Universities). MSI (Minority Serving Institution)
	Subtask 3	While accomplishing subtask 2, leverage formal agreements and partnerships to strengthen staff and student connection to the Chesapeake Bay.	Diversity Workgroup	CBPO Director	Short-term, Ongoing	Action part of Diversity Workgroup Logic and Action Plan	Note: For instance, the EPA CBP Office has MOUs with Bowie State University and Virginia State University. Identify other existing partnerships or formal relationships between HBCUs/MSIs and CBP organizations. Continue and promote activities under MOUs and formal partnerships or relationships to strengthen staff and student connection to the Chesapeake Bay and Bay restoration efforts.
	Subtask 4*	Recommend implementation of DEIJ considerations in the hiring of CBP entry level positions (e.g., C-StREAM, Chesapeake Conservation Corps, Staffer positions), establishing a pool of diverse candidates for permanent positions within the partnership. Develop and distribute guidelines for incorporating DEIJ best practices into job postings.	Diversity Workgroup	Goal Implementation Teams, Workgroups, Management Board, Staffing Organizations	Short-term, Ongoing	Action part of Diversity Workgroup Logic and Action Plan	Note: Identify strategies to bolster and/or expand these programs or similar programs that provide career pathways and recruit, advise, and mentor youth from underrepresented groups, such as expanding school year externship or other experiential learning opportunities.
	Subtask 5	Outline goals and develop strategies for supporting hands-on inquiry-based programs and career exploration programs for people who are underrepresented in STEM, policy, and other Chesapeake Bay fields of work.	CBPO Director, Staffing Organizations, Partnership Organizations, Diversity Workgroup	Signatories, Management Board, Principals' Staff Committee, Goal Implementation Teams, Workgroups, DEIJ Coordinator	Long-term		
	Subtask 6	Attend job fairs and other career events in diverse venues to promote internship and employment opportunities for people of all backgrounds within CBP partner organizations. Share job fair and career events with partners to attend.	Diversity Workgroup, DEIJ Coordinator	Staffing Organizations, Signatories, Partnership Organizations	Ongoing	Action part of Diversity Workgroup Logic and Action Plan	

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
Objective 3: Increase DEIJ in appointee and volunteer bodies							
<p>> Indicators of Success: Are the Management Board, Advisory Committees, Goal Implementation Teams and Workgroups conducting proactive outreach and recruitment to increase representation of underrepresented groups? Number and/or percent, retention and advancement of underrepresented groups across management, CBP staff, intern positions, Management Board, Advisory Committees, Goal Implementation Teams and Workgroups over time. Are the Management Board, Advisory Committees, Goal Implementation Teams and Workgroups seeking opportunities to support and retain underrepresented groups?</p>							
2.2	Increase Diversity and Inclusion in Appointee and Volunteer Bodies						
2.2.a	Conduct proactive recruitment to increase representation of people from underrepresented groups on the Management Board, Advisory Committees, Goal Implementation Teams, Workgroups, and Action Teams.						
	Subtask 1*	Explore opportunities and options for expanding the networking, advertising, and selection process for Staffer and Coordinator positions.	Staffing Organizations, Goal Implementation Teams, Workgroups	Management Board, Signatories, Communications Team, Communications Workgroup, DEIJ Coordinator, Partnership Organizations, Diversity Workgroup	Ongoing		
	Subtask 2*	Compile and distribute training and resources/tools on recruitment, hiring, and retention to the Management Board, advisory committees, GITs, and workgroups. Ensure these materials are regularly updated with input from partners and community organizations.	DEIJ Coordinator	Diversity Workgroup, Staffing Organizations, Goal Implementation Teams, Workgroups, Advisory Committees, Management Board,	Short-term	The Diversity Workgroup has compiled a current list of organizations and groups led by and/or serving underrepresented communities as well as a set of community engagement resources. The Diversity Workgroup's GIT Funding Project "Cultivating and Strengthening Relationships with Underrepresented Stakeholders" will also be instrumental in helping us identify and pursue opportunities to increase mutually beneficial partnerships.	Note: Where appropriate, utilize the criteria for meaningful relationships with underrepresented communities developed under 3.3.a.s2. Refer to the Jemez Principles to inform efforts.
	Subtask 3	Develop template outreach materials or guidance to support recruitment efforts, ensuring that outreach materials are accessible for those with disabilities.	DEIJ Coordinator, Communications Team	Staffing Organizations, Goal Implementation Teams, Workgroups, Management Board, Diversity Workgroup	Mid-term		

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
2.2.b		Seek opportunities to support and retain people from underrepresented groups on the Management Board, Advisory Committees, Goal Implementation Teams, Workgroups, and Action Teams.					
	Subtask 1*	Principals' Staff Committee members encourage and assist Executive Council members to make appointments that support and retain underrepresented groups, ensuring these individuals are adequately compensated.	Principals' Staff Committee, Executive Council	Advisory Committees	Short term, Ongoing	Signatories and partnership organizations contributed information about their recruitment, hiring, and retention policies and programs in November 2020.	
	Subtask 2*	Create multiple feedback mechanisms to increase comfort and provide opportunities for sharing thoughts, experiences, and ideas around the topic of DEI, ensuring that those who provide formal feedback are compensated for their time where possible.	CBPO Director, Management Board, Goal Implementation Teams, Workgroups, Advisory Committees	Diversity Workgroup, Principals' Staff Committee	Short Term, Ongoing	The Diversity Workgroup has a plan to work with EPA to provide quarterly allyship trainings that are open to all Chesapeake Bay Program Office employees in 2022. One outcome will be increased comfort and ability to support others in different situations.	Note: For example, facilitated discussions, DEI trainings, surveys and feedback opportunities, or lunch speakers or webinars.

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
Objective 4: Increase DEIJ in internal culture and training							
> Indicators of Success:		Have CBP staff and Management Board been provided training and tools on DEIJ, racial equity and environmental justice issues?	Do the Management Board, CBP staff, and appointee/volunteer bodies regularly include DEIJ considerations in decision-making and daily operations?	Do the Management Board, management and CBP staff have the knowledge, skills and tools needed to advance DEIJ within the work of the organization?	Do CBP staff and appointee/volunteer bodies have a mechanism for raising and addressing DEIJ issues within the organization?		
2.3	Build a Common Understanding and Expanded Capacity for DEIJ						
2.3.a	Provide CBP staff and partnership bodies (e.g., GITs, Workgroups, Advisory Committees, Management Board, PSC) training on diversity, equity, inclusion and environmental justice issues to build a common understanding of DEIJ and connect these topics to CBP's mission and operations.						
	Subtask 1*	Host additional cultural humility and/or other DEIJ trainings. Prominently advertise, incentivize, and recruit participation from partner organizations, Management Board, and membership across all GITs and Advisory Committees.	CBPO Director, DEIJ Coordinator, Diversity Workgroup	Principals' Staff Committee, Management Board, Advisory Committees	Short-term, Ongoing	The Diversity Workgroup has a plan to work with EPA to provide quarterly allyship trainings that are open to all Chesapeake Bay Program Office employees in 2022. One outcome will be increased comfort and ability to support others in different situations. As part of their contract with the CBP, Skeo Solutions designed and implemented three Cultural Humility trainings for members of the CBP partnership. Training participants included members from the Management Board as well as members from advisory committees and various GITs and workgroups.	Note: For example, advertise at all-hands meetings.
	Subtask 2	Collect feedback/insights during all trainings and determine whether there are specific areas highlighted by training, staff comments, or evaluations which support DEIJ action items or staff engagement around DEIJ.	Diversity Workgroup, DEIJ Coordinator	Goal Implementation Teams, GIT 5, Workgroups	Ongoing	Skeo Solutions sent out a post-training survey after the Cultural Humility training and received feedback on what additional trainings would be helpful	Note: CBP entity discussions, and through other avenues (e.g., focus groups, cultural assessments, direct engagement) to evaluate where challenges and opportunities for growth exist, inform additional training needs and priorities, and support DEIJ action items or staff engagement around DEIJ.
	Subtask 3	Prioritize and plan for additional training or next steps (e.g., educational resources, tool development) in advancing staff engagement around DEIJ.	Diversity Workgroup, CBPO Director, DEIJ Coordinator	Management Board	Annually		Note: Develop list of trainings to provide.

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
		Include discussion time regarding DEIJ into the agendas of each group identified in the Governance and Management Framework document.					
	Subtask 1*	Provide meaningful inclusion of DEIJ milestones on the agendas for the Management Board and Principals' Staff Committee meeting at a minimum every six months.	CBPO Director	Management Board, Principals' Staff Committee, DEIJ Coordinator	Semi-annually		Note: Action from 2020 PSC Action Statement Note: Ensure that this is part of PSC workplan.
	Subtask 2*	Update the Chesapeake Executive Council on progress of DEIJ and priorities at the CBP.	Principals' Staff Committee, Management Board, CBPO Director	Diversity Workgroup, Communications Team	Annually		Note: This is an action from 2020 PSC Action Statement
2.3.b	Subtask 3*	Each group identified in Governance and Management Framework includes discussion time regarding DEIJ in agendas on regular basis.	Goal Implementation Teams, Workgroups, Advisory Committees, Management Board	DEIJ Coordinator	Short-term, Ongoing		Note: For example, agenda items could include how the entity intends to further incorporate diverse community voices into decision-making and workplan development; how entity plans to increase diversity and retention of members and leadership, opportunity to build collective understanding of and comfort with DEIJ (e.g., guest speakers, visits to EJ sites, DEIJ discussion topics, Resource: GLSEN Guidelines for Respectful Discussion Resource: Diversity Toolkit: Building Principles of Diversity, Equity, Inclusion, and Justice in Organizations

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
2.3.c		Provide or set aside specific funding to send staff representatives to DEIJ-related conferences and events so that they can start building a professional network focused on advancing DEIJ in Chesapeake Bay watershed restoration work.					
	Subtask 1	Develop and regularly update a living reference list of DEIJ-related conferences, events and community experts in DEIJ, gathering information from across CBP. Disseminate list and encourage partners to use it and add to it.	Diversity Workgroup, DEIJ Coordinator	Signatories, Partnership Organizations, Staffing Organizations, Management Board, Goal Implementation Teams, Workgroups	Short-term, Ongoing		The Diversity Workgroup provides regular email updates w/ notice of upcoming events, conferences, etc.
	Subtask 2	Determine annual internal review around DEIJ funding and other resources for DEIJ conferences and activities.	CBPO Director, Signatories, Partnership Organizations, Staffing Organizations, Management Board, Principals' Staff Committee	DEIJ Coordinator	Annually		Note: Responsibility is upon individual partnership organizations to identify funding within own budgets to send CBP staff representatives to conferences, events, etc.
	Subtask 3	Include funding goals and identification of key DEIJ conferences as important part of assessing DEIJ annual funding priorities and strategies.	CBPO Director, Signatories, Partnership Organizations, Staffing Organizations, Management Board, Principals' Staff Committee	Goal Implementation Teams, Workgroups, DEIJ Coordinator	Annually		Note: Establish list of funding priorities and outcomes for each entity within the CBP related to DEIJ. Goal Implementation Teams and Workgroups help with identifying DEIJ needs across programs. Note: GITs and workgroups help with identification of DEIJ needs across programs).
2.3.d		Establish mechanism or policy by which CBP staff and appointee/volunteer bodies can raise and address DEIJ issues within the organization.					
	Subtask 1	Host meeting of CBP Leadership to discuss options and solutions for developing a policy and/or mechanism for raising and addressing DEIJ issues.	Principals' Staff Committee, Management Board, CBPO Director, DEIJ Coordinator, GIT6	Diversity Workgroup, Goal Implementation Teams, Workgroups, Advisory Committees	Short-term		
	Subtask 2	Create CBP mechanism for raising and addressing issues, incorporating feedback from Partnership and DEIJ experts. As needed, update based on feedback and lessons learned.	Principals' Staff Committee, Management Board, CBPO Director, DEIJ Coordinator, GIT6	Diversity Workgroup, Goal Implementation Teams, Workgroups, Advisory Committees	Short-term, Ongoing		Note: Consider how this task could be incorporated into the Governance and Management Framework.

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
2.4	Institutionalize Efforts to Advance DEIJ Internally						
2.4.a		Develop and broadly disseminate the tools CBP identifies and/or develops on DEIJ, racial equity and EJ issues.					This recommendation is an action in the Diversity Workgroup logic and action plan. The workgroup continues to share resources through its newsletter and posts resources on the workgroup webpage: https://www.chesapeakebay.net/who/group/diversity_workgroup
	Subtask 1	With input from DEIJ experts, develop reference list of current best practices and tools available related to DEIJ, Racial Equity and EJ Issues. Disseminate tools with guidance on use to all within the CBP.	Diversity Workgroup, DEIJ Coordinator	Communications Team, Web Team, Goal Implementation Teams, Workgroups	Short-term, Ongoing		The Diversity Workgroup webpage provides a compendium of resources related to DEIJ. Resource: Chesapeake Bay Environmental Justice and Equity Dashboard Note: Consider role within broader CBP DEIJ "curriculum" including training, staff onboarding materials, grants, etc. Resource: URGE curriculum: https://urgescience.org/curriculum/
	Subtask 2	Establish method for generating feedback on use and effectiveness. Revise based on feedback, as needed.	Diversity Workgroup, DEIJ Coordinator	Communications Team, Web Team	On-going		
2.4.b		Identify existing funding and seek additional funding as needed for implementing action priorities of the DEIJ Strategy implementation plan.					
	Subtask 1*	Establish list of funding priorities and outcomes for each entity within the CBP related to DEIJ.	Management Board, CBPO Director	Goal Implementation Teams, Workgroups, Advisory Committees	Annual		Starting in 2022
	Subtask 2*	Identify existing funding and recommend new funding and resource gathering strategies and opportunities for partners to achieve DEIJ goals. Account for funding of priorities in upcoming FY budget. Compile success stories to share with partners where applicants were successful at acquiring grants or using funding resources for DEIJ work.	Signatories, Partnership Organizations, Staffing Organizations, Management Board, Principals' Staff Committee, CBPO Director	Diversity Workgroup, DEIJ Coordinator, Communications Team	Annual		Note: May require lobbying consultant. Identify corresponding CBP Executive Council member as well as Legislators for each Region to discuss funding needs.

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
2.4.c		Encourage an emphasis on DEI in all staff, appointee, and volunteer onboarding materials so that new CBP staff know that DEI is a priority for CBP.					
	Subtask 1	Review current onboarding processes for all staff and develop CBP-specific onboarding materials and/or activities (e.g., outline of goals and history of DEI and EJ at CBP) using input from CBP partners and other resources.	CBPO Director, Staffing Organizations, DEI Coordinator	Communications Team	Mid-term		
	Subtask 2	Disseminate onboarding materials and/or activities to all CBP organizations. Update, regularly incorporating lessons learned and feedback.	CBPO Director, DEI Coordinator	Staffing Organizations, Signatories, Goal Implementation Teams, Workgroups, Advisory Committees	Ongoing		move to end
2.4.d		Incorporate DEI measures into staff performance goals. This could include developing and adding DEI measures to performance goals for senior and mid-level managers as well as a self-evaluation of DEI efforts into staff performance evaluations.					
	Subtask 1	Develop DEI measures and self-evaluation tools (e.g., questions) to be incorporated into staff performance evaluations across the CBP.	CBPO Director, Signatories, Partnership Organizations, Staffing Organizations	DEI Coordinator	Mid-term, Ongoing		

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
Advancing DEIJ through Watershed Restoration Work							
Objective 5: Advance DEIJ through GIT workplans and outcomes							
>Indicators of Success:		Do workplans explicitly consider how to distribute benefits and improvements more equitably to underrepresented groups?	Do GITs and workgroups engage underrepresented groups in development and implementation of workplans?	Are allocations to organizations run by and primarily serving underrepresented communities being tracked?	Do workplans explicitly consider how to reduce disproportionate adverse environmental impacts in underrepresented groups?		
3.1	Clarify the distinction between (1) organizations that are run by and primarily serve communities underrepresented communities and (2) other organizations that engage these communities.						
3.1.a.		Clarify language in DEIJ authorizing and governing documents, grant-making guidance and related implementation and maintenance actions (for example, accounting for the maintenance needs of restoration projects, and how these may differ in under-represented communities) to reflect a priority on developing long-term relationships with organizations run by and primarily serving underrepresented communities (in addition to and distinct from organizations that engage underrepresented communities but are not led by representatives of those communities).					This recommendation is an action in the Diversity Workgroup logic and action plan, however to date nothing has been done to accomplish this. Initial recommended changes to the Governance document developed by SKEO with Diversity workgroup leaderships and staff.
	Subtask 1*	Develop a list of documents and guidance where this language could be updated.	GIT 6, DEIJ Coordinator	CBPO Grants Team, Grant Making Organizations, Diversity Workgroup	Short-term		
	Subtask 2*	Develop suggested template language, which can be tailored to each document (may reference the DEIJ Statement).	GIT 6, DEIJ Coordinator	CBPO Grants Team, Grant Making Organizations, Diversity Workgroup	Short-term		
	Subtask 3	Evaluate language annually for any changes needed based on lessons learned.	GIT 6, DEIJ Coordinator	CBPO Grants Team, Grant Making Organizations, Diversity Workgroup	Annually		

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
3.1.b		Ensure that tracking efforts – especially those tracking funding allocation - maintain the distinction between organizations run by and primarily serving underrepresented communities versus community-based organizations that are not led by the community they serve or engage.					The Diversity Workgroup logic and action plan includes a note under the action to develop grantmaking guidelines (which is also a recommendation from this document - see action 3.4.c) to ensure that efforts to track funding allocation maintain the distinction between organizations run by and primarily serving communities of color and other underrepresented organizations that are not led by the community they serve or engage. To date this has not been done because guidelines have not been developed.
	Subtask 1*	Determine if CBP has system for tracking funding allocations to organizations run by and primarily serving underrepresented communities.	CBPO Grants Team, CBPO Director, Grant Making Organizations		Short-term		
	Subtask 2	Develop system for tracking funding allocations to organizations run by and primarily serving underrepresented communities. Incorporate into grantmaking guidelines.	CBPO Grants Team, CBPO Director	DEIJ Coordinator, Diversity Workgroup, Grant Making Organizations, Signatories	Mid-term, Ongoing		Note: Explore options through CBARA reporting. Note: Diversity Workgroup will participate in tracking activities.
	Subtask 3	Present funding allocation tracking data to the partnership on an annual basis.	CBPO Director, DEIJ Coordinator, CBPO Grants Team	Diversity Workgroup, Grant Making Organizations, Signatories	Long-Term, Ongoing		
3.2	Build relationships with underrepresented groups and incorporate these leaders into decision-making and implementation.						
3.2.a		Participate in EJ-led gatherings, tribal meetings and conferences, and other engagement opportunities to build CBP’s professional network and bring discussion about implementation of the Chesapeake Bay Watershed Agreement directly into EJ-led and non-traditional/underrepresented spaces.					
	Subtask 1*	Circulate information and provide notice of participation opportunities.	Diversity Workgroup, DEIJ Coordinator, Communications Team	Goal Implementation Teams, Workgroups, Advisory Committees, Management Board	Ongoing	Diversity Workgroup provides regular updates on upcoming EJ gatherings.	Note: Consider how notice of events and gatherings can be incorporated into regular communications briefs, newsletters (e.g., CBP Bay Brief) , and other widely distributed communications.
	Subtask 2*	Participate in EJ-led gatherings, tribal meetings and conferences, and other engagement opportunities.	Goal Implementation Teams, Workgroups, Advisory Committees, Management Board, Communications Team, Diversity Workgroup		Ongoing		Note: Consider participating in Regional Tribal Operations Committee meetings.

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
3.2.b		Develop a better understanding of environmental justice communities and organizations in the Chesapeake Bay watershed.					This could include conducting stakeholder mapping exercise(s) to become familiar with what organizations are doing environmental justice work and related social justice work in the watershed. This could also include mapping exercises to identify communities of color and low income communities relative to CBP investments. Capture learnings from this task in related trackers (e.g., see 3.4.e).
	Subtask 1*	Refine the Chesapeake Bay Environmental Justice and Equity Dashboard. Update as needed based on feedback and access to new information/research. Amplify tool to partnership	GIS team	Diversity Workgroup, DEIJ Coordinator	Short-term	Chesapeake Bay EJ Screen published. Dashboard in progress. Beta version being circulated.	
	Subtask 2	Compile list of organizations led by and/or serving underrepresented communities, including communities of color, EJ communities, and low-income communities.	Diversity Workgroup, DEIJ Coordinator		Ongoing	The Diversity Workgroup has compiled a current list of organizations and groups led by and/or serving underrepresented communities as well as a set of community engagement resources. The Diversity Workgroup's GIT Funding Project "Cultivating and Strengthening Relationships with Underrepresented Stakeholders" will also be instrumental in helping us identify and pursue opportunities to increase mutually beneficial partnerships.	
3.2.c		Lift up the work of organizations doing environmental justice and related social justice work in the Chesapeake Bay watershed. This could take the form of an "innovation conference," case studies, webinars or other ways of getting the word out.					
	Subtask 1	Evaluate opportunities and complete case studies, webinars, or other communications tools to highlight the EJ work of organization in the CB watershed.	Communications Team, Diversity Workgroup, DEIJ Coordinator	Management Board, Goal Implementation Teams, Workgroups, GIT 5	Annually	This is not in the Diversity Workgroup logic and action plan, however the workgroup's GIT Funding Project, "Cultivating and Strengthening Relationships with Underrepresented Stakeholders" will organize a one-day conference, forum, or use an alternative method to lift up the work of EJ and leaders of underrepresented communities and connect such leaders with the CBP.	Note: When producing content that tells the stories of organizations doing EJ work, funding for knowledge sharing should be considered.

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
3.3	Advance Diversity, Equity, and Inclusion through GIT Workplan Development and Implementation of the Chesapeake Bay Watershed Agreement						
3.3.a	Identify specific decision-points, milestones, and other opportunities within the GIT workplans <i>and</i> other governance and management processes supporting the development and implementation of the Chesapeake Bay Watershed Agreement, where underrepresented groups can influence the development and implementation of the Chesapeake Bay Watershed Agreement.						
	Subtask 1*	Identify specific decision-points and other milestones within the GIT workplans and other governance and management processes where underrepresented groups can influence the development and implementation of the Chesapeake Bay Watershed Agreement.	GIT 6, SRS Team, Management Board	Goal Implementation Teams, Workgroups, Advisory Committees	Short-term		Note: Review SRS process and consider where engagement with underrepresented groups could be formalized into the SRS.
	Subtask 2*	Establish and/or clearly outline the criteria and best practices for outreach and meaningful relationships with community organizations to ensure that leaders of organizations run by and primarily serving underrepresented communities are not undermined or exploited.	Communications Team, Communications Workgroup, Diversity Workgroup, DEIJ Coordinator	Goal Implementation Teams, Workgroups, Advisory Committees	Short-term		Resource: The Jemez Principles may inform development of these criteria.
	Subtask 3*	Each group in the Governance and Management Framework develops and executes plan for incorporating underrepresented groups into decision-making.	Goal Implementation Teams, Workgroups, Advisory Committees, STAR, Management Board, Principals' Staff Committee	DEIJ Coordinator, Diversity Workgroup, Communications Team, SRS Team, Communications Workgroup	Short-term		Note: Ensure that partnership bodies work with CBP Communications Workgroup and Communications Team at the start of efforts so that communications products are well-defined and developed appropriately to achieve DEIJ goals.
	Subtask 4	Develop and use a tracking tool that catalogues how feedback is gathered and incorporated for each decision point.	DEIJ Coordinator, Diversity Workgroup, Communications Team	SRS Team, Goal Implementation Teams, Workgroups, Advisory Committees	Ongoing		

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
		Review each GIT workplan and ensure inclusion of DEIJ considerations and for the equitable distribution of benefits and improvements and considerations for reduction of disproportionate adverse environmental impacts in low income communities and other underrepresented groups.					
3.3.b	Subtask 1*	Review and update SRS process documentation (i.e., Narrative Analysis, Logic and Action Plan, and Plan Presentation) and/or develop an evaluation template for GITs to use during the next workplan update cycle to (1) explicitly consider the equitable distribution of benefits and improvements and (2) to explicitly consider the reduction of disproportionate adverse environmental impacts.	SRS Team, GIT 6 Management Board	Diversity Workgroup, DEIJ Coordinator	Short-term	Following language added to the SRS Narrative Analysis: "What steps are you taking, or do you recommend, to ensure your actions and work will be equitably distributed and focused in geographic areas and communities that have been underserved in the past?" As part of their contract with the CBP, Skeo Solutions has developed a template for incorporating DEIJ considerations into GIT workplans. This template, however, was not specifically created to evaluate the eight priority outcomes identified by the Diversity Workgroup in 2015. Instead it is broader and applicable to all outcomes.	Tool: Diversity Workgroup "Cultural Audit" tool. Research and tools developed under Action 3.2.b., including the Chesapeake Bay Environmental Justice and Equity Dashboard. Note: To extent possible, seek input on template (if created) from communities of color and other underrepresented groups.
	Subtask 2*	GITs and Workgroups review workplans using list of criteria and/or SRS documentation and modify to improve equity and justice considerations, with input from underrepresented communities.	Goal Implementation Teams, Workgroups	DEIJ Coordinator, Diversity Workgroup, Communications Team, GIT 6	SRS Schedule	Following language added to the SRS Narrative Analysis: "What steps are you taking, or do you recommend, to ensure your actions and work will be equitably distributed and focused in geographic areas and communities that have been underserved in the past?" As part of their contract with the CBP, Skeo Solutions has developed a template for incorporating DEIJ considerations into GIT workplans	Note: Consider the intersectionality of CBP implementation work with other community efforts and the potential benefits provided to communities, such as through job growth and training, improved public health, and youth empowerment. Note: The new Chesapeake EJ and Justice Dashboard could be used to assess the distribution of benefits and impacts. Note: Refer to criteria developed under Action 3.3.a. and the Jemez Principles when building authentic relationships and developing shared goals that result in mutual benefit with those most impacted by environmental harm.

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
3.3.c.		Encourage implementation partnerships to include (1) organizations that are run by and primarily serve underrepresented communities and (2) other organizations that engage these communities. In the near-term, place an emphasis on increasing the former, as the groups are currently underrepresented in CBP's partnerships.					
	Subtask 1	Document implementation partnerships with (1) organizations that are run by and primarily serve underrepresented communities and (2) other organizations that engage these communities.	Goal Implementation Teams, Workgroups	DEIJ Coordinator, Diversity Workgroup	Ongoing		
	Subtask 2*	Develop a better understanding of barriers that have kept underrepresented groups from participating in past decision-making and implementation. Create a list of identified options/opportunities for addressing barriers and capacity needs.	Contractor, Diversity Workgroup		Short-term	The Diversity workgroup has compiled a current list of organizations and groups led by and/or serving underrepresented communities as well as a set of community engagement resources. The Diversity Workgroup's GIT Funding Project "Cultivating and Strengthening Relationships with Underrepresented Stakeholders" will also be instrumental in helping us identify and pursue opportunities to increase mutually beneficial partnerships.	
	Subtask 3	Identify and pursue opportunities to increase implementation partnerships with organizations run by and primarily serving underrepresented communities.	Goal Implementation Teams, Workgroups	Diversity Workgroup, DEIJ Coordinator	Ongoing		Note: For example, contracting organizations and grant giving organizations prioritize contracting/granting to organizations run by or serving underrepresented groups.

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
Objective 6: Advance DEIJ through communications							
<p>> Indicators of Success: Are communication materials culturally accessible, promote DEIJ goals, and reflect underrepresented groups? Does distribution of communication materials include avenues designed for underrepresented groups?</p>							
3.4	Review and strengthen diversity, equity and inclusion in watershed restoration outreach, materials, activities, and events.						
3.4.a	Conduct a review of communications materials to identify potential areas for improvement, and develop straightforward, accessible DEIJ communications guidance to ensure future communications materials feel welcoming and are accessible to all.						
	Subtask 1*	Review communications materials to identify areas for improvement.	Communications Team, Web Team, DEIJ Coordinator.	Communications Workgroup, Diversity Workgroup, Management Board	Short-term		
	Subtask 2	Develop recommendations/guidance to ensure future communications materials are welcoming and inclusive (e.g., language translation needs including braille and audio as possible for targeted audiences). Gather feedback from partnership and experts in DEIJ and EJ.	Communications Team, Web Team, DEIJ Coordinator.	Communications Workgroup, Diversity Workgroup, Management Board	Mid-Term	Note: Include social media tools in guidance. Note: Include translation services for meetings and print materials to reach non-English speakers.	
	Subtask 3	Implement and distribute guidance and refine as needed based on lessons learned and feedback.	Communications Team, Web Team, DEIJ Coordinator.	Communications Workgroup, Management Board, Goal Implementation Teams, Workgroups	Mid-term, Ongoing		

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
3.4.b		Develop and distribute straightforward, accessible guidance on distribution of communication materials for CBP partners. This may include a living database of distribution avenues that reach underrepresented groups. It may also include researching how to better target and grow effectiveness of communications with populations who are untapped or under-tapped but have high levels of support for environmental restoration.					
	Subtask 1	Develop guidance on distribution of communication materials including direction on growing effectiveness of communications with under-tapped populations. Refine as needed based on feedback and lessons learned	CBP Communications Team, DEI Coordinator, Diversity Workgroup	Communications Workgroup, Web Team	Mid-term, Ongoing	The Diversity Workgroup has compiled set of community engagement resources. The Diversity Workgroup's GIT Funding Project "Cultivating and Strengthening Relationships with Underrepresented Stakeholders" will also be instrumental in helping us identify and pursue opportunities to increase mutually beneficial partnerships.	
	Subtask 2	Develop living database of distribution channels.	CBP Communications Team, DEI Coordinator, Diversity Workgroup	Communications Workgroup, Web Team	Mid-term, Ongoing	The Diversity Workgroup has compiled a current list of organizations and groups led by and/or serving underrepresented communities.	

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
Objective 7: Advance DEIJ through grant-making and contracting							
<p>> Indicators of Success:</p> <p>Do CBP partners provide grant outreach and project-management training to organizations run by and primarily serving underrepresented communities?</p> <p>Do CBP partners incentivize grant projects that align Chesapeake Bay restoration investments with community-identified needs?</p> <p>Do CBP partners explicitly include DEIJ and environmental justice criteria in grant targets and evaluation?</p> <p>Are allocations to organizations run by and primarily serving underrepresented communities being tracked?</p> <p>Do CBP partners promote nondiscriminatory policies among applicant organizations and incentivize applicants to increase DEIJ in their organizational practices?</p>							
3.5	Advance diversity, equity and inclusion through grantmaking and contracting						
3.5.a	Annually, review the U.S. EPA CBP Office Grant and Cooperative Agreement Guidance to include DEIJ and EJ considerations/language.						
	Subtask 1*	Review U.S. EPA CBPO Office Grant and Cooperative Agreement Guidance to include DEIJ/EJ considerations/language, with the understanding that The Adarand Constructors v. Pena Supreme Court decision precludes federal agencies from using racial and ethnic criteria as a basis for decision-making, including in grants.	CBPO Director, CBPO Grants Team	EPA OECEJ, EPA OGD, Diversity Workgroup	Short-term, Annually	Completed for 2021 Guidance	<p>Note: For example, to include requirements for reporting funding allocations (i.e., for recipient subawards, implementation, and contracts) to organizations run by and primarily serving underrepresented communities, requirements for reporting DEIJ activities in semi-annual progress reports, guidelines for including DEIJ and EJ criteria and grant targets in subaward evaluation and tracking, and for the provision of funding for DEIJ-related events and conferences.</p> <p>Note: As permitted by federal, statutory, and agency policies, ensure that these guidelines take the following factors into consideration: expanded grant timelines, match requirements, investment in outreach and a requirement to request equity information.</p> <p>Note: Requirements for federal grants and cooperative agreements must adhere to federal, statutory and agency policies.</p>
	Subtask 2	Refine EPA CBPO Office Grant and Cooperative Agreement Guidance based on lessons learned from grantee feedback and partner input.	CBPO Director, CBPO Grants Team	EPA OECEJ, EPA OGD, Diversity Workgroup	Annually		

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
		Promote DEIJ and EJ criteria in grant targets and evaluation.					<p>Note: Explore partnering with the Chesapeake Bay Funders Network, Chesapeake Bay Trust, and Region 3 and HQ grants offices.</p> <p>Resource: See criteria proposed in Chapter 5 of DEIJ in Action: A Diversity, Equity, Inclusion and Justice Guide for the Chesapeake Bay Watershed.</p>
3.5.b	Subtask 1*	Identify grants and funding programs for which targets and/or criteria can be implemented and distribute resources/guidance to CBP partners. Regularly assess grant and funding program adoption of targets and/or criteria.	CBPO Grants Team, DEIJ Coordinator	CBPO Director, GIT Funding Team, Grant Making Organizations, Signatories	Short-term, Ongoing		<p>Note: EPA OGD approved an evaluation criteria that can be included in EPA RFAs. This has been incorporated in a draft RFA that is in development now. These criteria can be used for EPA-managed grants and can provide template language for other grant programs.</p> <p>Note: Consider incorporating DEIJ criteria into GIT-funding scoring.</p> <p>Note: Share Chesapeake Bay Environmental Justice and Equity Dashboard as a tool to identify, prioritize, and promote under-resourced and under-engaged communities around the watershed in order to identify priority funding opportunities.</p>
	Subtask 2	Develop template DEIJ and EJ grant evaluation criteria, gathering feedback from leaders across the watershed.	CBPO Grants Team, DEIJ Coordinator, Diversity Workgroup	CBPO Director, GIT Funding Team, Grant Making Organizations, Signatories	Mid-term	EPA OGD approved an evaluation criteria that can be included in EPA RFAs. This has been incorporated in a draft RFA that is in development now. These criteria can be used for EPA-managed grants and can provide template language for other grant programs.	<p>Resource: See criteria proposed in Chapter 5 of DEIJ in Action: A Diversity, Equity, Inclusion, and Justice Guide for the Chesapeake Bay Watershed: https://cbtrust.org/wp-content/uploads/CB-Watershed-DEIJ-Guide_May-2019.pdf</p> <p>Note: Work with Chesapeake Funders Network and Chesapeake Bay Trust</p>

ACTION	SUBTASK	DESCRIPTION	LEAD	SUPPORT	TIMEFRAME	STATUS (Y, P, N)	RESOURCES, TOOLS, NOTES
3.5.c		Develop and/or compile grantmaking and contracting guidelines that promote non-discriminatory policies among applicant/contractor organizations, incentivize applicants/contractors to increase DEIJ in their organizational practices, encourage restoration investments that align with community-identified needs and benefits and encourage capacity building investments in organizations that are run by and primarily serve underrepresented communities.					Note: Ensure that guidelines take the following factors into consideration: expanded grant timelines, match requirements, investment in outreach, and a requirement to request equity information. Ensure that efforts to track funding allocations maintain the distinction between organizations run by and primarily serving underrepresented communities versus community-based organizations that are not led by the community they serve or engage.
	Subtask 1*	Complete baseline analysis of grant programs and grantmaking guidelines that currently exist.	DEIJ Coordinator, CBPO Grants Team	Diversity Workgroup, Management Board, Signatories, Grant Making Organizations	Short-term	Included in Diversity Workgroup Logic and Action Plan	
	Subtask 2	Work with funders to develop grantmaking guidelines that address these elements.	DEIJ Coordinator, CBPO Grants Team	Diversity Workgroup, Management Board, Signatories, Grant Making Organizations	Mid-term	Included in Diversity Workgroup Logic and Action Plan	Resources: See guidelines proposed in Chapter 5 of DEIJ in Action: A Diversity, Equity, Inclusion, and Justice Guide for the Chesapeake Bay Watershed: https://cbtrust.org/wp-content/uploads/CB-Watershed-DEIJ-Guide_May-2019.pdf Note: Explore partnering with the Chesapeake Bay Funders Network, Chesapeake Bay Trust, and Region 3 and HQ grants offices.
	Subtask 3	Review these preliminary recommendations with underrepresented groups to ensure that the recommendations are well-informed prior to implementation, using minimum thresholds for outreach and response.	DEIJ Coordinator	Diversity Workgroup	Mid-term		Note: Present at UMD EJ symposium or seek other methods/events to iteratively gather and incorporate feedback from EJ leaders. Note: Outreach/response threshold should be evaluated as more information is gathered.
	Subtask 4	Share these guidelines widely with partners and track use.	Management Board, DEIJ Coordinator	Diversity Workgroup	Ongoing	Included in Diversity Workgroup Logic and Action Plan	
3.5.d		Host or participate in a gathering of funders to share lessons learned and build CBP's professional network for advancing DEIJ and EJ through grantmaking.					Note: Consider collaborating with the Chesapeake Bay Funders Network, Chesapeake Bay Trust, and Region 3 and HQ grants offices.
	Subtask 1	Host gathering	Budget and Finance Workgroup, CBPO Director	Grant Making Organizations, EPA Grants Office, Diversity Workgroup, Signatories, Partnership Organizations	Short-term		Note: Work in partnership with organizations like the Chesapeake Funders Network. Consider hiring community leaders and experts to help organize and run these events.
	Subtask 2	Host gathering	Budget and Finance Workgroup, CBPO Director	Grant Making Organizations, EPA Grants Office, Diversity Workgroup, Signatories, Partnership Organizations	Mid-term		Note: work in partnership with organizations like the Chesapeake Funders Network. Consider hiring community leaders and experts to help organize and run these events.

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Thought Leadership and Partnerships							
Objective 8: Increase DEIJ Performance of Partners							
> Indicators of Success:		Have partners been encouraged to consider DEIJ in messaging, materials and distribution avenues?	Has the DEIJ statement or policy been distributed?	Have partners been encouraged to track, analyze and report on DEIJ efforts and outcomes (such as the diversity of their board, management, staff, interns and other advisory groups as relevant)?		Have partners been encouraged to offer DEIJ training and tools to their board, staff and volunteers?	
4.1		Once CBP's DEIJ statement or policy is developed, share this succinct statement with CBP partners. Consider offering a webinar or pursuing other opportunities for discussion and dissemination of both the CBP DEIJ statement and the lessons learned in developing and adopting the statement.					Note: For example, the annual Chesapeake Bay Watershed Forum may be a good venue to share the CBP DEIJ statement and goals with a broader watershed-wide audience, as well as the annual Choose Clean Water Coalition conference and environmental justice conferences such as the University of Maryland's Environmental Justice Symposium.
	Subtask 1	Share statement with CBP partners and offer a forum (e.g., a webinar) for discussion of the statement, lessons learned, and how other organizations can develop their own.	Consultant, CBPO Director, Diversity Workgroup	Signatories, Partnership Organizations, Management Board, Principals' Staff Committee	Short-term	Complete. As part of their contract with the CBP, Skeo Solutions worked with Diversity Workgroup leadership to offer a webinar on the DEIJ Strategy and CBP DEIJ Statements. See here: https://www.youtube.com/watch?v=Dq3okABjhWE&feature=youtu.beAction	Consultant
	Subtask 2	Develop a brief summary document and/or webpage that links to the DEIJ Strategy, the PSC Statement, the EC Statement, the final DEIJ Action Plan, and any other key resources for implementing the Action Plan.	DEIJ Action Team, Diversity Workgroup	Principals' Staff Committee, Management Board	Short-term	DEIJ Action Team Webpage published w/ summary information and links.	
	Subtask 3	Identify and pursue other opportunities for disseminating and discussing the CBP DEIJ Strategy, Action Plan, and lessons learned with CBP partners. This could include gauging partner needs and the extent to which partners would benefit from CBP support in developing their own DEIJ statements and strategies.	Management Board, Signatories, Partnership Organizations	Diversity Workgroup	Ongoing		Diversity Workgroup could extend offer of support to partners

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4.2		Increase access to DEIJ tools, training and capacity building, encouraging partner organizations to offer DEIJ trainings to their board, staff, and volunteers.					
	Subtask 1	Prominently advertise, incentivize and recruit for cultural humility trainings, allyship trainings, and other CBP-offered DEIJ trainings.	Diversity Workgroup, DEIJ Coordinator	CBPO Director, Communications Workgroup, Diversity Workgroup, Management Board	Short-term		
	Subtask 1	Promote DEIJ and EJ tools and training opportunities offered by CBP partners and organizations from across the Chesapeake Bay watershed.	Diversity Workgroup, DEIJ Coordinator	CBPO Director, Communications Workgroup, Diversity Workgroup, Management Board, Signatories, Partnership Organizations	Ongoing		
4.3		Share the DEIJ communication and distribution guidance broadly among CBP Partners.					
	Subtask 1	Disseminate guidance to CBP partners	Communications Team	Communications Workgroup, Diversity Workgroup	Short-term		
	Subtask 2	Update the resources based on feedback from CBP partners and lessons learned.	Communications Team	Communications Workgroup, Diversity Workgroup, Web Team, DEIJ Coordinator	Ongoing		

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4.4		Develop tracking and reporting guidance to share broadly among CBP Partners. Where feasible, reference practices in use by CBP partners and point to tools that are already established in the field.					
	Subtask 1*	Gather tracking and reporting guidance materials developed and summarize in a single resource. Distribute guidance and update resource as needed.	DEIJ Coordinator, Diversity Workgroup, DEIJ Action Team	CBPO Director, Principals' Staff Committee, Management Board, Diversity Workgroup	Short-term		
	Subtask 2	Regularly gather information about current partner priorities, DEIJ implementation efforts and outcomes, and needs related to DEIJ and how CBP can best serve and/or support these needs.	Management Board, DEIJ Coordinator, Diversity Workgroup	Signatories, Partnership Organizations, Goal Implementation Teams, Workgroups, Advisory Committees	Short-term, Ongoing		<p>Note: See accountability Framework for additional information about reporting and information gathering timelines. For example, the consideration for the MB to report on activities and outcomes at MB meetings in a semi-annual basis.</p> <p>Note: For example, information could include current partner needs, implementation efforts, and recommendations to advance diversity and inclusion in recruitment, hiring, promotion, and tenure policies.</p>
	Subtask 3	Develop annual report to capture CBP partner outcomes to build momentum and accountability across the partnership.	DEIJ Coordinator, Diversity Workgroup	Management Board, CBPO Director	Annually		<p>Note: Consider incorporating this report or elements of the report into the annual State of the Program report.</p>