2024-2025 Diversity Action Plan

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

Diversity Workgroup (DWG) Core Staff = coordinator(s), staffer(s), chair or co-chairs;
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More specific leads TBD.

Action #	Description of Step	Notes for development or implementation	Responsible Party or Parties	Geographic Location	Expected Timeline
MANAGEMENT APPROACH 1: Help the CBP be better able to implement Diversity, Equity, Inclusion, Justice and Accessibility (DEIJ-A) in their work toward the Outcomes & provide resources to help advance DEIJ-A efforts across all aspects of organizational culture and work of the CBP and its partners.					
Action #	Description of Step	Notes for development or implementation	Responsible Party or Parties	Geographic Location	Expected Timeline
1.1	**Compile, create and promote use of DEIJ-A resources and trainings to increase knowledge, skills, practices for CBP WGs, GITs, and partners, i.e., agencies and organizations involved with the CBP.**				
1.1.a	Create a DEIJ-A resource library on the ChesapeakeBay.net website - Compile, create, and link to a curated set of recommended best practice and guidance resources related to Diversity, Equity, Inclusion, Justice, and Accessibility. (Coordination between the resource library and training held by the WG will be decided by the small group working on this action). Solicit recommended resources from WG members and partner DEIJ-A experts.	Select at least 20 top items covering topics such as the following: • Links to the CBP Governance Document, EC directives, Implementation Plan and other commitments related to DEIJ-A in our work. • Recruitment, hiring, and retention best practice references and links to requirements from the CBP Governance Document and other charges. • Guidance on using existing decision-support tools to help focus efforts, funding, and resources to connect more effectively with underrepresented groups. • Examples of and guidance on approaches and best practices for engaging with audiences, including how to work through connector groups. • Create and regularly update a guide to accessible, inclusive language and terminology related to DEIJ-A. • Funding resources and information (see Management Approach 3). • …and more (to be determined to match the needs of the partnership).	DWG Core Staff, DWG Small Team, CBP DEIJ Contractor; consult with DWG Steering Committee	(Watershed-wide)	Begin development 2024; Useable library resources made available by end of 2024; Continue building out the hub through 2025; Update annually after.
1.1.a.i.	Identify gaps where other tools need to be developed, adapted, or expanded. Seek technical assistance and funding as needed to fill one gap per year.		DWG Core Staff, DWG Small Team, DWG Steering Committee	(Watershed-wide)	Identify needs end of 2024; Seek funding and aim to develop first item 2025.
1.1.a.ii.	Work with CBP web team to reorganize web pages to provide and promote a more readily accessible online DEIJ-A presence.		DWG Core Staff, DWG Small Team, CBP Web Development Team, CBP Communications Team	(Watershed-wide)	2024
1.1.a.iii.	Update resources, links, etc. annually as needed.		DWG Core Staff, DWG Small Team	(Watershed-wide)	2025 and ongoing
1.1.b	Plan, promote and implement a regular schedule of trainings/learning opportunities each year, working with the CBP DEIJ contractor, to benefit CBP partners in building skills to address DEIJ-A in their work.	This can comprise a variety of learning opportunities, including webinars, workshops, virtual and in-person trainings of various depth/ length. Trainings (etc.) may be hosted by a combination of the CBP DEIJ contractor, the Diversity Workgroup and others within and/or related to CBP. They will be posted to the resource library and promoted through email, meetings, and CBP communications channels. The number of trainings (etc.) each year will be determined and planned based on expressed needs as well as capacity of partners.	DWG Core Staff, DWG Small Team, CBP DEIJ Contractor; coordinate with GIT 6.	(Watershed-wide)	Begin planning and host a few opportunities 2024; full schedule 2025
1.1.c	Identify and facilitate opportunities to share successful, replicable DEIJ-A initiatives among partners to promote an inclusive organizational culture relevant to Bay Program work.	*Opportunities could include short write-ups posted in the resource library or elsewhere on the website, the Management Board members' reports on efforts of their agencies, gatherings to share and discuss successful efforts (affinity groups?), etc. -- to be decided.*	DWG Core Staff, CBP DEIJ Contractor, Diversity Workgroup members	(Watershed-wide)	Collect info and identify successes 2024; share more broadly 2025 and ongoing.
1.2	**Promote best practices in equitable hiring and workforce development practices for CBP WGs, GITs, and partners, i.e., agencies and organizations involved with the CBP.**	*This plan can gesture towards rethinking/broadening when academic reach-outs are happening, and considering the impact it might have to begin earlier in the educational process.*			
1.2.a	Work more closely with colleges/universities, especially minority-serving institutions (MSIs) [umbrella term, see definition*], programs targeted to historically excluded learners, disability serving programs and community colleges to identify and encourage more opportunities for students, such as:	*The term MSI is defined in US federal statute under the Higher Education Act (HEA), and several federal agencies maintain a listing of eligible institutions that receive HEA funding designated for MSIs, such as the U.S. Department of Education and the National Science Foundation. Most MSIs qualify for federal funding based on annual undergraduate or graduate enrollment and graduation criteria (enrollment-driven MSIs, such as Hispanic-Serving Institutions (HSIs), Predominantly Black Institutions (PBIs), Native American Serving NonTribal Institutions (NASNTIs), Alaska Native and Native Hawaiian Serving Institutions (ANNHIs), and Asian American and Pacific Islander Serving Institutions (AANAPISIs)), while two types are statutorily defined, such as Historically Black Colleges and Universities (HBCUs) and Tribal Colleges and Universities (TCUs). Wikipedia contributors. (2024, May 15). https://en.wikipedia.org/wiki/Minority-serving_institution*	DWG Core Staff, CBP DEIJ Coordinator	(Watershed-wide)	
1.2.a.i.	Encourage CBP groups to provide opportunities for HBCU/MSI/HSI students to help develop professional careers, e.g., opportunities to present at WG meetings in various Outcome areas. Track how many CBP groups provide opportunities for students.		DWG Core Staff, CBP DEIJ Coordinator	(Watershed-wide)	2024 and ongoing (encourage); 2025 and ongoing (track)
1.2.a.ii.	Work through the Education Workgroup to connect with career-related curriculum for preK through grade 12, building a more robust, intentional connection between environmental literacy in schools and green careers. Develop an analysis of conservation / resiliency related job opportunities and align them with the US Department of Labor classification of Standard Occupation Codes (SOCs). These codes drive workforce training and career and technology education (CTE) programs, as they name the specific skills and competencies needed for those jobs, and that is used to direct program content to be delivered. Utilizing these codes to drive the programming in the states allows them to access funding to do the work.		DWG Core Staff, CBP Education Workgroup/ Workforce Development Action Team; contractor assistance to be sought pending funding availability.	(Watershed-wide)	2025
1.2.b	Encourage Bay Program-affiliated environmental career development programs to improve accessibility for students of diverse demographic and economic backgrounds, by increasing opportunities in locations with public transportation, and telework options, and/or encouraging programs to provide funds for transportation assistance as needed. Request that programs track the demographic trends of their applicants after implementation of equitable hiring practices.		Diversity Workgroup, CBP Education Workgroup/ Workforce Development Action Team, CBP-related young professionals programs (e.g., CStREAM, Chesapeake Research Consortium, etc.).	(Watershed-wide)	2024 and ongoing (encourage); 2025 and ongoing (track)

2024-2025 Diversity Action Plan

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

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Action #	Description of Step	Notes for development or implementation	Responsible Party or Parties	Geographic Location	Expected Timeline
1.2.c	Dedicate a section of the resource library to best practices in equitable hiring for all steps of the hiring process (e.g., what to do when writing a job description for interns? How to be more inclusive when interviewing, disability accommodations best practices, etc.).		DWG Small Team	(Watershed-wide)	2025
1.2.d	Assess the results of the CBP Workforce landscape analysis GIT-Funding project scheduled to finish by the end of 2024; plan a strategy to build on the project's results to address one identified gap or need.	*This action is a placeholder, pending completion of the Workforce landscape analysis at end of 2024. Based on the output recommendations, next steps will be decided for 2025 work. An example: One of the recommendations that comes out of the project could be about taking steps to assure that there is a clearer, more effective pathway for more people of color to be able to become employed in environmental fields related to CBP outcomes. Those steps might entail things like working with educators at all levels (pre-K-12 as well as higher ed and job training programs) to ensure programming in different content areas, helping to connect training programs to each other for better coordination, facilitating actions to fill gaps where they may exist in programs or training/education offerings along the pathway, improving means for students to gain knowledge of careers and pathways into them, or identifying ways to better connect training/education programs with the ultimate employers. We will need to identify measures of success that can be achieved in a specified timeframe which will be outside of the scope of this action plan (which only goes through 2025), as the ultimate outcome [such as more people of color employed in specified fields with a living wage or better - qualifiers to be defined] could take many years. We will need some help thinking through both longer term and shorter term metrics that we can track to show progress. Funding may be needed to support outside assistance developing and implementing the strategy or action to address the chosen recommendation, as well as identifying these metrics and how to go about collecting data to measure progress.*	CBP Education Workgroup/ Workforce Development Action Team, DWG Core Staff [seek funding as needed and/or help assemble a small team to plan and support implementation].	(Watershed-wide)	2025
1.3	**Build, strengthen, and facilitate the functioning of the Diversity Workgroup and the broader network of CBP partners, i.e., agencies and organizations involved with the CBP.**	*How do we ensure the DWG team reflects the demographics of the state? From there, how are we going to be intentional in our outreach strategies? When partners share their challenges, how are we going to ensure their feedback are not only heard, but implemente*			
	----- Functioning of the Workgroup -----				
1.3.a	Compile charter documents to serve as a reference and guide on structure, roles and responsibilities.		DWG Small Team, DWG Core Staff, DWG Steering Committee; consultation w/ CBP DEIJ Contractor and GIT 6.	(Watershed-wide)	2024
1.3.b	To foster involvement and collaboration, set up committees or small teams to implement work plan actions, clearly identifying roles of committee leads and participants, and empowering them to carry out the actions as they determine is most effective.		DWG Core Staff, DWG Steering Committee	(Watershed-wide)	2024
	----- Functioning of the broader network of CBP partners -----				
1.3.c	Embed DEIJ-A champions in other WGs, GITs, etc. Work with the CBP DEIJ contractor to identify and prioritize 3 CBP groups to focus on for 2024-2025.	Determine what a champion is or does, where they come from/how to identify them and enlist their help, etc. Coordinate with CBP organizational leadership including the Management Board (MB) to establish champions and assure MB actively supports this operationally. *Champions could be DWG members who sit on other GITs or Workgroups, members of the 'target' groups with interest and additional training in how to be a champion for DEIJ, or others as determined.* Consider developing a funding proposal to support setting up a champion program that includes funding to compensate champions for their time and contributions, as applicable.	DWG Steering Committee, DWG Core Staff, CBP DEIJ Contractor; and consultation w/ GIT 6 and MB.	(Watershed-wide)	Define, plan, seek champions 2024; Champions embedded 2025.
1.3.c.i	Connect the champions with opportunities for developmental support, social science training, etc.; recommend specific DEIJ-A trainings; and suggest conferences and other events to benefit their roles.	This is not intended to be a giant lift, more of keeping an eye out for readily accessible trainings and support that would be helpful and let them know about it [and seek cost assistance resources as necessary]. There will also be other trainings/ learning opportunities going on at the same time (1.1.b) that we may be conducting or organizing, so need to be mindful of our capacity. Maybe also more directly identify 1-2 commonly-needed trainings or other support per year and work to make them available to the champions as well as others as appropriate.	Can be same group working on 1.1.b training/learning schedule: DWG Core Staff, DWG Small Team, CBP DEIJ Contractor; coordinate with GIT 6.	(Watershed-wide)	2025
1.3.d	Utilize the WG as a community of practice to help provide feedback to other CBP groups as needed on DEIJ-A related projects, e.g., developing inclusion statements, DEIJ-A actions in work plans, etc.		DWG Core Staff, DWG Steering Committee, Diversity Workgroup members	(Watershed-wide)	2025
1.3.e	Create a list of trusted connector groups across all jurisdictions in the watershed. Co-develop the purpose of this list with the connector groups and ensure that they have a mechanism to provide feedback to the CBP whether the collaboration is mutually beneficial. The list will help empower those connector groups, granting them a platform to provide valuable input and influence over the activities of CBP partners within their respective communities.		DWG Small Team	(Watershed-wide)	2025

2024-2025 Diversity Action Plan

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

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Action #	Description of Step	Notes for development or implementation	Responsible Party or Parties	Geographic Location	Expected Timeline
For MA 1:	How do we expect the action to fill the priority factor or gap? What do you expect to happen when the action is completed?	What are the goals or metrics you will use to determine the impact of your action?	How will we collect and assess the data that we want to monitor and how will we use the data?	How will we communicate the results?	
	The actions under Management Approach 1 aim to address significant gaps in Diversity, Equity, Inclusion, Justice, and Accessibility (DEIJ-A) by enhancing knowledge, skills, and practices among Chesapeake Bay Program (CBP) partners. Centralizing and making DEIJ-A resources easily accessible will facilitate their use to enhance implementation; feedback from users will provide insight into which tools and resources are missing and need development. A scheduled series of trainings/ learning opportunities will better equip CBP partners to incorporate DEIJ-A principles into their work, and goes hand in hand with the resources. Promoting equitable hiring practices and workforce development will eventually lead to a more diverse workforce, while engaging with minority-serving institutions (MSIs) and improving career program accessibility will create more opportunities for underrepresented students. Improving the functioning of the Diversity Workgroup will strengthen its ability to achieve planned actions and improve its role as an influential and consultative body within the CBP partnership. Overall, these actions will significantly enhance DEIJ-A efforts within the CBP.	The impact of these actions will be determined through various metrics. This will require a shift in mindset and practice to give attention to the need to track impact of our work whenever possible – something that has not been done in an organized or particularly quantitative manner – **and how much of this occurs will depend on staff/workgroup capacity for each action**. Focusing on metrics will help to provide a comprehensive view of the impact and effectiveness of the actions under this approach. Some ideas to consider include: • Track participation in DEIJ-A trainings and events, beginning with establishing a baseline to see if there are any increases in usage as more resources are added. • Collect feedback and satisfaction levels from CBP partners regarding the usefulness of resources and trainings/learning opportunities offered. • Encourage partners to track changes in demographic trends among new hires and participants in career development programs - and share them if available - to assess improvements in diversity. • Document the replication and outcomes of successful DEIJ-A initiatives through participating members' report-outs. • Assess improvements in the accessibility of web content by evaluating user experience, working with the CBP Web Team to track resource library usage through web analytics.	Data collection and assessment should be carried out using a variety of methods. Feedback forms will gather qualitative and quantitative data from participants after trainings and resource usage. Web analytics tools, such as Google Analytics, will monitor website traffic, resource downloads, and user engagement. Demographic data of new participants in career development programs will be tracked using HR databases and/or reports from program staff. Annual reviews of resource library content will be conducted to ensure updates are made based on user feedback and emerging best practices. CBP partners will be encouraged to analyze successful DEIJ-A initiatives (perhaps annually) to identify key success factors and areas for improvement. This data will be used to continuously refine and enhance DEIJ-A efforts within the CBP and its partners.	The results of these actions will be communicated through multiple channels. Regular DEIJ-A progress reports could be published annually, highlighting key metrics, successes, and areas for improvement. Updates and success stories will be shared through workgroup communications and meetings, and through other CBP avenues such as Management Board and GIT meetings, and coordination with the CBP Communications Team using blog posts/social media, etc. The DEIJ-A section of the ChesapeakeBay.net website will be regularly updated with new resources and possibly success stories. These strategies will ensure widespread dissemination and engagement with the results of these actions.	

MANAGEMENT APPROACH 2: Restructure and rethink the Diversity Outcome and metric.

Action #	Description of Step	Notes for development or implementation	Responsible Party or Parties	Geographic Location	Expected Timeline
2.1	**Research/ decide upon effective internal and external facing metrics to measure Outcome progress.**	How success be measured? If the goal is (for example) to increase the percentage of people of color engaged how will that be quantified?	Diversity Workgroup	(Watershed-wide)	In place by end of 2025
2.1.a	Work with CBP indicators team and science advisory groups to identify effective metrics.	Important to create metrics for any DEIJ tools created (as well as for the overall Outcome), as applicable, whether for general best practices, hiring/retention, etc. This section of the action plan can relate more specifically back to initiatives covered in Management Approach #1.	DWG Core Staff Team, DWG Small Team, DWG Steering Committee; CBP Indicators Team	(Watershed-wide)	2024 (may take until early 2025)
2.1.b	To inform the new metric, enlist help from partner agencies and organizations to share measurable elements of their DEIJ-A plans/strategies that are working well.		DWG Small Team	(Watershed-wide)	2024
2.1.c	Utilize our research and inputs from collaboration (see 2.1.a, 2.1.b) to create a logic model to finalize the new metric(s).	Collaborate with any evaluators at CBP as available	UMCES, DWG Steering Committee, DWG Core Staff Team	(Watershed-wide)	2025
2.2	**Prepare recommended alternate language for the Diversity Outcome for after 2025.**		DWG Core Staff Team, DWG Small Team, DWG Steering Committee	(Watershed-wide)	End of 2025
2.2.a	Consider examples of outcomes, mission statements, and goals from large-scale organizations and partnerships, recommended by WG members, to inform revised Outcome language. Align recommendation and timing with the "Beyond 2025" process and/or the required CBP leadership consideration process.		DWG Core Staff Team, DWG Small Team, DWG Steering Committee	(Watershed-wide)	2024-2025

For MA 2:	How do we expect the action to fill the priority factor or gap? What do you expect to happen when the action is completed?	What are the goals or metrics you will use to determine the impact of your action?	How will we collect and assess the data that we want to monitor and how will we use the data?	How will we communicate the results?	
	The actions under Management Approach 2 aim to address gaps in measuring and assessing our progress towards the Diversity Outcome outlined within the Chesapeake Bay Watershed Agreement. By researching and deciding upon effective internal and external facing metrics, we will be able to better track progress toward the Diversity Outcome and the implementation of DEIJ-A principles within the CBP. Additionally, preparing recommended alternate language for the Diversity Outcome post-2025 will ensure work that is achievable, aligned with the workgroup's role, and supports the evolving needs and priorities of the CBP and its broad network of stakeholders including watershed residents. Overall, these actions will create a structured approach to more accurately measure progress towards the Diversity Outcome and inform future outcome language to support long-term DEIJ-A initiatives.	The impact of these actions will be determined through the establishment and effectiveness of new outcome language and relevant new metrics. The success of the recommended alternate language for the Diversity Outcome will be evaluated based on the established metrics, and will rely on its adoption and alignment with the CBP direction from leadership going forward. Tracking the implementation and impact of the new Outcome and metrics will provide a clear indication of progress and areas for improvement in DEIJ-A efforts.	Considering that the purpose of this approach is to create new metrics and outcome language that will themselves be used to collect data, no additional data will be collected or monitored during this process.	The results of this approach will be shared with workgroup members and the larger CBP through various means, including discussion in workgroup, GIT and other meetings; through the regular adapative management processes and reporting to CBP leadership (Strategy Review System); as well as in coordination with the CBP Communications Team using press releases, Chesapeake Progress, etc.	

MANAGEMENT APPROACH 3: Enhance equitable access to funding resources.

Action #	Description of Step		Responsible Party or Parties	Geographic Location	Expected Timeline

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3.1	**Continue to promote resources from and build off of the Equity in Grantmaking project (conducted in 2023).**	Consider the possibility of hosting listening sessions with key, priority communities who have had grants awarded in recent years, and get feedback from them on what would make the process better, to give them a voice. Host some opportunities to listen/collect information that could be conveyed more widely as part of recommended best practices that can be adopted. Build off of the Equity in Grantmaking workshop series offered in 2023 that connected potential applicants and funding organizations to hear from each other. Coordinate this with CBP's DEIJ contractor.	Diversity Workgroup with consultation from CBP DEIJ Contractor	(Watershed-wide)	
3.1.a	Post grant guidance resource hub material to the CBP website.	Short term post material as a pdf, longer term as a naviagble web page.	DWG Core Team	(Watershed-wide)	2024
3.1.a.i	Post and refer grant funders and potential grantees to training recordings from 2023 workshop series; encourage grant funders to share trainings with peers/additional funders throughout the watershed.		DWG Core Team	(Watershed-wide)	2024
3.1.b	Identify and share successful, replicable equitable grantmaking practices among partners, especially new funders who have not attended the trainings.		DWG Small Team	(Watershed-wide)	2025
3.2	**Raise awareness of resources for assistance with acquiring funding**				
3.2.a	Identify intermediary partners ready/able to provide assistance finding and securing funding for those potential grantees who are inexperienced with the grant application process		DWG Small Team / consultation with CBP DEIJ Contractor	(Watershed-wide)	2025
3.2.a.i	Connect with EPA EJ Office and regional technical assistance providers for the TCTACS opportunities and help potential applicants understand how to apply		DWG Core Team	(Watershed-wide)	2024
3.2.b	[Placeholder for additional item recommended from Equity in Grantmaking project resources, determined in consultation with the project's contractor]		TBD		
For MA 3:	How do we expect the action to fill the priority factor or gap? What do you expect to happen when the action is completed?	What are the goals or metrics you will use to determine the impact of your action?	How will we collect and assess the data that we want to monitor and how will we use the data?	How will we communicate the results?	
	The actions under Management Approach 3 aim to address gaps in equitable grantmaking and funding accessibility. By promoting resources from the Equity in Grantmaking project and posting grant guidance materials to the CBP website, we expect to increase awareness and accessibility of best practices in equitable grantmaking. Moreover, sharing recordings and successful practices will help disseminate knowledge and improve grantmaking equity within the watershed. This will also be supported by raising awareness of resources for assistance with acquiring funding, and connecting with TCTACS and the EPA EJ Office. Overall, these actions will enhance the equity and effectiveness of grantmaking processes within the bay watershed.	The impact of these actions will be determined through several metrics. These include the number of visits to the grant guidance resource hub on the CBP website and the number of grant funders and potential grantees accessing and sharing the 2023 training recordings. The overall increase in funding accessibility for underrepresented groups will also be a key metric of success over the long term, and funders will be encouraged to document their results.	This approach involves tracking web analytics to monitor the usage of the grant guidance resource hub and the training recordings. The workgroup can consider best means to gather qualitative data about the usefulness and impact of the resources and support provided from those who use them, such as voluntary feedback links made available to grant funders, grantees, intermediary partners and other users. This information will be used to identify trends, successes, and areas for improvement, and to refine the resources and support offered to enhance equitable grantmaking further.	Presentations explaining the outcomes and successes of these actions will be made at relevant CBP meetings. Additionally, successful practices and stories of grant recipients will be highlighted in communications and the website to showcase the impact and promote further adoption of equitable grantmaking practices across the watershed.	