

BIENNIAL STRATEGY REVIEW SYSTEM

Chesapeake Bay Program



Logic and Action Plan: Post-Quarterly Progress Meeting

Diversity Outcome 2020-2021

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

Long-term Target: Increase the percentage of people of color participating in the CBP partnership to 25%, with 15% in leadership, by 2025.

Acronyms:

CB- Chesapeake Bay **CBP-** Chesapeake Bay Program **CBPO-** Chesapeake Bay Program Office **DEIJ-**Diversity, Equity, Inclusion, and Justice **EJ-** Environmental Justice **GIT-** Goal Implementation Team **HBCU-** Historically Black Colleges and Universities **MB-** Management Board **MSI-** Minority Serving Institution **PSC-** Principals' Staff Committee **WG-** Workgroup

Factor	Current Efforts	Gap	Actions	Metrics	Expected Response and Application	Learn/Adapt
<i>What is impacting our ability to achieve our outcome?</i>	<i>What current efforts are addressing this factor?</i>	<i>What further efforts or information are needed to fully address this factor?</i>	<i>What actions are essential (to help fill this gap) to achieve our outcome?</i>	<i>What will we measure or observe to determine progress in filling identified gap?</i>	<i>How and when do we expect these actions to address the identified gap? How might that affect our work going forward?</i>	<i>What did we learn from taking this action? How will this lesson impact our work?</i>
Funding: (a) Adequate funding is needed for programs and positions that provide or can provide entry pathways for	Great progress has been made in recent years to promote and create programs that provide entry pathways into the	We need to look holistically at existing programs to fully assess funding needs and gaps.	We will work with the Management Board and others to compile a list of existing programs and opportunities for a holistic	Track number of programs/positions that recruit underrepresented individuals. If possible, track changes to grants that expand funding	By applying these changes, we expect the number of opportunities and the number of underrepresented people in the partnership to	

underrepresented individuals to enter the environmental field.	environmental field.		assessment before deciding on the best next steps for securing sustained and additional funding (2.1). Inventory the job market to establish opportunities for careers in the environmental field (2.2).	into these sorts of programs and opportunities.	increase. This will lead to the diversity indicator improving as more people have the opportunity and networks to get jobs in the partnership.	
Funding: (b) An equitable lens must be applied to grants and other funding opportunities.	Some organizations and agencies are adjusting their guidelines and grant processes to address these inequities.	There is more work to be done to make grant processes and funding equitable. CBP groups need guidelines, best practices and examples on how to do this.	Assess current practices and develop grantmaking guidelines to increase DEIJ in grant-making and funding processes (4.1).	Track changes to grants that adjust their requirements, guidelines, and/or processes to make them more equitable.	By applying these changes, grant funding will be more accessible to underrepresented groups and funds will be distributed more equitably.	
Employment: (a) Eliminate bias and promote inclusiveness in recruitment, hiring, and retention practices. Collaborate with partners to implement DEIJ considerations in hiring for entry level positions, establishing a diverse pool of candidates for employment in permanent positions within the partnership.	Some organizations are adjusting their recruitment, hiring practices (e.g. job descriptions) to promote greater inclusiveness.	We need to further promote best practices and resources for recruitment, hiring, and retention. We need to explore ways to make the federal hiring process more inclusive. We need to better coordinate to establish a pool of diverse candidates entering permanent positions within the partnership.	Aggregate, package, and disseminate resources for recruitment, hiring, and retention (2.3). Assess the federal government hiring authorities (2.4). Coordinate efforts to implement DEIJ considerations in the hiring of CB entry level positions, establishing a pool of diverse candidates for permanent positions within	Track changes to recruitment, hiring and retention practices. We will also measure this progress with the diversity indicator survey. The next one will be in 2021.	This will increase diversity in the partnership by promoting inclusive hiring and retention practices.	

			the partnership. (2.8).			
<p>Employment: (b) Intentionally engage with HBCUs, MSIs, and other groups and associations that attract and support underrepresented individuals.</p>	<p>We are attending career fairs at HBCUs and MSIs. Our newsletter shares job announcements and opportunities with students and connections at HBCUs/MSIs (1.3). MOUs with Bowie State and Virginia State Universities were signed to strengthen connection to the Chesapeake Bay through interaction with CBP partners.</p>	<p>We need to continue building relationships with HBCUs and MSIs and specifically target Career Centers and certain departments, as well as sororities, fraternities, clubs, and professional associations that attract and support students of color and students from other underrepresented groups.</p>	<p>Establish relationships with staff at HBCU's and MSIs, including professors, heads of departments, and those in career services (2.5). Leverage formal agreements and partnerships to strengthen staff and student connection to Chesapeake Bay and establish new relationships. (2.6) Continue attending job fairs and career events. (2.7).</p>	<p>Track the number of HBCUs and MSIs we have reciprocal relationships with. This would include number of schools/events attended and number of staff and faculty engaged with.</p>	<p>By establishing and growing these relationships, we will increase the number of underrepresented groups and individuals who participate in the CBP and widen our networks.</p>	
<p>Organizational Culture: Advance diversity, equity, inclusion, and justice in all aspects of organizational culture and work.</p>	<p>DEIJ is becoming a prevalent discussion point in meetings and initiatives throughout the partnership. In addition, some staff and partners have received DEIJ-related training.</p>	<p>The contractor, Skeo Solutions, has found that, while the CBP has established a strong foundation, there is much work yet to do to advance DEIJ within CBP.</p>	<p>Implement the DEIJ Strategy's priority recommendations for 2020-'21 (1.4, 3.1, 3.2, 3.3, 4.1, 4.2, 4.3, 4.5, 4.6, 4.7). Develop a better understanding of the economical and societal benefits of incorporating DEIJ considerations in restoration and conservation activities (3.7)</p>	<p>Use the "Measures of Success" column in the Action Plans section of the CBP DEIJ Strategy to assess, for each of the priority recommendations, whether progress has been made.</p>	<p>By incorporating the CBP Strategy priority recommendations, we will put in place the organizational infrastructure and foster the cultural shifts needed to advance DEIJ in all aspects of our organizational culture and work.</p>	

<p>External/nexus factors: Account for effects from climate change and additional public health considerations.</p> <p>Note: could also be from policy and economic factors (e.g., student debt)</p>	<p>There is increased awareness of the importance of external factors, and there seems to be a slow but real shift to incorporate social science, public health, and climate resiliency perspectives across the board in CBP's work.</p>	<p>We need to better understand and address the effects from external factors such as climate change, public health, and economic inequity. By understanding the implications, we can take steps to mitigate them.</p>	<p>Understand and attempt to mitigate the effects of external factors. Connect with other organizations who are at the forefront of these issues e.g., public health groups, climate change/resiliency groups (3.6).</p>	<p>Track conversations related to external or nexus factors and what decisions or actions come out of such conversations. Track number of organizations that we connect to.</p>	<p>By more intentionally incorporating external/nexus factors in our conversations and work, the better we will be able to take steps to mitigate their effects in our work to meet the diversity outcome.</p>
<p>Partnerships: (a) Create and maintain partnerships with underrepresented individuals and stakeholder groups.</p>	<p>We are making connections with underrepresented individuals and stakeholder groups by attending conferences like University of Maryland EJ Symposium and Audubon Naturalist Society's Taking Nature Black and Naturally Latinos (1.1). We are inviting guest speakers to our meetings to elevate local work and make connections with underrepresented individuals (1.2).</p>	<p>We need to develop a better understanding of EJ communities and other underrepresented organizations in the watershed. We need to better connect with leaders of such communities and organizations to develop new partnerships and identify potential barriers that prevent them from connecting to the work of the CBP. We need to assess and explore options that address potential barriers to increase accessibility and enable participation in the implementation of the <i>Chesapeake Bay Watershed Agreement</i>.</p>	<p>Develop a better understanding of EJ communities and underrepresented organizations through stakeholder mapping or other exercise (1.4). Meet with leaders of newly identified groups (1.5). Explore the options and determine a process for a Community Advisory Board (or similar entity/group) composed of compensated EJ leaders (3.3). Address barriers to increase accessibility and enable participation (3.4, 3.5).</p>	<p>Once we develop a better understanding of EJ communities and underrepresented organizations, we will track how many leaders/groups we connect with. We also measure this progress with the diversity indicator. The next indicator survey will be in 2021.</p>	<p>By establishing and growing these relationships, we will increase the number of underrepresented groups and individuals that are connected to and engaged in the partnership's efforts, including decision-making and implementation efforts.</p>

<p>Partnerships: (b) Partner with GITs, workgroups, and other teams of the CBP to advance DEIJ goals in the work of the other <i>Chesapeake Bay Watershed Agreement</i> outcomes.</p>	<p>We have worked with some CBP teams and workgroups previously such as the Tree Canopy group under the Forestry Workgroup.</p>	<p>We need to continue working with such groups as well as intentionally reach out to other CBP groups for collaboration.</p>	<p>(i) Find opportunities and connect with other teams to advance DEIJ in their work (4.8). (ii) Develop and offer additional trainings and tools that enable other groups to consider DEIJ in their work. (4.5, 4.7).</p>	<p>(i) Track number of coordinated efforts and partnered projects with other teams. (ii) Track how many teams consider DEIJ, e.g. through their logic and action tables, site selections, membership, and GIT funding projects.</p>	<p>By continuing to work with other workgroups and GITs, we will be better able to create meaningful opportunities to engage currently underrepresented stakeholder groups and incorporate DEIJ in the implementation of the <i>Chesapeake Bay Watershed Agreement</i>.</p>	
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ACTIONS – [2020-2021]

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
Management Approach 1: Enhance communication and outreach to underrepresented stakeholders.					
1.1	Continue attending conferences like UMD EJ Symposium, Taking Nature Black, Naturally Latinos, and events like Festival del Rio. Identify other conferences/events to attend and make new connections.	Attend conferences and events with a focus on DEIJ. Establish new relationships and bring those parties into the CBP.	WG members, Steering Committee	CB watershed	Ongoing
1.2	Continue inviting guest speakers to in-person meetings to elevate local work and make connections with underrepresented individuals.	Elevate at least one local group/project at each in-person WG meeting.	Coordinator and Staffer of the WG with input from WG members and Steering Committee.	CB watershed	Ongoing
1.3	Continue to send monthly workgroup newsletter with employment, professional development, and other opportunities and updates.	Grow the membership of this list to include new relationships such as those with HBCUs and MSIs.	Staffer of the WG with input from WG members	CB watershed	Ongoing

ACTIONS – [2020-2021]

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
1.4	Develop a better understanding of EJ communities and underrepresented organizations in the CB Watershed.	Conduct preliminary research to develop a better understanding of EJ communities and currently underrepresented organizations in the CB Watershed.	Summer 2020 intern with additional input from WG members	CB watershed	Summer and Fall of 2020
1.5	Develop stronger relationships with EJ communities and underrepresented organizations.	(i) Reach out to and build relationships with leaders of underrepresented organizations identified in action 1.4 who are not yet connected to the CBP partnership in some way. (ii) Enhance these relationships by establishing shared language that resonates with the EJ community.	(i) Coordinator and Staffer of WG to lead coordination of outreach (ii) WG members	CB watershed	2020-2021
Management Approach 2: Create and expand employment opportunities for underrepresented individuals and communities by strengthening connections to existing resources and creating new avenues for career building.					
2.1	Work with the Management Board and others to compile a list of existing programs and positions that provide or can provide entry pathways and opportunities for underrepresented individuals to enter the environmental field. With a complete understanding of existing programs and gaps, assess next steps to bolster such opportunities and ensure sustained funding of programs.	Create and maintain a list of existing programs and positions; identify next steps and opportunities to evaluate existing programs/opportunities and ensure sustained funding.	Management Board, WG members	CB watershed	2020-2021
2.2	Inventory the job market to establish opportunities for careers in the environmental field and their potential growth and salaries.	Conduct a jurisdiction by jurisdiction inventory of the job market to identify what fields are growing and what career options exist.	WG members	CB watershed	2020-2021
2.3	Aggregate, package, and disseminate inclusive practices and resources for recruitment, hiring, and retention.	Establish a way to host this resource and maintain and share it with others in the partnership.	Coordinator and Staffer of the WG with input from WG members and Steering Committee	CB watershed	Summer-Winter 2020

ACTIONS – [2020-2021]

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
2.4	Explore ways to increase inclusion in the federal hiring process. E.g., examine the federal government's hiring authorities to expand who may qualify for non-competitive service positions.	Examine the hiring process and establish a way to expand hiring authorities to align with the Chesapeake Conservation Corp and other groups.	Federal agency WG members and other relevant parties.	CB watershed	2020-2021
2.5	Establish relationships with staff at HBCU's and MSIs, including professors, heads of departments, and those in career services.	Establish relationships with HBCUs, MSIs and community colleges in the watershed, intentionally connecting with university/college career centers and science, agriculture, and additional departments, as well as sororities, fraternities, clubs, and professional associations that attract and support students of color and students from other underrepresented groups at such universities and colleges. If possible, for each school, identify one or more point of contacts to share open positions or determine another process to share opportunities.	WG members	CB watershed	Ongoing
2.6	While accomplishing action #2.5, leverage formal agreements and partnerships to strengthen staff and student connection to the Chesapeake Bay.	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.	WG members	CB watershed	Ongoing
2.7	Continue attending job fairs and other career events to promote internship and employment opportunities within CBP organizations.	Attend multiple job fairs and career events each year, several of which are intended for underrepresented audiences.	WG members	CB watershed	Ongoing

ACTIONS – [2020-2021]

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
2.8	Coordinate efforts to implement DEIJ considerations in the hiring of CB entry level positions (e.g. C-StREAM, Chesapeake Conservation Corps, Staffer positions), establishing a pool of diverse candidates for permanent positions within the partnership.	Set up a meeting or establish a process to better coordinate and facilitate these opportunities.	WG members who oversee/mentor entry level positions and others who recruit positions within the partnership.	CB watershed	Ongoing
Management Approach 3: Promote environmental justice through the meaningful involvement and fair treatment of all people, regardless of race, color, national origin or income, in the implementation of the <i>CB Watershed Agreement</i>.					
3.1	Work with the CBP leadership, GITs, workgroups, and other relevant parties to identify specific decision points and other milestones within the GIT workplans and processes supporting the development and implementation of the <i>CB Watershed Agreement</i> , where communities of color, low income communities and other underrepresented groups can influence the implementation of the <i>CB Watershed Agreement</i> .	Identify specific decision points and milestones within each GIT/workgroup and share these opportunities with members of the Diversity WG as well as other underrepresented stakeholders, such as at the Maryland EJ Symposium.	Coordinator and Staffer of WG, with input from leadership of relevant parties as well as WG members.	CBPO	Spring-Fall of 2021
3.2	Following the adoption of the DEIJ statement (action #4.2), work CBP leadership and other relevant parties to clarify language in authorizing CBP documents to reflect a priority on developing long-term relationships with organizations run by and primarily serving communities of color and other underrepresented communities (in addition to, and distinct from organizations that engage communities of color and	Adjust language in Governance and Management Framework document, in addition to other authorizing documents, to incorporate DEIJ statement and values.	Coordinator and Staffer of WG with help/guidance from, the Enhance Partnering, Leadership and Management GIT, and with input from WG members and other parties.	CBPO	Spring-Fall of 2021

ACTIONS – [2020-2021]

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
	other underrepresented communities but are not led by representatives of these communities).				
3.3	Explore the options and determine a process for a Community Advisory Board (or similar entity/group) composed of compensated EJ leaders and representatives from organizations led by people of color and other underrepresented groups – that could serve as (1) a sounding board and resource for development and implementation of the <i>CB Watershed Agreement</i> , including outcome workplans and grant-making and (2) a resource pool for identifying and developing leaders from communities of color, low income communities and other underrepresented groups to serve as representatives on groups throughout the Governance and Management Framework.	Work with the MB and other relevant parties (e.g., the Enhance Partnering, Leadership and Management GIT) to evaluate options and establish a path for this entity or process. Examine the role that the Citizens Advisory Committee currently provides and whether there is opportunity to further their DEIJ efforts and increase representation from the EJ community.	Coordinator and Staffer of WG to facilitate this with help from others, including MB and GIT 6.	CBPO	2020-2021
3.4	Connect leaders of groups identified in actions #1.1, 1.2, 1.4, 3.3 with other workgroups and teams of the CBP so they can participate as members or interested parties of such workgroups/teams.	Intentionally connect leaders/stakeholders to CBP teams based on common interests (e.g., connect leaders interested in climate resiliency to the Climate WG).	WG members, coordinators and staffers of CBP workgroups and GITs.	CBPO	2020-2021
3.5	Along with actions #1.5 and 3.4, identify and address barriers that prevent underrepresented groups from participating in the	Develop a better understanding of barriers that have kept underrepresented groups from participating in the past decision-making and implementation. Create a list	WG members with coordination from coordinator and staffer.	CBPO	2020-2021

ACTIONS – [2020-2021]

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
	implementation of the <i>Chesapeake Bay Watershed Agreement</i> . E.g., evaluate funding, scholarship, or travel assistance opportunities for underrepresented stakeholders to enable increased participation.	of identified options/opportunities for addressing barriers and capacity needs.			
3.6	Develop a better understanding of effects from external factors such as climate change, public health, and economic inequity. By understanding the implications, we can then take steps to mitigate them.	Develop a better understanding and connect with other organizations and CB groups who are at the forefront of these issues e.g., public health groups, climate change/resiliency groups.	WG members	CB watershed	2020-2021
3.7	Develop a better understanding of the economical and societal benefits of incorporating DEIJ considerations in restoration and conservation activities, and provide this information to funders and others involved in decision-making.	Develop a better understanding of current research, documents, and resources that speak to this. Assess gaps and next steps for a complete assessment.	WG members	CB watershed	2020-21
Management Approach 4: Advance diversity, equity, inclusion, and justice in all aspects of organizational culture and work.					
4.1	Develop grantmaking guidelines that promote non-discriminatory policies among applicant organizations, encourage grant-making organizations to prioritize DEIJ in their organizational practices and funding decisions, encourage restoration investments that align with community-identified needs and benefits, and encourage capacity building investments and partnerships with organizations that are run by and primarily serve communities of	(i) Complete baseline analysis of grant programs and grantmaking guidelines that currently exist. (ii) Work with funders to develop grantmaking guidelines that address these elements. Present at UMD EJ symposium or seek other methods/events to iteratively gather and incorporate feed from EJ leaders. (iii) Share these guidelines widely with partners. Track funding practices to identify changes.	Funders and WG members, coordinated by WG coordinator and staffer.	CB watershed	Spring-Summer 2021

ACTIONS – [2020-2021]

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
	color and other underrepresented communities. In such guidelines, ensure that efforts to track funding allocation maintain the distinction between organizations run by and primarily serving communities of color and other underrepresented communities versus community-based organizations that are not led by the community they serve or engage.				
4.2	Work with the Management Board to adopt a clear and succinct DEIJ statement that fully captures definitions for DEIJ and EJ and how each of these topics relates to and advances the mission of CBP.	CBP adopts an official DEIJ statement.	Executive Council, with support from PSC, MB, and WG members	CB watershed	August 2020
4.3	Following the adoption of the DEIJ statement, work with the Management Board, Enhance Partnering, Leadership and Management GIT and other relevant parties to update the Governance and Management Framework for the CBP to include a) explicit diversity goals for each group in their “Leadership and Membership” sections, b) language describing the role and impact of DEIJ and EJ considerations in the “Process for Decision-Making” section, and c) mechanisms for raising and addressing DEIJ issues. Reflect a priority on developing long-term relationships with organizations	Update the Governance and Management Framework to reflect the DEIJ statement and values.	Coordinator and Staffer of WG to lead coordination of this with support from WG members, MB, Enhance Partnership, Leadership, and Management GIT, and other relevant parties.	CB watershed	Spring-Fall 2021

ACTIONS – [2020-2021]

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
	run by and primarily serving communities of color and other underrepresented communities (in addition to and distinct from organizations that engage communities of color and other underrepresented communities but are not led by representatives of those communities).				
4.4	Following the adoption of a DEIJ statement (action #4.2), work with the Strategy Review System (SRS) Team to explore using the SRS process to incorporate this language into the Management Strategies of other outcomes.	Discuss the best process for this with the SRS Team, e.g. at one of their monthly meetings.	Coordinator and Staffer of WG to coordinate with support from SRS Team and WG members.	CB watershed	Fall 2020-2021
4.5	Prominently advertise, incentivize and recruit for the 2020 Building Cultural Competence trainings. Ensure participation from CBPO staff, Management Board and membership across all GITs and Advisory Committees.	Recruit participants and identify training dates. Support contractor in coordinating the trainings.	Coordinator and Staffer of WG to coordinate with support from WG members and contractor conducting training.	CB watershed	Fall 2020-Spring 2021
4.6	In a supportive setting, ask people of color and other underrepresented groups, who are currently involved in the CBP, what is working well for them in the current work environment 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.	Conduct a focus group or distribute a survey. Prioritize recommendations for implementation.	Coordinator and Staffer of WG to organize this, potentially with help from a contractor.	CB watershed	Fall 2020-Summer 2021

ACTIONS – [2020-2021]

Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
4.7	Develop and broadly disseminate the tools CBP identifies and/or develops on DEIJ, racial equity and EJ issues.	Post tools onto Diversity WG website and share widely via email and other avenues, e.g. presentations at conferences, etc.	WG members	CB watershed and beyond	Ongoing
4.8	Partner with GITs, workgroups, and other teams of the CBP to advance DEIJ goals in the work of the other <i>Chesapeake Bay Watershed Agreement</i> outcomes.	Continue working with teams such as the Urban Tree Canopy group as well as intentionally reach out to other CBP groups for collaboration. Find opportunities and connect with other teams to advance DEIJ in their work.	WG members with coordination from coordinator and staffer.	CB watershed	Ongoing