

BIENNIAL STRATEGY REVIEW SYSTEM

Chesapeake Bay Program



Logic and Action Plan: Post- Quarterly Progress Meeting

Diversity Outcome 2022-2023

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>
Commitment: (a) Those in a position to make decisions can provide entry pathways for underrepresented individuals to enter the environmental field and make selections for other positions in the Bay partnership with a focus on equitable representation.	Great progress has been made in recent years to promote and create programs that provide entry pathways into the environmental field, such as recent executive orders instructing federal agencies to improve the hiring and retention of underrepresented individuals.	The landscape is dynamic and the Diversity Workgroup needs to continuously stay informed of the latest changes. We need to address the language in the governance document that refers to current managers to be more inclusive when making selections to serve in the partnership.	We will work with the Management Board and others to envision and initiate a strategy for improving engagement with under-represented individuals and stakeholder groups representing underserved communities.	Track number of programs/positions that recruit underrepresented individuals.	By applying these changes, we expect the number of opportunities and the number of underrepresented people in the partnership to 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.	Many organizations and agencies have adjusted their guidelines and grant processes to address these inequities. In 2021, EPA's Most Effective Basins funding directed 1.25 M (out of a total of 8 M in funding) specifically targeted to reach underrepresented communities.	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 a mechanism to track improvements in funders' ability to reach under-represented organizations and overburdened communities.	Track changes to grants that adjust their requirements, guidelines, and/or processes to make them more equitable. Track differences in the types and locations of organizations receiving funding.	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 among CBP partners. Collaborate with partners to implement DEIJ considerations in hiring for all positions within the partnership.	Some organizations are adjusting their recruitment, hiring practices (e.g. job descriptions) to promote greater inclusiveness.	We need to better coordinate to establish a pool of diverse candidates entering permanent positions within the partnership.	Coordinate efforts to implement DEIJ considerations in the hiring of CB entry level positions, establishing a pool of diverse candidates for permanent positions within the partnership. (2.8).	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 2022.	This will increase diversity in the partnership by promoting inclusive selection, training, and retention practices.	.
Engagement:		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.	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.		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.	

			(2.7).			
<p>Organizational Culture:</p> <p>(a) Advance diversity, equity, inclusion, and justice in all aspects of organizational culture and work.</p> <p>(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>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. We have developed a better understanding of the economical and societal benefits of incorporating DEIJ considerations in restoration and conservation activities (3.7)</p> <p>There is a new SRS question that asks GITs and workgroups to identify how they are integrating DEIJ into their work.</p>	<p>In Scope 11, focus groups revealed that, while the CBP has established a strong foundation, there is much work yet to do to advance DEIJ within CBP.</p> <p>We need to intentionally reach out to other CBP groups for collaboration and aid the DEIJ coordinator in supporting all GITs and Workgroups in integrating DEIJ into their work.</p>	<p>Collaborate with the DEIJ coordinator to implement key elements of the DEIJ Implementation plan and accountability framework.</p> <p>Develop and offer additional trainings and tools that enable other groups to consider DEIJ in their work. (4.5, 4.7).</p>	<p>Use the “Measures of Success” column in the Action Plans section of the CBP DEIJ Implementation Plan to assess, for each of the priority recommendations, whether progress has been made.</p> <p>i) Track number of coordinated efforts and partnered projects with other teams.</p> <p>ii) Track how many teams consider DEIJ, e.g. through their narrative responses, logic and action tables, site selections, membership, and GIT funding projects.</p>	<p>By collaborating on the implementation of the DEIJ implementation plan, 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. By continuing to work with other workgroups and GITs, we will create meaningful opportunities to engage currently underrepresented stakeholder groups and incorporate DEIJ in the implementation of the <i>Chesapeake Bay Watershed Agreement</i>.</p>	.
<p>External/nexus factors:</p> <p>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. EJScreen and the</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, other federal agencies (3.6).</p>	<p>Track conversations related to external or nexus factors and what decisions or actions come out of such conversations.</p> <p>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>	

	Diversity dashboard are two tools that help us understand the nexus between factors in the communities we serve.					
Partnerships: (a) Create and maintain partnerships with underrepresented individuals and stakeholder groups. (b) Engage with HBCUs, MSIs, and other groups and associations that attract and support underrepresented individuals.	<p>We have made connections with underrepresented individuals and stakeholder groups by engaging them in workgroup meetings, the steering committee, and Diversity Workgroup Presents webinars. MOU with Virginia State University has an active workplan and will strengthen student and faculty connection to the Chesapeake Bay through interaction with CBP partners.</p>	<p>We need to continue building relationships with underrepresented/ overburdened communities and with HBCUs and MSIs.</p>	<p>Meet with leaders of newly identified groups. Address barriers to increase accessibility and enable participation.</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. Track the number of HBCUs/ MSIs we have reciprocal relationships with. This would include number of schools/events attended and number of staff and faculty engaged.</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>	

ACTIONS – [2022-2023]

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Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
Management Approach 1: Enhance communication, education, and outreach.					
1.1	Continue inviting guest speakers to virtual and in-person meetings and webinars to highlight local work and make connections with underrepresented individuals. Provide platform for smaller organizations to be heard.	Highlight at least one local group/project at each in-person WG meeting to promote mutual learning and provide a platform for the featured group/project to reach a wider audience. Collaborate with Communications to host at least 4 webinars open to the public annually that feature diversity WG members' work.	Chair, Coordinator and Staffer of the WG with input from WG members and Steering Committee.	CB watershed	Ongoing
1.2	Continue to send workgroup newsletter with funding opportunities, conferences, events and updates to share information about helpful resources with a broader, more diverse audience.	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
1.3	Improve understanding of EJ communities and underrepresented organizations in the CB Watershed and develop stronger relationships with them.	1. Continue research to develop a better understanding of specific EJ communities and currently underrepresented organizations serving them in the CB Watershed, including those led by and/or serving returning citizens. 2. Reach out to and build relationships with leaders of underrepresented organizations identified who are not yet connected to the CBP partnership in some way.	1. Summer 2022 intern with additional input from WG members 2. CCC member; capacity building CStream intern	CB watershed	1. Summer and Fall of 2022 2. Fall 2022- Summer 2023
1.4	Increase visibility of DEIJ implementation, the tools CBP identifies and/or develops on inclusive practices for recruitment, hiring and retention, racial equity and EJ issues.	Post tools onto Diversity WG website, partner sites, and share widely via email and other avenues. Develop a schedule of opportunities to deliver the tools or recommendations through trainings (such as the allyship series in CBP), presentations at conferences, etc.	DEIJ Coordinator	CB watershed and beyond	Ongoing
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	Foster relationships with staff at HBCU's and MSIs, including professors, heads of departments, and those in career services and leverage formal agreements	Connect 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	DWG Coordinator, Contacts at MOU Universities, WG members	CB watershed	Ongoing

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Action #	Description	Performance Target(s)	Responsible Party (or Parties)	Geographic Location	Expected Timeline
	to strengthen staff and student connection to the Chesapeake Bay.	other underrepresented groups at such universities and colleges. Identify one or more points of contact to share open positions or determine another process to share opportunities. Identify other existing partnerships or formal relationships between HBCUs/MSIs and CBP organizations. Continue and promote activities under MOUs.			
2.2	Provide resources to help facilitate student/entry level engagement and support for career development for underrepresented individuals.	Provide training on how to apply for jobs, attend job fairs, set up mentorship opportunities, interview prep, and other career development events to promote internship and employment opportunities within CBP organizations. Host C-StREAM internships.	Coordinator, Steering Committee, WG members; C-Stream Coordinator; Staffer Coordinator (in the form of bimonthly touch base between DWG and coordinators?)	CB watershed	Ongoing
2.3	Facilitate a semi-annual Management Board exchange of progress, best practices and ideas for increasing diversity of the CBP staff and partners.	Ask MB members to report on their efforts to incorporate DEIJ into their activities and recruitment efforts. The facilitator will promote exchange of best practices and discussion.	GIT 6, DEIJ coordinator	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 CB Watershed Agreement.					
3.1	Connect leaders of stakeholder groups identified in section 1 with other workgroups and teams of the CBP so they can participate in the decision-making process, obtain resources, or otherwise inform the implementation of the CB watershed agreement.	Intentionally connect leaders/stakeholders and Diversity Workgroup members to CBP teams based on common interests (e.g., connect those interested in water quality with WQGIT) so they can be informed, have the ability to comment and participate to the extent that they're interested or available	WG members, coordinators and staffers of CBP workgroups and GITs. CStream intern 2022 (DEIJ)	CBPO	Ongoing
3.2	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.	Work with STAR to address this science need. 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	2022-2023

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3.3	Develop a better understanding of the economic and societal benefits of incorporating DEIJ considerations in restoration and conservation activities, and provide this information to funders and others involved in decision-making.	A. Work with Budget and Finance Workgroup and NCEE to secure a contractor to conduct a study on this topic. B. Strategic engagement with outcome teams as they go through SRS process	A. Coordinator supports NCEE on this study. B. DWG supports Communication team efforts	CB watershed	2022-2023
Management Approach 4: Advance diversity, equity, inclusion, and justice in all aspects of organizational culture and work of the Chesapeake Bay Program and its partners.					
4.1	Clarify Diversity workgroup roles and responsibilities.	Define workgroup goals, roles of community organizations, roles/responsibilities of steering committee.	WG Steering committee	CB Watershed	2022-2023
4.2	Work with funders to improve equitable distribution of grant funds.	(i) Complete baseline analysis of grant programs, grantmaking guidelines, distribution of funding that currently exist. (ii) Work with funders to develop opportunities that work for underrepresented groups. (iii) Share these guidelines widely with partners. Track funding practices to identify changes.	Funders and WG members, GIT Project for 2022, coordinated by WG coordinator and staffer.	CB watershed	2022-2023
4.3	Implement high priority elements of the DEIJ implementation plan as identified in the plan.	1. Collect and analyze narratives on DEIJ efforts as reported by MB members/ jurisdictions. 2. Explore additional metrics or improved strategies for evaluating progress toward the Diversity Outcome.	DEIJ Coordinator, plus Coordinator and Staffer of WG, to lead coordination of this with support from MB and GIT 6.	CB watershed	Annually
4.4	Explore the possibility of creating or joining existing affinity groups for the workplace.	Engage with EPA Region 3 affinity groups as a starting point.	Coordinator and Staffer of WG	CB watershed	2023
4.5	Improve reliability and analysis of Diversity Survey and indicator.	1. Analyze both random sample and census methodologies. 2. Compare results to evaluate comparability. 3. Analyze multiple factors to gain additional insights beyond just the indicator.	Coordinator and staffer with support from PAB contract	CB Watershed	2022