



Narrative Analysis

[DIVERSITY OUTCOME – FEBRUARY 13, 2020]

Definitions* of terms used in this document:

Diversity - The demographic mix of a specific collection of people, taking into account 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, relationship to the natural environment.

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.

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.

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...”

DEI = Diversity, Equity, and Inclusion

DEIJ = Diversity, Equity, Inclusion, and Justice.

**Definitions provided by Skeo Solutions, LLC.*

1. Examine your red/yellow/green analysis of your management actions. What lessons have you learned over the past two years of implementation?

The Diversity Workgroup has identified several lessons and barriers over the past two years of implementation:

Successes

We established the Diversity Indicator; a goal to have 25% people of color participating in the partnership, with 15% in leadership, by 2025. We have built strong relationships with underrepresented stakeholders, which is key to achieving the outcome and must be the first step. Specifically, we’ve established MOUs with Bowie State University and Virginia State University. We’ve also attended many career fairs and other career events, mostly at minority

serving institutions (MSIs). In addition, we conducted a DEI Readiness Assessment, which was made possible through a Goal Implementation Team funded project and carried out by Skeo Solutions to assess the environment of DEI at CBP.

Internal Workgroup Challenges

Workgroup members feel a lack of control, and therefore ownership, over the actions in the Logic & Action plan. Successes in the Logic & Action Plan were due in large part to the time and initiative of staffers and the coordinators. Reasons for the lack of ownership include the length of the Logic & Action Plan and its unfamiliar and overwhelming nature. There is also a sense of disconnect from workgroup members who feel they are not included in the Chesapeake Bay Program.

Additionally, the Diversity Workgroup has raised a need to identify clear ways with which to measure the success, and what it means to successfully achieve the Diversity Outcome. The Diversity Indicator, focused on the percent of people of color engaged in the partnership and in CBP leadership, measures only a component of our progress to meet our broader outcome of meaningfully recruiting and engaging underrepresented stakeholder groups in the leadership, decision making and implementation of conservation and restoration activities.

Funding Challenges

We have found it is difficult for stakeholders who are not currently involved to have meaningful engagement as many of them serve in a volunteer capacity and cannot participate in Bay Program when they are not compensated for their time or travel.

Employment Challenges

Internships, entry level positions, and other ways to enter the environmental field are often low paid or not paid at all. This is a significant barrier for people who do not have the additional means or support to accept those positions despite their low pay.

Organizational Culture Challenges

A critical element is addressing the lack of diversity in staff positions within the Bay Program partnership. There is a perceived lack of control over this, so work is needed to address these barriers, which include organizational cultures that inhibit not only hiring but retention of a diverse staff. Leadership could take steps to be more proactive in this area.

Another element of organizational culture is the lack of space for community-based organizations within the CBP partnership structure. As an example, these parties are often unable to participate during the hours in which Bay Program meetings are typically held. The current environment is not set-up to be inclusive of community groups and grassroots organizations, who represent important perspectives that must be incorporated. The constant use of acronyms and CBP language at meetings is another barrier to creating an inclusive environment.

- Regardless of how successful your short-term progress has been over the past two years, indicate whether we are making progress at a rate that is necessary to achieve the outcome you are working toward.

% People of color	2016	2019	2025 Goal
In CBP	13.7	14.6	25
In CBP leadership	9.1	10.3	15

The Bay Program is not making progress at a rate necessary to achieve the diversity outcome. The Diversity Indicator above illustrates that minimal progress has been made to increase diversity in the partnership. The lessons learnt over the past two years (Question 1 above) are some major reasons for the lack of progress. Additionally, there was a period of about 18 months where there was either no workgroup coordinator or no workgroup staffer, which led to a one year gap in between Diversity Workgroup in-person meetings and a five month gap between work-group conference calls during this period.

DEI Readiness Assessment Findings

Skeo Solutions, the consultant creating the DEI Strategy conducted a DEI Readiness Assessment of CBP and found the following:

- 88-97% of survey respondents from across the organization believe that DEI practices will benefit CBP on the following measures:
 - Ability to better serve the public,
 - Broaden our partnerships,
 - Advance our mission,
 - Encourage diversity, equity and inclusion in decision-making,
 - Expand our supporters, and
 - Improve hiring and retention of diverse staff.
- Survey results also show respondents are not yet convinced that CBP is actively demonstrating a commitment to diversity, equity and inclusion. Only 25-35% of respondents agreed or strongly agreed that CBP actively demonstrates a commitment to each one of these three factors.

- What scientific, fiscal and policy-related developments will influence your work over the next two years?

Funding

Programs that exist to create entry ways into the environmental field, such as Maryland-DNR Work2Live Well, Chesapeake-StREAM, Chesapeake Bay Gateways and Watertrails Network, and others work to address many of the gaps. These need to be sustained and could be replicated, improved, and made more accessible with more funding.

Funding is not always allocated equitably, a study by Matthew Dernoga and Sacoby Wilson, and others that looked at wetland restoration in Maryland and found disparities in distribution of

funding by race, geography, and socioeconomic status. While some grant-making organizations are adjusting for this reality, funding needs to be systemically equitable.

In order to create meaningful opportunities and programs for stakeholders not currently engaged, partner funding needs to be allocated differently and more equitably. The small size or lack of 501©3 status prevents grassroots and community organizations from receiving grants and other opportunities for capacity building. Grant-making organizations are beginning to incorporate more equitable practices considering this.

Employment

Many employees in the federal workforce are approaching retirement. This will create a window of opportunity to hire a more diverse workforce. It's essential that recruiting and hiring efforts are intentional and inclusive. Studies by Green 2.0 found that across the environmental field, there are many issues with recruitment, hiring, and retention. The "Green Ceiling" that keeps people of color from careers and leadership in the environment must be addressed.

Organizational Culture

A Diversity, Equity, and Inclusion Strategy for the Chesapeake Bay Program is nearing completion. This two-year project took an in-depth look at CBP and how it operates. This document, and its recommendation to adopt a DEI Statement will be critical in guiding the Bay Program to achieve the Diversity Outcomes, especially in terms of addressing organizational culture. This needs to include the adoption of diversity, equity, inclusion, and justice as an element in other workgroups and GITS.

4. [Based on your response to the questions above, how will your work change over the next two years?](#)

The workgroup's goals and efforts need to be streamlined in order to make them more manageable and effective in addressing the factors and gaps that have been identified over the past two years. We will adjust the current management strategy to reflect these factors and make changes to the four Management Approaches that are currently the basis of the Logic & Action Plan.

The DEI Strategy Skeo created for us is called "Restoration from the Inside Out". Their recommendations suggest that we start by looking at our internal processes and documents and focus on changing the framework by which we operate. By fully integrating DEIJ internally first, and changing our language and processes to reflect our values of DEIJ, we will be poised to focus on advancing DEI through mission related work in the wider partnership.

In the next two years we plan to be devoted to implementing and supporting these recommendations and changes.

5. What, if any, actions can the Management Board take to help ensure success in achieving your outcome?
 1. Allocate time at an upcoming Management Board meeting (March or April) to review and discuss the DEI Strategy, and establish the process for implementation.
 2. Management Board to commit to attending, encourage others to participate, in the upcoming DEIJ trainings other initiatives that come out of the DEI Strategy.
 3. Create space and increase opportunities for non-traditional partners to participate fully in Bay Program activities, beyond the Diversity Workgroup.
 4. Be champions for funding related to DEIJ, for example, making changes to the grants CBP does have control over, and thinking about how we can influence the things we don't have direct control over. This also includes exploring how funding can be allocated towards programs such as workforce development programs, expanding on ones that exist and replicating those that have been successful.