DEIJ Strategy Implementation Plan

Chesapeake Bay Program — A Watershed Partnership

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
			Strengthening CBP's Authorizing Environment for DEIJ			
	> Objective 1: Create an authorizing environment for DEIJ					
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.	Phase 1: Develop and adopt a statement. Ongoing: Review the statement annually and update based on lessons learned.	Has a DEIJ Statement been adopted?	Lead: Management Board Supports: Consultant, Diversity Workgroup, GIT6 (Enhance Partnering, Leadership, and Management GIT), Stewardship GIT, Communications Team	action complete - Delete "Use consultant support to help draft this statement."	

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Develop and adopt a statement	N/A		Aug-20	Complete	None
	Subtask/Step 2	Continue to disseminate statement and update annually as needed based on lessons learned	CAB, Diversity Workgroup	On-going		On-going	None

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	
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 agreement	Following the adoption of the DEI Statement, develop and incorporate both general language (appropriate for all Watershed Agreement Outcomes) and Outcome-specific language into each Management Strategy through the third round (2021 - 2023) of the SRS process.	Lead = GIT 6. Supporting roles = Outcome leads (GIT and/or Workgroup), Management Board	End of third SRS round (Spring, 2023)	

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Draft general language based on DEIJ Statement for incorporation in all Management Strategies.	Lead = GIT 6. Supporting roles = Management Board, Diversity Workgroup	Aug 2021 (beginning of third round of SRS process)		This recommendation was adapted and included in the Diversity Workgroup logic an action plan. The workgroup wrote they would work with the	management Board, GITs and workgroups No outside resources needed
	Subtask/Step 2	Recommend Outcome-specific language for incorporation into each Management Strategy as it comes up for SRS review. Include goals identified by Presidential Executive	Lead = Individual Outcome leads (GITs and/or Workgroups). Supporting roles = GIT 6, Diversity Workgroup	Quarterly Progress Review Meetings with Managment Board during Round 3 of SRS process (August 2021 - Spring 2023)			
	Subtask/Step 3	Review and approval of final language for incorporation into Management Strategies	Lead = Management Board. Supporting roles = Outcome leads, GIT 6	Quarterly Progress Review Meetings with Managment Board during Round 3 of SRS process (August 2021 - Spring 2023)			

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
	Clarify language in authorizing 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 other underrepresented communities but are not led by representatives of these communities.)	Phase 1: Incorporate this language following adoption of the DEI Statement (based on the various document cycles that exist within CBP). Ongoing: Incorporate future changes as needed when the statement is updated	Have authorizing framework documents been updated?	Lead: Management Board, GIT6 Supports: Diversity Workgroup, Stewardship GIT	See DEIJ Statement developed in 1.2 and move language over into the Management Strategy as appropriate.		
1.3		**Description**	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Incorporate this language following adoption of the DEI Statement (based on the various document cycles that exist within CBP).	Diversity Workgroup, CAB	Dec 2021?		Assigned to Diversity Workgroup. Coordinate with CAB when in place; This recommendation is in the Diversity Workgroup logic and action plan. However, to date the workgroup has not made any progress on this.	Management Board, GITs and workgroups No outside resources needed
	Subtask/Step 2	Incorporate future changes as needed when the statement is updated.	Diversity Workgroup, CAB	on-going			Management Board, GITs and workgroups No outside resources needed
1.4	Update the Governance Document for the Chesapeake Bay Partnership 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, and c) mechanisms for raising and addressing DEI issues	Phase 1: Develop and incorporate this language. Ongoing: Review the language annually and update as needed based on lessons learned.	Lead = GIT 6. Supporting roles = Management Board, CAB, Diversity Workgroup	August 2021 for initial updates. Annually thereafter.	Use consultant support to help draft the language describing the role and impact of DEIJ and EJ considerations in the "Process for Decision-Making" section.		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Review language proposed by Skeo Solutions, edit and incorporate as appropriate into Governance Document	Lead = GIT 6. Supporting role = Management Board	August, 2021		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.	Management Board, GITs and workgroups No outside resources needed
	Subtask/Step 2	Review the language annually and update as needed based on lessons learned.	Lead = CAB and GIT 6 Supporting role = Management Board	Annual updates as recommended.			Management Board, GITs and workgroups No outside resources needed

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
	Biennially, incorporate changes related to the DEI Strategy annual action priorities throughout both the Diversity Outcome Management Strategy and the DWG Outcome Logic Table and Workplan.	*Ongoing:* Identify and incorporate changes needed to these documents based on the annual action priorities	Have top priority changes for this year been incorporated in these documents?	Lead: Diversity Workgroup	DEIJ Strategy – biennial action priorities.		
1.5		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Develop process to evaluate past DEI priorites and establish new priorites as needed.	N/A	Dec-21			Management Board, GITs and workgroups No outside resources needed
	Subtask/Step 2	Incorportate updated DEI priorites in the Diversity Outcome Management Stratagie as well as the DWG Outcome Logic Table and workplans.	N/A	2022			Management Board, GITs and workgroups No outside resources needed
	In addition to diversity and environmental justice, the partnership should consider addressing equity and inclusion in future Chesapeake Bay Watershed agreements or other policy directives.	Ongoing: Consider including this language in any future iterations of the Chesapeake Bay Watershed Agreement or other policy directives.	Do future policy directives incorporate equity and inclusion as in addition to diversity and environmental justice?	Lead: Chesapeake Executive Council, PSC, Management Board Supports: Diversity Workgroup, Stewardship GIT, Communications Team	See DEIJ Statement developed in 1.2 and propose and adopt similar language about equity and inclusion.		
1.6		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Develop and incorporate this language in future iterations of the Chesapeake Bay Watershed Agreement or other policy directives.	Management Board, CAB and DEIJ workgroup	on-going			management Board, GITs and workgroups Input from stakeholders and the community. No outside resources needed

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
	Establish protocol for tracking and reporting measures of success for all actions to include: 1) clear list and definitions of metrics for tracking; 2) protocols and time interval for measuring progress; 3) define baseline status; 4) define reporting structure		Systems in place to track and report measures of success for each DEIJ action, including incremental progress	Lead: DEIJ Consultant, Chesapeake Executive Council, PSC, Management Board Supports: Diversity Workgroup, Stewardship GIT, Communications Team, CAB	Utilize measures of success for each action item as starting point.		
		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Establish contract with DEIJ consultant	?	Dec 2021?			Consultant Support
	Subtask/Step 2	Define clear list and definition for tracking measures of success for each DEIJ action	CAB, Diversity Workgroup	Jun-22			Consultant Support
New	Subtask/Step 3	Establish protocols and time interval for measuring progress	CAB, Diversity Workgroup	Mar-22			Consultant Support
	Subtask/Step 4	Define baseline status for each measure of success	CAB, Diversity Workgroup	22-Sep			Consultant Support
	Subtask/Step 5	Define reporting structure and create dashboard for tracking/reporting	CAB, Diversity Workgroup	22-Sep			Consultant Support

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
Advancing DEIJ Internally						
> Objective 2: Increase DEIJ in hiring, promotion and tenure > Objective 3: Increase DEIJ in appointee and volunteer bodies > Objective 4: Increase DEIJ in internal Culture and Training						
2.1.	Increase Diversity and Inclusion for Staff, Appointees, and Volunteer Bodies					
	Create a comprehensive HR strategy, planned with diversity consultant and community feedback that enables hiring, retention at an organization that demonstrates evolving DEIJ culture and inclusive organization. Document and biennially evaluate efforts to promote DEIJ in hiring, promotion and tenure policies.	Phase 1: Develop best practices scan and prioritize strategies. Ongoing: Annual reporting and evaluation. Remain in conversation with the lead for 2.1.e about what implementation efforts are improving representation and what else is needed.	What changes have been made to policy? What are the results (see outcome measures for 2.1.f)?	Lead: Signatories and partnership organizations (including organizations that staff CBPO) Supports: Diversity Workgroup	Consultant Needed Develop a scan of best practices for federal and state partners. See especially, Leaking Talent: How People of Color are Pushed Out of Environmental Organizations (Johnson, 2019).	

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
2.1.a.a.	Subtask/Step 1	Otuline outcomes and goals of HR strategy to increase diversity and inclusion and identify champions for the work	Diversity Workgroup - Subcommittee/small group on committee representation Signatories and partnership orgs	Apr-21			Organize planning session
	Subtask/Step 2	Develop best practices inventory/summary of organizational DEIJ work and DEIJ culture change	Diversity workgroup supported by consultant	May-21			DEIJ Consultant and input from HR Signatoriess, partners and external DEIJ Stakeholders
	Subtask/Step 3	Create plan to track signatory HR change and implement strategy for disseminating best practice guidance and providing resources to all partners.	SIgnatories and partners with Diversity Workgroup supporting	Sep-21			DEIJ Consultant and input from Signatories and partners including external DEIJ stakeholders.
	Subtask/Step 4	Create a plan for internal education then implemenation of diversity goals and external awareness of diversity achievements of CBP	Implementation of DEIJ goals lead by messaging from CBP management level with guidance from DIversity Workgroup and Comms Team (to lead messaging	Oct-21			May need consultant to support to help plan proces of informing staff.

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
2.1.b.	Re-structure hiring and promotion committees as needed to include people of color and other underrepresented groups.	Phase 1: Evaluate opportunities for restructuring and implement changes. Ongoing: Continue to track representation on hiring committees and course correct as needed.	Increased representation on hiring and promotion committees over time.	Lead: Signatories and partnership organizations (including organizations that staff CBPO) Supports: Diversity Workgroup	Consultant Needed		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Conduct an assessment of hiring and promotion committees to determine current composition of committes	Diversity Workgroup - Subcommittee/small group on committee representation Signatories and partnership orgs	May-21			management Board, GITs and workgroups May need support of DEIJ consultant to develop assessment
	Subtask/Step 2	Develop plan and implement process and methodology for hiring committees to ensure diverse representation.	Diversity Commitee to provide guidance and plan and Management Board to lead	Jun-21			Management Board, GITs and workgroups Need to connect and perhaps build relationships with diverse stakeholders
	Subtask/Step 3	Develop plan to engage diverse communities around awareness of CBP and benefits of participation in CBP committees	Communications Staff and external partners from diverse communities with support from the Diversity workgroup	Aug-21			Communications team DEIJ Subcommittee Diverse external partners
2.1.c.	Document and biennially evaluate efforts to increase representation of people of color and other underrepresented groups (including recommendations from "d" below) across management, CBP staff, intern positions, Management Board, Advisory Committees, Goal Implementation Teams and Workgroups. This includes efforts at outreach, recruitment, professional development and retention.	Phase 1: Develop best practices scan and prioritize strategies. Coordinate with 2.1.d on a focus group or survey. Ongoing: Annual reporting and evaluation. Remain in conversation with the lead for 2.1.e about what implementation efforts are improving representation and what else is needed.	Increased representation across groups over time.	Lead: Diversity Workgroup Supports: Organizations that fill CBP staff and internship positions, Management Board, Advisory Committees, Goal Implementation Teams and Workgroups (particularly, staff and Chairs of these groups).	Consultant may be needed. Develop a scan of best practices for federal and state partners. Ask people in presently underrepresented groups what changes could be made (see 2.1.d).		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Establish method/tool to track DEIJ benchmarks includes hiring and committees but also includes other DEIJ goals outlined in 2.1 a.	Diversity Workgroup	Jun-21			Planning session around evaluation and tracking; HR/DEIJ consultant
	Subtask/Step 2	Establish at least annual feedback and evaluation process of hiring and other DEIJ goals and develop annual report on these goals Develop dashboard/other tracking method to show progress. Develop strategy to disseminate report and other evaluation info.	Diversity workgroup and DEIJ consultant and data/evaluation team. Work with Comms team to disseminate information about progress on DEIJ goals.				May need consultant to support development of tracking tools.

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	Ask people of color and other underrepresented groups (in a supportive setting) what is working well for them in 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.	*Phase 1*: Conduct a focus group or distribute a survey. Prioritize recommendations for implementation. *Phase 2*: Implement recommendations. *Ongoing*: Track feedback over time about staff sense of belonging and additional recommendations.	Has sense of belonging increased among people of color and other underrepresented groups? What feedback do staff have on how well implementation of their recommendations is going?	Lead: Consultant in Y1 (and possibly future years as well) Supports: Diversity Workgroup	Use consultant support to develop a template set of questions that could be used in a focus group conversation or a survey. 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.		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
2.1.d.	Subtask/Step 1	Ensure key part of planning around DEIJ strategy in 2.1 a above includes feedback about DEIJ from all staff emphasizing feedback from employees of color and other historically underrepresented groups. Ensure that this process elevates voices of those traditionally underreprsented groups.	Management Board or other management body should ensure these voices are elevated in the process.	Oct-21			Consultant support to learn how to better incorporate diverese employee voices in plannind and feedback process.
	Subtask/Step 2	Demonstrate how needs of staff of color are being met and supports are being put in place at CBP eithter through reporting or dashboard. Maintain continous feedback process to hear and act on voices of staff of color around the issue of inclusion and diversity.	Human resources and management				
	Track number, percent, retention and advancement of people of color and other underrepresented groups across management, CBP staff, intern positions, Management Board, Advisory Committees, Goal Implementation Teams and Workgroups over time.	Phase 1: Identify what measures are currently being tracked. Year 2: Establish a tracking tool and process for tracking with each group. Begin tracking. Ongoing: Continue tracking. Remain in conversation with the lead for 2.1.a about what implementation efforts are improving representation and what else is needed.	Increased representation over time across each group? Are representation goals being met?	Lead: Diversity Workgroup Supports: Organizations that fill CBP staff and internship positions, Management Board, Advisory Committees, Goal Implementation Teams and Workgroups (particularly, staff and Chairs of these groups).			
2.1.e.		**Description**	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Develop data tools and/or recommendations and evaluation resources to track hiring and retention of diverse positions and committee positions at CBP and other DEIJ goals and outcomes	Diversity Workgroup supported by other CBP management, commitees and workgroups to secure critical information for evaluation	Aug-21			Consultant may be needed to help with developing tools
	Subtask/Step 2	Announce and post publicly annual (at least) reporting on all of this work. Including annual reporting on DEIJ to Executive Council	Diversity Workgroup	Dec-21			

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
2.2.	Build a Common Understanding and Expanded Capacity for DEIJ					
	Prominently advertise, incentivize and recruit for the 2019-2020 trainings. Ensure participation from staff and management board.	*Phase 1:* Conduct Fall 2019-Winter 2020 trainings.	Were attendance goals met for each training?	Lead: Consultant, Diversity Workgroup, GIT 6 Supports: Leadership	Use consultant support to design and implement these trainings.	

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
2.2a	Subtask/Step 1	Develop plan for communicating purpose and benefits of DEIJ plan and DEIJ training to staff and Management Board	Diversity Workgroup - owns plan development and works with Consultant and Communications Team Executive Council - messaging to come from leadership of CBP	Apr-21			No additional resoruces but planning needed
	Subtask/Step 2	Establish attendance outcomes and learning goals for DEIJ training for staff and management Obtain input from staff on DEIJ issues during training Conduct evaluation of staff comments and present staff and management	Diversity Workgroup	Jun-21			

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
	Use the 2019-2020 trainings to build a common understanding of the meaning of diversity, equity and inclusion and connect these topics to CBP's mission. Discussion during these trainings may inform development of the DEIJ statement recommended above.	Phase 1: Collect insights during Fall 2019-Winter 2020 trainings.	Were insights from the trainings considered in the development of the DEIJ Statement?	Lead: Consultant Supports: Diversity Workgroup	Use consultant support to use insights from these trainings to inform the development of the DEIJ Statement.		
2.2.b.		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Determine whether there are specific areas highlighted by training, staff comments or the evaluation which support DEIJ action items or staff engagement around DEIJ	Diversity work group and consultant	Jun-21			DEIJ Consultant to focus on aligning training with DEIJ goals and action items.
	Subtask/Step 2						
2.2.c.	Develop and prioritize a list of additional trainings CBP can provide annually.	Phase 1: Gather feedback during Fall 2019-Winter 2020 trainings and develop a list of potential future trainings. Ongoing: Prioritize trainings to offer annually, and continue updating list with additional training needs.	Does CBP have a list of prioritized trainings to provide in future years?	Lead: Diversity Workgroup Supports: Consultant, Other Goal Implementation Teams and workgroups	Use consultant support to gather feedback from participants and develop a list of additional trainings CBP could provide.		
		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Assess whether additional training is useful for CBP staff or whether other types of engagement are better for advancing DEIJ goals	Diversity Workgroup	Jun-21			DEIJ Consultant to help assess next steps
	Subtask/Step 2	Plan for additional training or next steps in advancing staff enagement around DEIJ	Diversity Workgroup	Aug-12			DEIJ Consultant

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
	Include discussion time regarding the newly adopted DEIJ statement and the changes to the Governance and Management Framework into the agendas of each group identified in the Governance and Management Framework document.	Phase 1: Discuss these changes. Ongoing: Discuss lessons learned, and identify any additional recommended changes (either to the language of these documents or to the operations of the group) based on these learnings.	Has each group discussed these changes to the CBP authorizing framework and how the changes will impact their work going forward?	Lead: Goal Implementation Teams and Workgroups (particularly, staff and Chairs of these groups). Supports: Diversity Workgroup			
2.2.d.		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Each group identified in Governmance and Management Framework develop plan for DEIJ integration into their work.	GIT implementation with Diversity Workgroup supporting planning	Jun-21			No additional resources
	Subtask/Step 2	Based on DEIJ integeration plans and comments from DEIJ training, determine changes needed to DEIJ statement	Diversity Workgroup with support from GIT	Aug-21			No additional resources
2.2.e.	Provide or set aside specific funding to send management board and staff members to DEIJ-related conferences and events so that they can start building a professional network focused on advancing DEIJ in watershed restoration work.	Ongoing: Identify funding goals and advocate for their inclusion in the upcoming FY budget. Continue expanding the reference list.	What events have been attended, and by which groups?	Lead: Management Board and other leadership	Develop a living reference list of DEIJ-related conferences and events for management board and staff to select from.		
		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Include funding and resource gathering strategy and goals and identification of key DEIJ conferences as important part of assessing DEIJ plan and outcomes in 2.1a.	Diversity Workgroup (will outline initial strategy) with support from GIT to help with identifying DEIJ needs across programs	Apr-21			DEIJ Consultant
	Subtask/Step 2	Determine annual internal review around DEIJ funding and other resources for DEIJ conferences and activities	Diversitiy Workgroup with support from Management Board	May-21			No outside resources

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
2.3	Institutionalize Efforts to Advance DEIJ Internally					
	Develop and broadly disseminate the tools CBP identifies and/or develops on DEIJ, racial equity and EJ issues.	*Ongoing* : Build the reference list (see Chapter 5 of this document), and disseminate the tools within CBP.	Have the tools developed in the past year been disseminated within CBP? Are they being used?	Lead: Diversity Workgroup Supports: CBP Web Team, Communications Team, Organizations in the CBP Partnership, Goal Implementation Teams and Workgroups	Build a reference list of all tools and resources.	

2.3.a.		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Develop list of current best tools avalilbe related to DEIJ, Racial Equity and EJ Issues. Disiminate tools with guidance on use to all within the CBP.	Diversity workgroup	July 1st, 2021			management Board, GITs and workgroups No outside resources needed
	Subtask/Step 2	Develop method of feed back to determain if the tools are being used and there outcomes.	Diversity workgroup	On-going			management Board, GITs and workgroups No outside resources needed

	Seek additional funding for implementing the annual action priorities of the DEIJ Strategy.	Ongoing: Identify funding goals and advocate for their inclusion in the upcoming FY budget. Continue expanding the reference list.	Have funding goals been identified? Has funding been allocated?	Lead: Signatories and partnership organizations (including organizations that staff CBPO), Management Board	Annual priorities in the DEIJ Strategy.	

2.3.b.		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Establish list of funding priorities and outcomes for each entity within the CBP related to DEIJ.		Anual/ on-going			management Board, GITs and workgroups May require a lobbying consultant.
	Subtask/Step 2	Identify corrisponding CBP Executive Council member as well as Legislators for each Region to discuss funding needs.		Anual/ on-going			management Board, GITs and workgroups May require a lobbying consultant.

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
2.3.c.	Document and biennially evaluate efforts to raise and address DEIJ and EJ issues by each group in the Governance and Management Framework.	Phase 1: Develop a tracking tool and begin using it to evaluate and provide feedback on efforts to raise and address DEIJ and EJ issues. Ongoing: Continue using and refining tracking tool.	Have efforts been documented and evaluated? Have recommendations been delivered back to the relevant groups?	Lead: Diversity Workgroup Supports: Goal Implementation Teams and Workgroups, Management Board	Develop a tracking tool to help with documentation and evaluation.	

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Develop and impliment tracking tools to provide feedback on efforts related to DEIJ and EJ issues.	Diveristy Workgroup	2021			management Board, GITs and workgroups No outside resources needed
	Subtask/Step 2	Update tracking tools as needed.	Diversity Workgroup	On-going			management Board, GITs and workgroups No outside resources needed

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
2.3.d.	Include an emphasis on DEIJ in all staff onboarding materials so that new staff know that DEIJ is a priority for CBP.	Phase 1: Explore, develop and test options for DEIJ onboarding materials and/or activities. Ongoing: Continue using and refining the DEIJ onboarding materials.	Have DEIJ onboarding materials been developed and implemented? Have refinements been implemented from one year to the next?	Lead: Organizations that staff CBPO Supports: Diversity Workgroup	Develop DEIJ onboarding materials and/or activities.	

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Review current onboarding process for all with in the CBP related to DEIJ. Develop "best practices" using input from CBP and other resorces.	Lead: Organizations that staff CBPO Supports: Diversity Workgroup	2021			management Board, GITs and workgroups No outside resources needed
	Subtask/Step 2	Disiminate "best practices" related to DEIJ and onboarding of staff to all within the CBP. Update annualy.	Lead: Organizations that staff CBPO Supports: Diversity Workgroup	Jan-22			management Board, GITs and workgroups No outside resources needed

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
2.3.e	Incorporate DEIJ measures into staff performance goals. This could include developing and adding DEIJ measures to performance goals for senior and mid-level managers as well as a self-evaluation of DEIJ efforts into staff performance evaluations.	Phase 1: Develop DEIJ measures and self-evaluation questions (some may be broadly applicable, and some may apply to specific roles). Ongoing: Continue using and refining self-evaluation tool	Have efforts been documented and evaluated? Have recommendations been implemented from one year to the next?	Lead: Signatories and partnership organizations (including organizations that staff CBPO) Supports: Diversity Workgroup	Develop DEIJ measures and self-evaluation questions.	

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Develop DEIJ measures and self-evaluation tools to be incorportated accross the CBP for senior and mid-level managers preformance eveluations.	Diversity Workgroup	Dec. 2021			management Board, GITs and workgroups No outside resources needed
	Subtask/Step 2	Solicit feedback from the CBP related to DEIJ measures and self-evaluation tools related to there effectivness. Update as needed.	Diversity Workgroup	Dec. 2022			management Board, GITs and workgroups No outside resources needed

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
Advancing DEIJ through Watershed Restoration Work						
> Objective 5: Advance DEIJ through GIT workplans and outcomes						
> Objective 6: Advance DEIJ through communications						
> Objective 7: Advance DEIJ through grant-making and contracting						
3.1.	Clarify the distinction between (1) organizations that are run by and primarily serve communities of color and other 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 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).	*Phase 1:* Develop the recommended resources and tools, and implement updates to documents and guidance. *Ongoing* : Evaluate language annually for any changes needed based on lessons learned.	Have changes been made to DEIJ planning documents, grant-making guidance and related implementation actions?	Lead: CBP Grants Team, Grant-Making organizations in the partnership Supports: Diversity Workgroup	Develop a list of documents and guidance where this language should be updated. Develop suggested template language, which can be tailored to each document (may reference the DEIJ Statement).	

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Develop a list of documents and guidance where this languge should be updated	CBP Grants Team (i.e., for grants), GIT6 (I.e., for authorizing documetns), grant making organizations	2/1/2022			CBPO Grant Team; GIT6
	Subtask/Step 2	Develop suggested template language, which can be tailored to each document (may reference the DEIJ Statement)	CBP Grants Team, GIT6, grant making organizations	5/1/2022			CBPO Grant Team; GIT6
	Subtask/Step 3	Track progress on updating of guidance and documents	CBP Grants Team, GIT 6	Review tracker every 6-months			CBPO Grant Team; GIT6

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
3.1.b	Ensure that tracking efforts – especially those tracking 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.	Phase 0: Determine what/if CBP has an existing tracking effort for the funding allocations. Phase 1: Develop tracking distinctions. Ongoing: Continue tracking, and evaluate changes over time in relationships and funding allocation to both groups	Are these groups being tracked separately? Are relationships increasing, and is funding becoming more oriented towards organizations run by and primarily serving communities of color?	Lead: Diversity Workgroup Supports: CBP Grants Team, Grant-Making organizations in the partnership		

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Determine if CBP has system for tracking funding allocations to organizations run by and primarily serving communitied of color	Lead: Diversity Workgroup; CBPO Grants Team				
	Subtask/Step 2	Track funding allocations allocations to organizations run by and primarily serving communitied of color	Lead: Diversity Workgroup; CBPO Grants Team				

3.2.	Build relationships with communities of color, low income communities, and other underrepresented groups, and incorporate these leaders into decision-making and implementation					

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
3.2.a.	Participate in EJ-led gatherings, such as ongoing engagement in the University of Maryland School of Public Health DMV EJ conference (consider becoming a sponsor) to build CBP's professional network and bring discussion about implementation of the Chesapeake Bay Watershed Agreement directly into EJ-led spaces.	Phase 1: Present the tracker from 3.3.a at the DMV EJ conference and ask for feedback on the tracker. Also ask participants what other gatherings CBP should be attending. Ongoing: Continue attending the DMV EJ conference, and expand CBP attendance to other EJ-led gatherings.	What relationships have been built or strengthened this year? What venues were effective for advancing these relationships?	Lead: Goal Implementation Teams and Workgroups, CBP Leadership, partnership organizations Supports: Diversity Workgroup	See tracker in 3.3.a.	

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Circulate information and provide notice of EJ-led gatherings.	Diversity Workgroup	Ongoing	Ongoing	Diversity Workgroup provides regular updates on upcoming EJ gatherings	

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
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.	*Phase 1*: Conduct research to produce a better understanding of the EJ communities and organizations in the CB watershed. *Ongoing:* Update this research periodically.	What new organizations and communities have been identified? Has CBP found ways to build relationships with these entities?	Lead: Diversity Workgroup Supports: CBP GIS Team	Capture learnings from this task in related trackers (e.g., see 3.4.e).		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Refine the Chesapeake Bay Environmental Justice and Equity Dashboard	USGS GIS team	Dec-22		In progress. Beta version being circulated	
	Subtask/Step 2	Conduct a review of each GIT workplan using the list of criteria developed during Step 1 and get recommendations from the Diversity Workgroup and contractors on opportunities for improvement	Diversity Workgroup, GIS Team	Based on SRS schedule			
3.2.c.	Explore the options and determine a process for starting a Community Advisory Board (or similar entity) – composed of compensated environmental justice 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 Chesapeake Bay Watershed Agreement, including GIT workplans and grant-making, and (2) a feeder 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.	*Phase 1:* Using lessons learned from action 3.2.a and 3.2.b, evaluate options for a Community Advisory Board or other related approach and make a recommendation for implementation. *Ongoing*: Pursue the funding and implementation of the recommendation that emerges from year 1.	Community Advisory Board or other mechanism instituted representative of the EJ community and advocates	Lead: Diversity Workgroup to explore this possibility	Lessons learned from actions 3.2.a and 3.2.b. Evaluate different models and best practices for bringing these leaders into decision-making and develop a set of concrete recommendations about how to approach this effectively within the structure of CBP.		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Establish Action Team to explore options and develop recommendations for standing up a CAB			Complete		

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
3.2.d.	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.	Ongoing: Evaluate what ways these leaders and their work can be lifted up on an annual basis.	Has CBP lifted up the work of these organizations? Are new investments in these leaders or new partnerships taking place as a result?	Lead: Diversity Workgroup Supports: Partnership organizations, Stewardship Goal Implementation Team			
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Evalaute opportunities and complete case studies, webinars, or other other communications tools to highlight the EJ work of organization n the CB watershed	Diversity Workgroup	Ongoing			
3.3	Advance Diversity, Equity, and Inclusion through GIT Workplan Development and Implementation						
3.3.a.	Identify specific decision-points and other milestones within the GIT workplans and other governance and management processes supporting the development and implementation of the Chesapeake Bay Watershed Agreement, where communities of color, low income communities and other underrepresented groups can influence the development and implementation of the Chesapeake Bay Watershed Agreement.	*Phase 1:* Develop the tracking tool. *Ongoing:* Continue to use and refine the tracking tool.	What specific decision-points have been identified? How feedback can be gathered and incorporated for each decision-point?	Lead: GIT 6, SRS Team Supports: Diversity Workgroup, Goal Implementation Teams and workgroups	Develop a tracking tool that catalogues relevant decision-points and how feedback is gathered and incorporated for each decision-point. The tracking tool should indicate whether CBP is aiming to improve DEIJ during the feedback-gathering phase, decision-making phase or both for all decision-points.		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Identify specific decision-points and other milestones within the GIT workplans and other governance and management processes and determine how feedback can be gathered and incorporated for each decision point	GIT6, SRS team	7/1/2021 (Discuss at SRS bi-annual meeting in May, have decision points identified before start of next SRS cycle)			
	Subtask/Step 2	Develop and use a tracking tool that catalogues relevant decision-points and how feedback is gathered and incorporated for each decision-point	GIT6, CAB	1/31/2022			
	Subtask/Step 3	Periodically assess and refine the tracking tool to incorporate new decision-points and milestones as needed	GIT6, CAB	Review tracker annually			

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
	Review each GIT workplan and ensure inclusion of considerations for equitable distribution of benefits and improvements and considerations for reduction of disproportionate adverse environmental impacts in communities of color, low income communities and other underrepresented groups.	Phase 1: Develop a template for incorporating these considerations into GIT workplans. Ongoing: Document changes in outcomes.	Do GIT workplans include these considerations? Have benefits and improvements been distributed equitably? Have disproportionate impacts been reduced?	Lead: Goal Implementation Teams and Workgroups Supports: Diversity Workgroup, SRS Team	Develop a template for incorporating these considerations into GIT workplans.	

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
3.3.b.	Subtask/Step 1	Develop a list of criteria for reviewing workplans to assess whether equity considerations have been incorporated	SRS team, Diversity workgroup	1/31/2022			
	Subtask/Step 2	Conduct a review of each GIT workplan using the list of criteria developed during Step 1 and get recommendations from the Diversity Workgroup and contractors on opportunities for improvement	Goal Implementation Teams and Workgroups, with support from Diversity Workgroup and contractors	6/30/2022		As part of their contract with the CBP, Skeo Solutions has developed a template for incorporating DEIJ considerations into GIT workplans	Contractor support to comprehensively review and improve each workplan
	Subtask/Step 3	GITs and Workgroups modify their workplan to improve equity considerations, with input from underrepresented communities	Goal Implementation Teams and Workgroups, with support from CAB, Diversity Workgroup and contractors	12/31/2022			Contractor support to comprehensively review and improve each workplan
	Subtask/Step 4	Assess whether there have been improvements in the distribution of benefits and improvements and whether disproportionate impacts have been reduced	Goal Implementation Teams and Workgroups, with support from Diversity Workgroup and contractors/partners	12/31/2023		The new Chesapeake EJ and Justice Dashboard (in development) could be used to assess the distribution of benefits and impacts	Contractor or partner support to lead the assessment

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
3.3.c.	Ensure implementation partnerships include (1) organizations that are run by and primarily serve communities of color and other 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.	Ongoing: Document types of partnerships for implementing GIT workplans.	Have partnerships with organizations run by and primarily serving communities of color increased?	Lead: GIT 6, Goal Implementation Teams and workgroups Supports: Diversity Workgroup		

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Assess current implementation partnerships with (1) organizations that are run by and primarily serve communities of color and other underrepresented communities and (2) other organizations that engage these communities.	GIT 6, Goal Implementation Teams and workgroups	5/1/2022			
	Subtask/Step 2	Identify and pursue opportunities to increase partnerships with organizations run by and primarily serving communities of color	Goal Implementation Teams and workgroups, with support from Diversity Workgroup	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	
	Subtask/Step 3	Regularly reassess implementation partnerships	GIT 6, Goal Implementation Teams and workgroups	Reassess annually			

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
3.4.	Advance diversity, equity and inclusion through grantmaking					
3.4.a.a	Annually, review the U.S. EPA CBP Office Grant and Cooperative Agreement Guidance to include DEIJ and EJ considerations/language.	Ongoing: Implement these criteria, and continue to refine based on lessons learned from grantee feedback and tracking results.	Has the guidance been updated?	Lead: CBP Grants Team Supports: Diversity Workgroup	Explore partnering with the Chesapeake Bay Funders Network, Chesapeake Bay Trust, and Region 3 and HQ grants offices. See criteria proposed in Chapter 5 of DEIJJ in Action: A Diversity, Equity, Inclusion and Justice Guide for the Chesapeake Bay Watershed.	

	Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
Subtask/Step 1	Review U.S. EPA CBP Office Grant and Cooperative Agreeement Criteria ro include DEIJ and EJ criteria	CBPO Grants Team	Annually	Completed for 2021 Guidance		

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
3.4.b.	Include DEIJ and EJ criteria in grant targets and evaluation managed directly by CBP.	Phase 1: Develop proposed criteria and gather feedback from EJ leaders during the DMV EJ conference or through another venue. Ongoing: Implement these criteria, and continue to refine based on lessons learned from grantee feedback and tracking results.	Have DEIJ and EJ criteria been incorporated? Have these criteria been vetted with EJ leaders?	Lead: CBP Grants Team, GIT Funding Team, Grant-making organizations in the partnership Supports: Diversity Workgroup	Explore partnering with the Chesapeake Bay Funders Network, Chesapeake Bay Trust, and Region 3 and HQ grants offices. See criteria proposed in Chapter 5 of DEIJ in Action: A Diversity, Equity, Inclusion and Justice Guide for the Chesapeake Bay Watershed.	https://teams.microsoft.com/l/file/3EF55DF2-D58A-485F-9F4E-8FCAF0322B47?tenantId=88b378b3-6748-4867-acf9-76aacbeca6a7&fileType=pdf&objectUrl=https%3A%2F%2Fusepa.sharepoint.com%2Fsites%2FChesapeakeBayProgramDEIJActionteam%2FShared%20Documents%2FGeneral%2FInformation%20Resources

	Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
Subtask/Step 1	Develop template DEIJ and EJ grant evaluation criteria, gathering feedback from leaders across the watershed.	CBPO Grants Team				
Subtask/Step 2	Identify grants and funding programs for which criteria can be implemented and work with grant managers to implement	CBPO Grants Team				
Subtask/Step 3	Develop and distribute straightforward, accessible guidance on including DEIJ and EJ criteria in grant targets and evaluation to CBP members.	CBPO Grants Team				

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
3.4.c.	Develop grantmaking guidelines that promote non-discriminatory policies among applicant organizations, incentivize applicants 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 communities of color and other underrepresented communities.	*Phase 1:* Develop proposed grantmaking guidelines and gather feedback from EJ leaders during the DMV EJ conference or through another venue. *Ongoing* : Implement these guidelines, and continue to refine based on lessons learned from grantee feedback and tracking results.	Has CBP published these grantmaking guidelines for applicants? What changes have resulted in distribution of resources?	Lead: CBP Grants Team, GIT Funding Team, Grant-making organizations in the partnership Supports: Diversity Workgroup	See resources and tools in 3.4.a.		

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Pending feedback					
	Subtask/Step 2	Pending feedback					

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
3.4.d.	Begin increasing and tracking representation of people of color and other underrepresented groups on grant review committees.	Phase 1: Gather a baseline for representation on grant review committees, and set goals and strategies for increasing representation. Ongoing: Implement strategies and track outcomes.	Is representation increasing on grant review committees?	Lead: Grant-making organizations in the partnership, CBP Grants Team	Develop a tracking tool.		

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Identify grants which can be tracked	CBPO Grants Team				
	Subtask/Step 2	Gather baseline information on representation in grant review committees	CBPO Grants Team				
	Subtask/Step 3	Develop method for gathering information on representation and a tracking tool/database	CBPO Grants Team				
	Subtask/Step 4	Track outcomes using method (e.g., survey, regular reporting)	CBPO Grants Team				

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
3.4.e.	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.	Ongoing: Host or participate in one such gathering annually.	Is CBP participating in at least one gathering with funders about DEIJ and EJ annually?	Lead: Grant-making organizations in the partnership Supports: Diversity Workgroup	Chesapeake Bay Funders Network, Chesapeake Bay Trust, and Region 3 and HQ grants offices		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Host gathering in 2021	CBPO Grants Team	Dec-21			
	Subtask/Step 2	Host gathering in 2022	CBPO Grants Team	Dec-22			
	Subtask/Step 3	Host gathering in 2023	CBPO Grants Team	Dec-23			
	Subtask/Step 4	Host gathering in 2024	CBPO Grants Team	Dec-24			
	Subtask/Step 5	Host gathering in 2025	CBPO Grants Team	Dec-25			
3.5	Review and strengthen diversity, equity and inclusion in watershed restoration outreach, materials, activities, and events.						
3.5.a.	Implement existing DWG strategies and actions (as stated in the DWG Management Strategy and workplan) that promote partnerships with organizations that engage people of color, low income communities or other underrepresented groups (e.g., management approaches 1.3, 1.4, 4.2 and 4.3) and track outcomes and lessons learned.	Phase 1: Track outcomes and lessons learned from implementation of current DWG Management Approaches. Ongoing: Identify new approaches as needed and continue tracking.	Are lessons learned being implemented?	Lead: Diversity Workgroup	Use the system for tracking outcomes and lessons learned from DWG Management Approaches.		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Track outcomes and lessons learned from implementatoin of DWG Management Strategies	Diversity Workgroup				

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
3.5.b.	Expand DWG strategies and actions that promote partnerships with organizations that are run by and primarily serve communities of color and other underrepresented communities.	Phase 1: Add DWG Workplan Actions that emphasize partnerships with these organizations via the SRS process. Ongoing: Identify new actions as needed and continue tracking.	Are these kinds of partnerships receiving equal or greater emphasis as the approaches in 3.4.a? Are lessons learned being implemented?	Lead: Diversity Workgroup	See resources and tools in 3.4.a. Develop and prioritize a list of organizations that meet these criteria, with whom CBP would like to develop initial partnerships.	This recommendation is not in the Diversity Workgroup logic and action plan but the workgroup's GIT Funding Project, "Cultivating and Strengthening Partnerships with Underrepresented Stakeholders" aims to do focus groups with EJ leaders and organizations led by and/or serving people of color and underrepresented groups. The goal is to hear from them on their capacity-related needs and barriers and how they envison participating in mutually beneficial partnerships with the CBP in a way that centers

	Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
Subtask/Step 1						
Subtask/Step 2						

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
3.5.c.	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.	Phase 1: Review GIT workplans, develop the guidance or template, and gather feedback from EJ leaders during the DMV EJ conference or through another venue. Ongoing: Implement guidance or template with GITs, and refine as needed.	Is the guidance or template informed by input from communities of color, low income communities and other underrepresented groups? Have GITs evaluated and updated workplans to integrate DEIJ goals?	Lead: Diversity Workgroup Supports: Facilitator or consultant; SRS Team	Develop guidance or a template to evaluate the eight outcomes selected in 2015.	

	Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
Subtask/Step 1	Develop a template/guidance for incorporating DEIJ considerations into GIT workplans.	Diversity Workgroup.		2020	Completed	Consultant
Subtask/Step 2	Refine and build guidance based on feedback from GITs	Diversity Workgroup.	Aug-21			

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
3.5.d.	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.	Phase 1: Review communications materials, develop recommendations, and gather feedback from EJ leaders during the DMV EJ conference or through another venue. Ongoing: Implement guidance, and refine as needed based on lessons learned.	Is the communications guidance being used consistently?	Lead: Communications Team, Communications Workgroup, Web Team Supports: Diversity Workgroup	Review and develop guidance on best practices in DEIJ communications.	

	Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
Subtask/Step 1	Review communications materials to identify areas for improvement	CBP Communications Team	2021			
Subtask/Step 2	Develop guidance to ensure future communications materials are welcoming and inclusive (e.g., langue translation needs for targeted audiences)	CBP Communications Team	2022			

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
3.5.e.	Develop and distribute straightforward, accessible guidance on distribution of communication materials. This may include a living database of distribution avenues that reach people of color, low income communities and other 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.	Phase 1: Develop and implement the distribution guidance and a living database of distribution avenues. Ongoing: Refine as needed based on lessons learned.	Is the distribution guidance being used consistently? Is the living database being updated regularly?	Lead: Communications Team, Communications Workgroup. Web Team Supports: Diversity Workgroup	Develop distribution guidance and a living database of relevant distribution avenues.		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Develop guidance on distribution of communication materials including direction on growing effectiveness of communications with under-tapped populations.	CBP Communications Team				
	Subtask/Step 2	Develop living database of distribution channels	CBP Communications Team				
3.5.f.	Develop straightforward, accessible guidance on promoting DEIJ in contracting and consulting.	Phase 1: Develop and implement guidance. Ongoing: Refine as needed based on lessons learned.	Is CBP directing more resources towards minority-owned businesses?	Lead: Diversity Workgroup Supports: Organizations in the Partnership; CBT Grants Team	Review and develop guidance for promoting DEIJ in contracting and consulting.		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Pending feedback					
	Subtask/Step 2	Pending feedback					
3.5.g.	Review these preliminary recommendations with communities of color, low income communities and other underrepresented groups to ensure that the recommendations are well-informed prior to implementation.	Phase 1: Convene a group to inform approach for preliminary review and ongoing check ins. Ongoing: Convene for further review and refinements on an as needed basis.	Do recommendations reflect guidance of communities of color, low income communities and other underrepresented groups?	Lead: Diversity Workgroup Supports: Organizations in the Partnership; potential Community Advisory Committee			
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1						
	Subtask/Step 2						

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
Thought Leadership and Partnerships						
> Objective 8: Increase DEIJ Performance of Partners						
4.1.	Increase access to DEIJ training and capacity building. Prominently advertise, incentivize and recruit for the 2019-2020 trainings and distribute tools developed under this grant to CBP Partners. Request feedback on the training and tools and additional trainings and tools could be valuable for them and for their colleagues. Encourage partner organizations to offer DEIJ trainings to their board, staff and volunteers.	*Phase 1* : Include CBP partners in the final webinar summarizing project outcomes, tools and next steps. *Ongoing:* Promote DEI and EJ training opportunities offered by CBP and by others.	How many CBP partners attend the Year 1 training? How many CBP partners take advantage of future trainings through CBP connections?	Lead: Diversity Workgroup Supports: Consultants, partnership organizations, Leadership; Communications Workgroup		

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Host Cultural Humility Trainings		September 21-22; October 5-6; October 19-20	Completed		
	Subtask/Step 2						

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
4.2.	Once CBP's DEIJ statement or policy is developed, share this succinct statement with CPB 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. (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.)	*Phase 1:* Share DEIJ statement with CBP partners and offer a forum for discussion of the statement, lessons learned, and how other organizations can develop their own. *Ongoing* : Offer support to CBP partners seeking to develop their own statement, as needed.	How many CBP Partners have developed their own DEIJ Statements?	Lead: Diversity Workgroup Supports: Management Board, CBP Leadership, Consultant	Potentially develop a webinar, presentation or discussion guide to help foster discussion among CBP partners.	

		Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
	Subtask/Step 1	Develop a brief summary document 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	Diversity workgroup	10/1/2021		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.be	
	Subtask/Step 2	Identify and pursue other opportunities for discussing and disseminating the CBP DEIJ Strategy, Action Plan, and lessons learned with CBP partners. This could include gauging the extent to which partners would benefit from CBP support in developing their own DEIJ statements and strategies.	Diversity workgroup, with support from CAB, Consultants	Ongoing			

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS		
	Build off the dissemination of the DEIJ statement by offering a follow up webinar for CBP Partners that takes a deeper dive into DEIJ plans, tracking and assessment.	*Phase 1* : Share DEIJ statement with CBP partners and offer a forum for discussion of the statement, lessons learned, and how other organizations can develop their own. *Ongoing* : Offer support to CBP partners seeking to develop their own statement, as needed.	How many CBP partners have developed other DEIJ tools, such as a DEIJ assessment, DEIJ plan, or tracking tools?	Lead: Diversity Workgroup Supports: Consultant, Leadership	Potentially develop a follow up webinar, presentation or discussion guide, which builds off of the resource created in 4.2 to help foster discussion among CBP partners.		
4.3.		**Description**	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Offer a follow-up webinar (or series of webinars) to share DEIJ Strategy, Statements, and Action Plan with CBP partners (and other community organizations?) and offer a forum for discussion of the statement, lessons learned, and how other organizations can develop their own.	Diversity workgroup, with support from CAB, Consultants	12/31/2021		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.be	
	Subtask/Step 2	If there is sufficient interest in CBP providing support to organizations in developing their own DEIJ statements and strategies, learn more about what types of support are needed and identify resources needed to provide that support	Diversity workgroup, with support from CAB, Consultants	6/1/2022			
4.4.	Develop and distribute straightforward, accessible guidance on including DEIJ and EJ criteria in grant targets and evaluation to CBP members.	*Phase 1:* Develop and distribute guidance based on lessons learned from 3.3.a. *Ongoing* : Continue distributing updated guidance as needed. Track how many CBP members are using the guidance.	Has guidance been created and distributed? How many CBP members have implemented the guidance?	Lead: Diversity Workgroup Supports: CBP Grants Team, GIT Funding Team, Grant-making organizations in the partnership	See resources and tools in 3.4.a.		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Pending feedback					
	Subtask/Step 2	Pending feedback					
4.5.	Develop and share the DEIJ communication and distribution guidance broadly among CBP Partners.	*Phase 1:* Disseminate the guidance to CBP partners. *Ongoing:* Ask CBP partners to share how they are using the resources, including lessons learned, and update the resources as needed.	How many CBP partners implemented best practices shared in the resources?	Lead: Communications Team Diversity Workgroup, Communications Workgroup Supports: Other Goal Implementation Teams and Workgroups,	See the resources developed in 3.4.d and 3.4.e.		
		Description	**Suggested Task Owner**	**Due Date**	**Date Completed**	**Current Status**	**Resource Needs**
	Subtask/Step 1	Pending feedback					
	Subtask/Step 2	Pending feedback					

ACTION	DESCRIPTION	TIMEFRAME	MEASURES OF SUCCESS	ROLES	POTENTIAL RESOURCES AND TOOLS	
4.6.	Develop tracking and reporting guidance to share broadly among CBP Partners. Where feasible, point CBP Partners to tools that are already established in the field. Develop a biennial report to capture CBP Partner tracking outcomes to help build momentum and accountability across the partnership – this report could start by tracking diversity of board, management and staff, and then add additional measures as CBP roles out best practices, tools and resources to its partners.	*Phase 1:* Develop the tracking and reporting guidance. *Ongoing:* Ask CBP partners to share how they are using the resources, including lessons learned, and update the resources as needed. *Ongoing:* Release an annual report summarizing CBP and partner outcomes.	How many CBP partners implemented best practices shared in the resources?	Lead: Diversity Workgroup Supports: Consultant	Gather all tracking and reporting guidance materials developed and summarize in a single resource.	

	Description	Suggested Task Owner	Due Date	Date Completed	Current Status	Resource Needs
Subtask/Step 1	Develop plan implementation tracking and reporting guidance and framework to ensure active management of the plan and accountability	Diversity Workgroup; Management Board	December 2021, ongoing			CAB

Srategy Focus Areas

Focus Area 1	Strengthening CBP's Authorizing Environment for DEIJ
Focus Area 2	Advancing DEIJ Internally
Focus Area 3	Advance DEIJ through Mission-related work
Focus Area 4	Advance DEIJ of CBP Partners

Strategy Framework Objectives

Objective 1	Objective 1. Create an Authorizing Environment
Objective 2	Objective 2. Increase DEIJ in Hiring, Promotion and Tenure within CBPO Staff18
Objective 3	Objective 3. Increase DEIJ in Appointee and Volunteer Bodies
Objective 4	Objective 4. Increase DEIJ in Internal Culture and Training
Objective 5	Objective 5. Advance DEIJ through GIT Workplans19 and Outcomes
Objective 6	Objective 6. Advance DEIJ through Communications
Objective 7	Objective 7. Advance DEIJ through Grant-making and Contracting
Objective 8	Objective 8. Increase DEIJ Performance of Partners