

# INTRODUCTION

This *Chesapeake Bay Program Diversity, Equity, Inclusion and Justice Strategy Implementation Plan* (Implementation Plan) presents a roadmap for advancing the recommendations found in [\*Restoration from the Inside Out: A Diversity, Equity, Inclusion and Justice Strategy for the Chesapeake Bay Program\*](#) (DEIJ Strategy). Finalized in 2020 by an independent consultant, the DEIJ Strategy provides a visionary framework to be used by the Chesapeake Bay Program (CBP) as a guide to help integrate DEIJ into the implementation of management strategies and inform biennial logic and action plan activities that achieve the outcomes of the [\*Chesapeake Bay Watershed Agreement\*](#). It contains recommendations for strengthening and improving DEIJ in the CBP organizational structure, leadership, policies and strategic goals, and for fostering a culture of inclusion, respect and mutual learning.

The plan represents the collaborative effort of the Principals' Staff Committee's (PSC) DEIJ Action Team. Following the release of the [\*PSC DEIJ Action Statement\*](#) in August 2020, the DEIJ Action Team formed to oversee development of the Implementation Plan, which included direct outreach to underrepresented communities for input and to provide recommendations to further incorporate environmental justice leaders and underrepresented groups into partnership decision-making and implementation activities. Members of the DEIJ Action Team were selected from across the partnership to reflect the diversity of the people living within the Chesapeake Bay watershed and includes members knowledgeable about environmental justice matters.

The DEIJ Strategy suggested four action plans to address the recommendations outlined within four framework focus areas. The DEIJ Action Team then refined and expanded upon those action plans to create a more adaptable Implementation Plan with a specific set of actions and subtasks with defined roles, timeframes and resources. Recognizing that accountability is key to success, the DEIJ Action Team sought input from across the partnership to obtain feedback on feasibility, priorities, barriers to implementation and potential resource needs. This plan is intended to be a living resource that is regularly tracked, evaluated and revised based on partnership and community feedback. The CBP will define a management framework, indicators of success, and a review, reporting and update cycle to be released with the final version of this Implementation Plan.

Meaningful engagement with historically underrepresented communities in the development of this plan is a core objective of the DEIJ Action Team and will be vital for building and maintaining a plan that is actionable, relevant and drives change. The CBP seeks input and feedback from all watershed communities and organizations. It will strive to use this outreach process as a foundation for organizational change and meaningful and long-term engagement in all CBP endeavors. If done well, these strategies and actions will strengthen the partnership's ability to achieve its mission and carry out its responsibilities effectively over the long-term.

# DEFINITIONS

For the purposes of this Implementation Plan, the below DEIJ key terms are defined to underscore that each has a unique meaning and different implications for action. Unless otherwise noted, the definitions below were adapted from or developed by the [D5 Coalition](#). Field descriptions and a list of common terms and abbreviations used throughout this document, along with their meanings, are provided in the appendix.

**DIVERSITY:** The demographic mix of a specific collection of people, considering 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 or the relationship to the natural environment. (Credit: Skeo adapted from the D5 Coalition)

**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.” (Credit: Environmental Protection Agency, Bunyan Bryant)

**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. (Credit: D5 Coalition)

**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.

**SOCIAL JUSTICE:** Equal access to wealth, opportunities and privileges within a society. This may mean addressing the present-day impacts of past inequities in order to achieve equity going forward.

**UNDERREPRESENTED GROUPS/COMMUNITIES:** Populations whose representation in a particular space is lower than their representation in the United States population. Their absence contributes to knowledge gaps in that space. Representation is commonly assessed using population groups like sex or race/ethnicity; however, when assessing underrepresentation, it is a best practice to consider whose lives will be impacted by decision-making (e.g., underserved or overburdened populations, environmental justice communities) and ensure that those groups are represented and included in that decision-making. (Credit: Skeo)

**UNDERSERVED OR OVERBURDENED:** Populations who receive inadequate or inequitable investment and services, who experience environmental and/or quality-of-life disparities when compared to surrounding populations, and who may in some circumstances have little power or influence over outside decisions that impact their daily quality of life. (Credit: Skeo)

## PURPOSE

The purpose of this Implementation Plan is to help the CBP to:

» Grow racial and ethnic diversity from 13% to 25% (including 15% of leadership).

» Help partners develop as DEIJ leaders who understand, respect and embrace cultural diversity.

» Provide partners with the tools to continually assess progress toward diversity goals.

## DEIJ FRAMEWORK FOCUS AREAS

The Implementation Plan actions are grouped into four DEIJ framework focus areas.



### Focus Area 1: Strengthening the CBP's authorizing environment for DEIJ.

By adopting a succinct DEIJ statement for the CBP and updating authorizing and governance documents (e.g., the [Governance and Management Framework for the CBP](#)) as well as management strategies to include language that reflects DEIJ priorities.



### Focus Area 2: Advancing DEIJ internally.

By increasing diversity and inclusion for staff, appointees and volunteer bodies, building a common understanding of and expanding capacity for DEIJ, as well as institutionalizing efforts to advance DEIJ internally.



### Advance DEIJ through mission-related work

By building relationships with communities of color, low-income communities and other underrepresented groups, and incorporating these leaders into decision-making and implementation, advancing DEIJ in management strategies and workplans, implementation and grantmaking, and strengthening DEIJ in watershed restoration outreach, materials, activities and events.



### Focus Area Four: Advance DEIJ performance of partners

By increasing access to DEIJ training and capacity building, sharing the CBP's DEIJ statement and communications, and developing and distributing straightforward, accessible guidance on including DEIJ and EJ criteria in grants, tracking, and reporting.

## Appendix A. Terms and Abbreviations

Below is a short list of common terms and abbreviations used throughout this document, along with their meanings.

<b>DEIJ</b>	Diversity, Equity, Inclusion and Justice.
<b>HBCU</b>	Historically Black Colleges and Universities
<b>MSI</b>	Minority Serving Institution
<b>Staffing Organizations</b>	Organizations providing staffing support and internships for the CBP. For example, the Chesapeake Research Consortium provides staff support through the Environmental Management Career Development Program.
<b>Partnership Organizations</b>	Organizations engaged with the CBP, including federal agencies, local governments, non-profit organizations and academic institutions.
<b>Signatories</b>	Signatories of the <i>Chesapeake Bay Watershed Agreement</i> , including the tri-state legislative Chesapeake Bay Commission, Delaware, Maryland, New York, Pennsylvania, Virginia, West Virginia and the Environmental Protection Agency on behalf of the federal government.
<b>Strategy Review System (SRS)</b>	The CBP's structured review process that applies adaptive management to its work toward meeting the goals and outcomes of the <i>Chesapeake Bay Watershed Agreement</i> .
<b>Grant-Making Organizations</b>	Organizations that provide funding to meet the goals and outcomes of the <i>Watershed Agreement</i> in the form of grants.

## Appendix B. How to Read the Implementation Plan

The below information provides instructions for reading the Implementation Plan, which starts on page 6.

<b>Action</b>	Value that uniquely identifies each action under a given Objective.
<b>Subtask</b>	A sequential task to be completed as an element of a larger Action.
<b>Description</b>	A description of the Action or Subtask.
<b>Related Actions</b>	Actions that relate to or are dependent on the given Action or Subtask.
<b>Lead</b>	The primary entity responsible for completing the Action or Subtask.
<b>Support</b>	Entity or entities responsible for supporting completion of the Action or Subtask.
<b>Timeframe</b>	The period in which the Action or Subtask is planned to take place.
Short Term	2021-2023
Mid-Term	2023-2025
Long-term	Post-2025
Ongoing	Action does not have a discrete endpoint and/or is taken continually.
Annually	Action is taken on annual basis.
Semi-Annually	Action is taken on a semi-annual basis.
SRS Schedule	Action follows the timeline of the SRS (e.g., Quarterly Progress Review Meetings).
<b>Status</b>	Current state of progress for an Action or Subtask.
<b>Resources, Tools, Notes</b>	Open-ended field for relevant information.



# Chesapeake Bay Program

## DEIJ Strategy Implementation Plan

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
<b>Strengthening CBP's Authorizing Environment for DEIJ</b>								
> 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.							
	Subtask 1	Develop and adopt a DEIJ statement.		Executive Council	Principals' Staff Committee	Short-term	Action 1.1, subtask 1 is complete. Skeo Solutions (contractor) drafted the first version of the statement based on Diversity Workgroup, Management Board, and PSC feedback and after multiple drafts the statement was finalized by the EC in August of 2020.	
	Subtask 2	Develop and adopt a DEIJ action statement.		Principals' Staff Committee	Management Board, Diversity Workgroup	Short-term	Action 1.1, subtask 2 is complete. Skeo Solutions (contractor) drafted the first version of the statement based on Diversity Workgroup, Management Board, and PSC feedback and after multiple drafts the statement was finalized by the PSC in August.	
	Subtask 3	Continue to disseminate statements and update annually as needed based on lessons learned and feedback.		Principals' Staff Committee	Management Board, Diversity Workgroup	On-going		
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 Chesapeake Bay Watershed agreement.							
	Subtask 1	Draft general language based on DEIJ Statement for incorporation in all Management Strategies.		Diversity Workgroup	Management Board, SRS Team, GIT 6, Workgroup	Short-term	This recommendation was adapted and included in the Diversity Workgroup logic an action plan. The workgroup wrote they would work with the SRS Team to explore using the SRS process to incorporate this language. However, to date the workgroup has not made any progress on this.	Note: See DEIJ Statement developed in 1.1 and move language over into the Management Strategy as appropriate. Note: Management Board to initiate at quarterly review, starting August 2021.
	Subtask 2	Recommend outcome-specific language for incorporation into each Management Strategy as it comes up for SRS review. Include goals identified by Presidential Executive Orders as applicable.		Goal Implementation Teams, Workgroups, Management Board	GIT 6, Diversity Workgroup	SRS Schedule		Note: Diversity Workgroup provides first review. Management Board provides final review. Note: Management Board to initiate at quarterly review, starting August 2021.

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
1.3		Update language in governance documents for the Chesapeake Bay Program to reflect the values, goals, and commitments articulated in the DEIJ Statement.						Assigned to Diversity Workgroup. This recommendation is in the Diversity Workgroup logic and action plan. However, to date the workgroup has not made any progress on this.
	Subtask 1	Following the adoption of the DEIJ Statement, update language in the Governance and Management Framework document, advisory committee by-laws, and other governing documents of the Chesapeake Bay Program to reflect DEIJ statement and values and 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).		GIT 6, Advisory Committees, Diversity Workgroup	Management Board	Short-term	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.	Note: Lead is Governance Document Action Team Note: Where appropriate, include term limits for volunteers and appointees to allow space for new voices. Note: 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, c) mechanisms for raising and addressing DEI issues, and d) 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.)
	Subtask 2	Review language regularly and update as needed based on lessons learned and direction of Executive Council and Principals' Staff Committee.		GIT 6, Advisory Committees, Diversity Workgroup	Principals' Staff Committee, Management Board	Ongoing		Note: Lead is Governance Document Action Team
1.4		In addition to diversity and environmental justice, the partnership should consider addressing equity and inclusion in future Chesapeake Bay Watershed agreements and/or other policy directives.						
	Subtask 1	Develop and incorporate this language in future iterations of the Chesapeake Bay Watershed Agreement and/or other policy directives.		Chesapeake Executive Council	Principals' Staff Committee, Management Board	On-going	2020 PSC DEIJ Statement explicitly calls for "Meaningful consideration of DEI in development of any future Chesapeake Bay Watershed Agreement(s).	Note: See DEIJ Statement developed in 1.2 and propose and adopt similar language about equity and inclusion.

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
<b>Advancing DEI Internally</b>								
<ul style="list-style-type: none"> <li>&gt; Objective 2: Increase DEI in hiring, promotion and tenure</li> <li>&gt; Objective 3: Increase DEI in appointee and volunteer bodies</li> <li>&gt; Objective 4: Increase DEI in internal culture and training</li> </ul>								
2.1	Increase Diversity and Inclusion in hiring, promotion, and tenure.							
2.1.a		Encourage partner entities to advance diversity and inclusion in recruitment, hiring, promotion, and tenure policies, practices and procedures consistent with fair hiring practices and in which retention demonstrates evolving DEI culture and inclusive organization.						This includes encouraging partner entities to include people of color and other underrepresented groups in hiring and promotion committees, encouraging partners entities to conduct proactive outreach and recruitment, and encouraging partner entities to provide professional development opportunities.
	Subtask 1	Gather information about current partner efforts to advance diversity and inclusion in recruitment, hiring, promotion, and tenure policies and practices.		Diversity Workgroup	Signatories, Partnership Organizations, Staffing Organizations	Short-term, Ongoing		Signatories and partnership organizations contributed information about their recruitment, hiring, and retention policies and programs in November 2020.
	Subtask 2	Outline goals and strategies to promote diversity and inclusion in hiring, promotion, and retention.		Diversity Workgroup	Signatories, Partnership Organizations, Staffing Organizations, Management Board, Principals' Staff Committee	Short-term, Ongoing		Note: Use information gathered from action 2.1.b. to inform strategies and recommendations. Coordinate with training and funding actions leads (i.e., to assess whether interest in training on fair hiring and where to access funding).
	Subtask 3	Aggregate, package, and disseminate best practices guidance and resources for recruitment, hiring, and retention as well as organizational DEI work and DEI culture change. Use tracking information and feedback from partnership to update, as needed.		Diversity workgroup	Signatories, Partnership Organizations, Staffing Organizations, Management Board, Principals' Staff Committee	Short-term, Ongoing	This task is part of the Diversity Workgroup Logic and Action Plan (Action 2.3)	Resource: 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).

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
2.1.b		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.						Note: Use consultant support to develop a template set of questions that could be used in a focus group conversation or a survey. Note: 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.
	Subtask 1	Conduct a confidential survey and/or hold a focus group to gather feedback. Ensure key part of planning around DEI/ HR strategies in 2.1.a. includes feedback about DEI/ from all staff, emphasizing feedback from employees of color and other historically underrepresented groups. Ensure that this process elevates voices of those traditionally underrepresented groups.		Diversity Workgroup	Management Board	Short-term		This recommendation is also an action in the Diversity Workgroup logic and action plan. The work that has been done to date is the following: as part of their contract with the CBP, Skeo Solutions developed (1) a focus group agenda for these conversations and (2) a document with facilitation considerations.
	Subtask 2	Track feedback over time about staff sense of belonging and additional recommendations. Prioritize recommendations for implementation in 2.1.a.		Diversity Workgroup	Management Board	Ongoing		Note: Demonstrate how needs of staff of color are being met and supports are being put in place at CBP either through reporting or dashboard. Maintain continuous feedback process to hear and act on voices of staff of color around the issue of inclusion and diversity.
2.1.c		Create and expand employment opportunities for underrepresented individuals and communities by strengthening connections to existing resources and creating new avenues for career building.						
	Subtask 1	Work with the Management Board and others CBP entities to to bolster partner efforts to reach underrepresented communities with job announcements.		Diversity Workgroup	Management Board	Short-term, Ongoing		Note: Compile a list of job/outreach channels.
	Subtask 2	Inventory the job market to establish opportunities for careers in the environmental field and their potential growth and salaries.		Diversity Workgroup	Jurisdictions, Partnership Organizations	Ongoing	Action part of Diversity Workgroup Logic and Action Plan	
	Subtask 3	Establish relationships with staff at HBCUs and MSIs, including professors, heads of departments, and those in career services.		Diversity Workgroup		Short-term, Ongoing	Action part of Diversity Workgroup Logic and Action Plan	HBCU (Historically Black Colleges and Universities). MSI (Minority Serving Institution)
	Subtask 4	While accomplishing subtask 3, leverage formal agreements and partnerships to strengthen staff and student connection to the Chesapeake Bay.		Diversity Workgroup		Short-term, Ongoing	Action part of Diversity Workgroup Logic and Action Plan	Note: For instance, the EPA CBP Office has MOUs with Bowie State University and Virginia State University. Identify other existing partnerships or formal relationships between HBCUs/MSIs and CBP organizations. Continue and promote activities under MOUs and formal partnerships or relationships to strengthen staff and student connection to the Chesapeake Bay and Bay restoration efforts.

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
	Subtask 5	Continue attending job fairs and other career events to promote internship and employment opportunities within CBP organizations. Share job fair and career events with partners to attend.		Diversity Workgroup	Staffing Organizations, Signatories, Partnership Organizations	Ongoing	Action part of Diversity Workgroup Logic and Action Plan	
	Subtask 6	Coordinate efforts to implement DEI considerations in the hiring of CB entry level positions (e.g., C-StREAM, Chesapeake Conservation Corps, Staffer positions), establishing a pool of diverse candidates for permanent positions within the partnership.		Diversity Workgroup	Goal Implementation Teams, Workgroups, Management Board	Short-term, Ongoing	Action part of Diversity Workgroup Logic and Action Plan	Note: For instance, the EPA CBP Office has MOUs with Bowie State University and Virginia State University. Identify other existing partnerships or formal relationships between HBCUs/MSIs and CBP organizations. Continue and promote activities under MOUs and formal partnerships or relationships to strengthen staff and student connection to the Chesapeake Bay and Bay restoration efforts.
<b>2.2</b>	Increase Diversity and Inclusion in Appointee and Volunteer Bodies							
<b>2.2.a</b>	Conduct proactive recruitment to increase representation of people of color and other underrepresented groups on the Advisory Committees, Goal Implementation Teams, Workgroups, and ad hoc Teams.							Note: Utilize tools and efforts outlined in 2.1.f and related to expanding opportunities for underrepresented individuals to support recruitment into Advisory Committees, GITs, Workgroups
	Subtask 1	Explore opportunities and options for expanding the networking, advertizing, and selection process for Staffer and Coordinator positions.		Staffing Organizations, Goal Implementation Teams, Workgroups	Management Board, Signatories	Ongoing		
	Subtask 2	Compile and distribute training and resources/tools on recruitment, hiring, and retention to advisory committees, GITs, and workgroups.		Diversity Workgroup	Staffing Organizations, Goal Implementation Teams, Workgroups, Advisory Committees		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. The Diversity Workgroup's GIT Funding Project "Cultivating and Strengthening Relationships with Underrepresented Stakeholders" will also be instrumental in helping us identify and pursue opportunities to increase mutually beneficial partnerships.	
	Subtask 3	Develop template outreach materials or guidance to support recruitment efforts.		Communications Team	Staffing Organizations, Goal Implementation Teams, Workgroups, Diversity Workgroup			
	Seek opportunities to support and retain people of color and other underrepresented groups on Advisory Committees, Goal Implementation Teams, Workgroups, and Action Teams.							

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
2.2.b	Subtask 1	Principals' Staff Committee members encourage and assist Executive Council members to make appointments that support and retain people of color and other underrepresented groups.		Principals' Staff Committee, Executive Council	Advisory Committees			
	Subtask 2	Create multiple feedback mechanisms to increase comfort and provide opportunities for sharing thoughts, experiences, and ideas.		Principals' Staff Committee, Management Board, Goal Implementation Teams, Workgroups, Advisory Committees	Diversity Workgroup			Note: For example, facilitated discussions, DEI trainings, surveys and feedback opportunities, or lunch speakers or webinars.

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
<b>2.3</b>	Build a Common Understanding and Expanded Capacity for DEIJ							
<b>2.3.a</b>		Provide CBP staff and entities (e.g., GITs, Workgroups, Advisory Committees, Management Board, PSC) training on diversity, equity, inclusion and environmental justice issues to build a common understanding of DEIJ and connect these topics to CBP's mission and operations.						
	Subtask 1	Host cultural Humilty Trainings in fall/winter 2020. Prominently advertise, incentivize, and recruit participation from partner organizations, Management Board, and membership across all GITs and Advisory Committees.		Consultant	Diversity Workgroup, Principals' Staff Committee, Management Board	Short-term		As part of their contract with the CBP, Skeo Solutions designed and implemented three Cultural Humility trainings for members of the CBP partnership. Training participants included members from the Management Board as well as members from advisory committees and various GITs and workgroups.
	Subtask 2	Collect feedback/insights during all trainings and determine whether there are specific areas highlighted by training, staff comments, or evaluations which support DEIJ action items or staff engagement around DEIJ.		Diversity Workgroup	Goal Implementation Teams, GIT 5, Workgroups	Ongoing		Skeo Solutions sent out a post-training survey after the Cultural Humility training and received feedback on what additional trainings would be helpful
	Subtask 3	Prioritize and plan for additional training or next steps (e.g., educational resources, tool development) in advancing staff enagement around DEIJ.		Diversity Workgroup	Management Board	Annually		Note: Develop list of trainings to provide.

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
2.3.b	Include discussion time regarding DEIJ (e.g., the 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.							
	Subtask 1	Provide meaningful inclusion of DEIJ milestones on the agendas for the Management Board and Principals' Staff Committee meeting at a minimum every six months.		Principals' Staff Committee, Management Board	Diversity Workgroup	Semi-annually		Note: Action from 2020 PSC Action Statement Note: Ensure that this is part of PSC workplan.
	Subtask 2	Update the Chesapeake Executive Council on progress of DEIJ and priorities at the CBP.		Principals' Staff Committee, Management Board, Executive Council	Diversity Workgroup, CBP Communications Team	Annually		Note: Action from 2020 PSC Action Statement
	Subtask 3	Each group identified in Governance and Management Framework includes discussion time regarding DEIJ in agendas on regular basis.		Goal Implementation Teams, Workgroups, Advisory Committees, Management Board	Diversity Workgroup	Short-term, Ongoing		Note: For example, agenda items could include how the entity intends to further incorporate diverse community voices into decision-making and workplan development; how entity plans to increase diversity and retention of members and leadership, opportunity to build collective understanding of and comfort with DEIJ (e.g., guest speakers, visits to EJ sites, DEIJ discussion topics, Resource: GLSEN Guidelines for Respectful Discussion Resource: Diversity Toolkit: Building Principles of Diversity, Equity, Inclusion, and Justice in Organizations
2.3.c	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.							Note: EPA can't fund Management Board travel to conference; if grantees want to use funding they receive to travel to conference, then could make case in workplan-- for example, if in workplan for GIT funding travel/training would need to be part of grant RFA and workplans.
	Subtask 1	Develop a living reference list of DEIJ-related conferences and events, gathering information from across CBP. Disseminate list and update regularly.		Diversity Workgroup	Signatories, Partnership Organizations, Staffing Organizations, Management Board, Goal Implementation Teams, Workgroups	Short-term, Ongoing	The Diversity Workgroup provides regular email updates w/ notice of upcoming events, conferences, etc.	
	Subtask 2	Determine annual internal review around DEIJ funding and other resources for DEIJ conferences and activities.		Management Board	Principals Staff Committee, Diversity Workgroup			
	Subtask 3	Include funding goals and identification of key DEIJ conferences as important part of assessing DEIJ annual funding priorities and strategies.		Diversity Workgroup	Goal Implementation Teams and Workgroups (help with identifying DEIJ needs across programs)	Annually		Note: Establish list of funding priorities and outcomes for each entity within the CBP related to DEIJ.

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
<b>2.4</b>	Institutionalize Efforts to Advance DEIJ Internally							
<b>2.4.a</b>		Develop and broadly disseminate the tools CBP identifies and/or develops on DEIJ, racial equity and EJ issues.						This recommendation is an action in the Diversity Workgroup logic and action plan. The workgroup continues to share resources through its newsletter and posts resources on the workgroup webpage: <a href="https://www.chesapeakebay.net/who/group/diversity_workgroup">https://www.chesapeakebay.net/who/group/diversity_workgroup</a>
	Subtask 1	Develop reference list of current best practices and tools available related to DEIJ, Racial Equity and EJ Issues. Disseminate tools with guidance on use to all within the CBP.		Diversity Workgroup	Communications Team, Web Team, Partnership Organizations, Goal Implementation Team, Workgroups	Short-term, Ongoing		Note: Consider role within broader CBP DEIJ "curriculum" including training, staff onboarding materials, grants, etc. Resource: URGE curriculum: <a href="https://urgescience.org/curriculum/">https://urgescience.org/curriculum/</a>
	Subtask 2	Establish method for generating feedback on use and effectiveness. Revise based on feedback, as needed.		Diversity Workgroup	Communications Team, Web Team, Partnership Organizations, Goal Implementation Team, Workgroups	On-going		
<b>2.4.b</b>		Seek funding for implementing action priorities of the DEIJ Strategy.						Note: Two-year priorities in the DEIJ Strategy.
	Subtask 1	Establish list of funding priorities and outcomes for each entity within the CBP related to DEIJ.		Management Board	Signatories, Partnership Organizations, Staffing Organizations, Diversity Workgroup	Annually, Ongoing		
	Subtask 2	Identify funding and resource gathering strategies and opportunities. Advocate for funding of priorities in upcoming FY budget.		Signatories, Partnership Organizations, Staffing Organizations, Management Board	Diversity Workgroup	Annually, Ongoing		Note: May require lobbying consultant. Identify corresponding CBP Executive Council member as well as Legislators for each Region to discuss funding needs.
<b>2.4.c</b>		Encourage an emphasis on DEIJ in all staff onboarding materials so that new staff know that DEIJ is a priority for CBP.						
	Subtask 1	Review current onboarding processes for all staff and develop CBP-specific onboarding materials and/or activities (e.g., outline of goals and history of DEIJ and EJ at CBP) using input from CBP and other resources.		Diversity Workgroup	Staffing Organizations, Communications Team. Signatories	Mid-term		
	Subtask 2	Disseminate onboarding materials and/or activities to all CBP organizations. Update, regularly incorporating lessons learned and feedback.		Diversity Workgroup	Staffing Organizations, Communications Team. Signatories	Ongoing		

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
2.4.d		Promote incorporation of 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.						
	Subtask 1	Develop DEIJ measures and self-evaluation tools (e.g., questions) to be incorporated into staff performance evaluations across the CBP.		Diversity Workgroup	Management Board, Signatories, Partnership Organizations, Staffing Organizations	Mid-term		
	Subtask 2	Disseminate DEIJ measures and self evaluation tools. Solicit feedback from the CBP and update as needed.		Diversity Workgroup	Signatories, Partnership Organizations, Staffing Organizations	Ongoing		

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
<b>Advancing DEIJ through Watershed Restoration Work</b>								
<ul style="list-style-type: none"> <li>&gt; Objective 5: Advance DEIJ through GIT workplans and outcomes</li> <li>&gt; Objective 6: Advance DEIJ through communications</li> <li>&gt; Objective 7: Advance DEIJ through grant-making and contracting</li> </ul>								
<b>3.1</b>	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.							
<b>3.1.a.</b>	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).						This recommendation is an action in the Diversity Workgroup logic and action plan, however to date nothing has been done to accomplish this. Initial recommended changes to the Governance document developed by SKEO with Diversity workgroup leaderships and staff.	
	Subtask 1	Develop a list of documents and guidance where this language could be updated.		GIT 6	CBPO Grants Team, Grant Making Organizations, Diversity Workgroup	Short-term		
	Subtask 2	Develop suggested template language, which can be tailored to each document (may reference the DEIJ Statement).		GIT 6, Diversity Workgroup	CBPO Grants Team, Grant Making Organizations, Diversity Workgroup	Short-term		
	Subtask 3	Evaluate language annually for any changes needed based on lessons learned.		GIT 6, Diversity Workgroup	CBPO Grants Team, Grant Making Organizations, Diversity Workgroup	Ongoing		

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
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.						The Diversity Workgroup logic and action plan includes a note under the action to develop grantmaking guidelines (which is also a recommendation from this document - see action 3.4.c) to ensure that efforts to track funding allocation maintain the distinction between organizations run by and primarily serving communities of color and other underrepresented communities versus community-based organizations that are not led by the community they serve or engage. To date this has not been done because guidelines have not been developed.
	Subtask 1	Determine if CBP has system for tracking funding allocations to organizations run by and primarily serving communities of color		Diversity Workgroup	CBPO Grants Team, Grant Making Organizations		CBP does not have system for tracking funding allocations.	
	Subtask 2	Track funding allocations to organizations run by and primarily serving communities of color		Grant Making Organizations		Ongoing		
	Subtask 3	Develop tracking distinctions and incorporate into grantmaking guidelines.		Diversity Workgroup	CBPO Grants Team, Grant Making Organizations	Ongoing		

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
3.2	Build relationships with communities of color, low income communities, and other underrepresented groups (including tribes), and incorporate these leaders into decision-making and implementation.							
3.2.a	Participate in EJ-led gatherings, tribal meetings and conferences, and other engagement opportunities to build CBP's professional network and bring discussion about implementation of the Chesapeake Bay Watershed Agreement directly into EJ-led and non-traditional/underrepresented spaces.							
	Subtask 1	Circulate information and provide notice of participation opportunities.		Diversity Workgroup	Goal Implementation Teams, Workgroups, Advisory Committees, Management Board	Ongoing	Diversity Workgroup provides regular updates on upcoming EJ gatherings.	Note: Consider participating in Regional Tribal Operations Committee meetings.
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. Capture learnings from this task in related trackers (e.g., see 3.4.e).
	Subtask 1	Refine the Chesapeake Bay Environmental Justice and Equity Dashboard. Update as needed based on feedback and access to new information/research		GIS team	Diversity Workgroup	Short-term	Chesapeake Bay EJ Screen published. Dashboard in progress. Beta version being circulated	
	Subtask 2	Compile list of organizations led by and/or serving underrepresented communities, including communities of color, EJ communities, low-income communities		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. The Diversity Workgroup's GIT Funding Project "Cultivating and Strengthening Relationships with Underrepresented Stakeholders" will also be instrumental in helping us identify and pursue opportunities to increase mutually beneficial partnerships.	
3.2.c	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.							
	Subtask 1	Evaluate opportunities and complete case studies, webinars, or other communications tools to highlight the EJ work of organization in the CB watershed.		Communications Team	Diversity Workgroup, Management Board, Partnership Organizations, GIT 5	Annually	This is not in the Diversity Workgroup logic and action plan, however the workgroup's GIT Funding Project, "Cultivating and Strengthening Relationships with Underrepresented Stakeholders" will organize a one-day conference, forum, or use an alternative method to lift up the work of EJ	

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
<b>3.3</b>	Advance Diversity, Equity, and Inclusion through GIT Workplan Development and Implementation							
<b>3.3.a</b>		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.						
	Subtask 1	Identify specific decision-points and other milestones within the GIT workplans and other governance and management processes where communities of color, low income communities and other underrepresented groups can influence the development and implementation of the Chesapeake Bay Watershed Agreement.		GIT6	SRS Team, Goal Implementation Teams, Workgroups, Advisory Committees	Short-term		
	Subtask 2	Each group in the Governance and Management Framework develops and executes plan for incorporating communities of color, low income communities and other underrepresented groups into decision-making.		Goal Implementation Teams, Workgroups, Advisory Committees, STAR, Management Board, Principals' Staff Committee	Diversity Workgroup			
	Subtask 3	Develop and use a tracking tool that catalogues relevant decision-points and how feedback is gathered and incorporated for each decision-point.		GIT6, Diversity Workgroup	SRS Team, Goal Implementation Teams, Workgroups, Advisory Committees	Short-term		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 DEI during the feedback-gathering phase, decision-making phase or both for all decision-points.
	Subtask 4	Periodically assess and refine the tracking tool to incorporate new decision-points and milestones as needed.		GIT6, Diversity Workgroup	SRS Team, Goal Implementation Teams, Workgroups, Advisory Committees	Ongoing		

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES	
3.3.b		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.							
	Subtask 1	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.		Management Board	SRS team, GIT6, Diversity Workgroup	Short-term		As part of their contract with the CBP, Skeo Solutions has developed a template for incorporating DEIJ considerations into GIT workplans. This template, however, was not specifically created to evaluate the eight priority outcomes identified by the Diversity Workgroup in 2015. Instead it is broader and applicable to all outcomes.	Tool: Diversity Workgroup "Cultural Audit" tool. Research and tools developed under Action 3.2.b., including the Chesapeake Bay Environmental Justice and Equity Dashboard. Note: To extent possible, seek input on template from communities of color and other underrepresented groups.
	Subtask 2	GITs and Workgroups review workplans using list of criteria and modify to improve DEIJ considerations, with input from underrepresented communities.		Goal Implementation Teams, Workgroups	Diversity Workgroup	SRS Schedule		As part of their contract with the CBP, Skeo Solutions has developed a template for incorporating DEIJ considerations into GIT workplans	Note: The new Chesapeake EJ and Justice Dashboard (in development) could be used to assess the distribution of benefits and impacts.
3.3.c.		Encourage implementation partnerships to 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.							
	Subtask 1	Document 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.		Goal Implementation Teams, Workgroups	GIT 6, Goal Implementation Teams and workgroups	Ongoing			
	Subtask 2	Develop a better understanding of barriers that have kept underrepresented groups from participating in past decision-making and implementation. Create a list of identified options/opportunities for addressing barriers and capacity needs.		Contractor	Diversity Workgroup	Short-term		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. The Diversity Workgroup's GIT Funding Project "Cultivating and Strengthening Relationships with Underrepresented Stakeholders" will also be instrumental in helping us identify and pursue opportunities to increase mutually beneficial partnerships.	
	Subtask 3	Identify and pursue opportunities to increase partnerships with organizations run by and primarily serving communities of color.		Goal Implementation Teams, Workgroups	Diversity Workgroup	Ongoing		Note: For example, contracting organizations and grant giving organizations prioritize contracting/granting to organizations run by or serving underrepresented groups.	

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
3.4.	Advance diversity, equity and inclusion through grantmaking and contracting							
3.4.a	Annually, review the U.S. EPA CBP Office Grant and Cooperative Agreement Guidance to include DEIJ and EJ considerations/language.							
3.4.a	Subtask 1	Review U.S. EPA CBPO Office Grant and Cooperative Agreement Guidance to include DEIJ/EJ considerations/language.		EPA, CBPO Grants Team	EPA OECEJ, EPA OGD, Diversity Workgroup	Short-term	Completed for 2021 Guidance	Note: For example, to include requirements for reporting funding allocations (i.e., for recipient subawards, implementation, and contracts) to organizations run by and primarily serving communities of color and other underrepresented communities, requirements for reporting DEIJ activities in semi-annual progress reports, guidelines for including DEIJ and EJ criteria and grant targets in subaward evaluation and tracking, and for the provision of funding for DEIJ-related events and conferences. Note: Requirements for federal grants and cooperative agreements must adhere to federal, statutory and agency policies.
	Subtask 2	Refine EPA CBPO Office Grant and Cooperative Agreement Guidance based on lessons learned from grantee feedback and partner input.		EPA,CBPO Grants Team	EPA OECEJ, EPA OGD, Diversity Workgroup	Annually		
3.4.b	Promote DEIJ and EJ criteria in grant targets and evaluation.							
3.4.b	Subtask 1	Develop template DEIJ and EJ grant evaluation criteria, gathering feedback from leaders across the watershed.		Diversity Workgroup	GIT Funding Team, CBPO Grants Team, Grant Making Organizations in the Partnership, EPA Grant Administrators and	Short-term	See criteria proposed in Chapter 5 of DEIJ in Action: A Diversity, Equity, Inclusion, and Justice Guide for the Chesapeake Bay Watershed: <a href="https://cbtrust.org/wp-content/uploads/CB-Watershed-DEIJ-">https://cbtrust.org/wp-content/uploads/CB-Watershed-DEIJ-</a>	Note: Explore partnering with the Chesapeake Bay Funders Network, Chesapeake Bay Trust, and Region 3 and HQ grants offices. Resource: See criteria proposed in Chapter 5 of DEIJ in Action: A Diversity, Equity, Inclusion and Justice Guide for the Chesapeake Bay Watershed.
	Subtask 2	Identify grants and funding programs for which targets and/or criteria can be implemented and distribute resources/guidance to CBP partners.		Diversity Workgroup, GIT 6	GIT Funding Team, CBPO Grants Team, Grant Making Organizations in the Partnership, EPA Grant Administrators and Technical Staff, Chesapeake Funders Network, Chesapeake Bay Trust	Short-term		Note: EPA OGD approved an evaluation criteria that can be included in EPA RFAs. This has been incorporated in a draft RFA that is in development now. These criteria can be used for EPA-managed grants and can provide template language for other grant programs. Note: Consider incorporating DEIJ criteria into GIT-funding scoring.

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
3.4.c		Develop and/or compile grantmaking and contracting guidelines that promote non-discriminatory policies among applicant/contractor organizations, incentivize applicants/contractors to increase DEI 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.						Resource: See resources and tools in 3.4.a. Note: In such guidelines, ensure that efforts to track funding allocations 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.
	Subtask 1	Complete baseline analysis of grant programs and grantmaking guidelines that currently exist.		Management Board	CB Trust, Diversity Workgroup	Short-term	Included in Diversity Workgroup Logic and Action Plan	
	Subtask 2	Work with funders to develop grantmaking guidelines that address these elements.		Management Board	Diversity Workgroup	Mid-term	Included in Diversity Workgroup Logic and Action Plan	
	Subtask 3	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.		Management Board	Diversity Workgroup	Mid-term		Note: Present at UMD EJ symposium or seek other methods/events to iteratively gather and incorporate feedback from EJ leaders.
	Subtask 4	Share these guidelines widely with partners and track use.		Management Board	Diversity Workgroup	Ongoing	Included in Diversity Workgroup Logic and Action Plan	
3.4.d		Host or participate in a gathering of funders to share lessons learned and build CBP's professional network for advancing DEI and EJ through grantmaking.						Chesapeake Bay Funders Network, Chesapeake Bay Trust, and Region 3 and HQ grants offices
	Subtask 1	Host gathering		Budget and Finance Workgroup	Chesapeake Bay Trust, EPA Grants Office	Short-term		Note: Work in partnership with organizations like the Chesapeake Funders Network.
	Subtask 2	Host gathering		Budget and Finance Workgroup	Chesapeake Bay Trust, EPA Grants Office	Mid-term		Note: work in partnership with organizations like the Chesapeake Funders Network.

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
3.5	Review and strengthen diversity, equity and inclusion in watershed restoration outreach, materials, activities, and events.							
3.5.a		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.						
	Subtask 1	Review communications materials to identify areas for improvement.		CBP Communications Team, Web Team	Communications Workgroup, Diversity Workgroup, Management Board	Short-term		
	Subtask 2	Develop recommendations/guidance to ensure future communications materials are welcoming and inclusive (e.g., language translation needs for targeted audiences). Gather feedback from partnership and/or through another venue.		CBP Communications Team, Web Team	Communications Workgroup, Diversity Workgroup, Management Board	Mid-Term		Note: be sure guidance includes social media tools.
	Subtask 3	Implement and distribute guidance and refine as needed based on lessons learned and feedback.		CBP Communications Team, Web Team	Communications Workgroup, Diversity Workgroup, Management Board	Mid-term, Ongoing		
3.5.b		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.						
	Subtask 1	Develop guidance on distribution of communication materials including direction on growing effectiveness of communications with under-tapped populations. Refine as needed based on feedback and lessons learned		CBP Communications Team	Communications Workgroup, Web Team, Diversity Workgroup	Mid-term, Ongoing	The Diversity Workgroup has compiled set of community engagement resources. The Diversity Workgroup's GIT Funding Project "Cultivating and Strengthening Relationships with Underrepresented Stakeholders" will also be instrumental in helping us identify and pursue opportunities to increase mutually beneficial partnerships.	
	Subtask 2	Develop living database of distribution channels.		CBP Communications Team	Communications Workgroup, Web Team, Diversity Workgroup	Mid-term, Ongoing	The Diversity Workgroup has compiled a current list of organizations and groups led by and/or serving underrepresented communities.	

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
<b>Thought Leadership and Partnerships</b>								
<b>&gt; Objective 8: Increase DEIJ Performance of Partners</b>								
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.						Note: 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.
	Subtask 1	Share statement with CBP partners and offer a forum (e.g., a webinar) for discussion of the statement, lessons learned, and how other organizations can develop their own.		Consultant	Diversity Workgroup	Short-term	Complete. 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: <a href="https://www.youtube.com/watch?v=Dq3okABjhWE&amp;feature=youtu.beAction">https://www.youtube.com/watch?v=Dq3okABjhWE&amp;feature=youtu.beAction</a>	Consultant
	Subtask 2	Develop a brief summary document and/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.		DEIJ Action Team, Diversity Workgroup	Principals' Staff Committee, Management Board	Short-term	DEIJ Action Team Webpage published w/ summary information and links.	
	Subtask 3	Identify and pursue other opportunities for disseminating and discussing 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.		Management Board, Signatories, Partnership Organizations	Diversity Workgroup	Ongoing		Diversity Workgroup could extend offer of support to partners

ACTION	SUBTASK	DESCRIPTION	RELATED ACTIONS (TBD)	LEAD	SUPPORT	TIMEFRAME	STATUS	RESOURCES, TOOLS, NOTES
4.3		Share the DEIJ communication and distribution guidance broadly among CBP Partners.						
	Subtask 1	Disseminate guidance to CBP partners		Communications Team	Communications Workgroup, Diversity Workgroup	Short-term		
	Subtask 2	Update the resources based on feedback from CBP partners and lessons learned.		Communications Team	Communications Workgroup, Diversity Workgroup, Web Team	Ongoing		
4.4		Develop tracking and reporting guidance to share broadly among CBP Partners. Where feasible, reference practices in use by CBP partners and point to tools that are already established in the field.						
	Subtask 1	Gather tracking and reporting guidance materials developed and summarize in a single resource.		Diversity Workgroup	Management Board	Mid-term		
	Subtask 2	Distribute tracking and reporting guidance and update resources as needed.		Diversity Workgroup	Management Board	Ongoing		