

Diversity, Equity, Inclusion and Justice at the Chesapeake Bay Program

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Agenda

- CBP and the *Chesapeake Bay Watershed Agreement*
- Key terms related to DEIJ
- CBP's DEIJ Readiness Assessment
- Restoration from the Inside Out: A DEIJ Strategy for the CBP
- Implementation updates

CBP and the *Chesapeake Bay*
Watershed Agreement

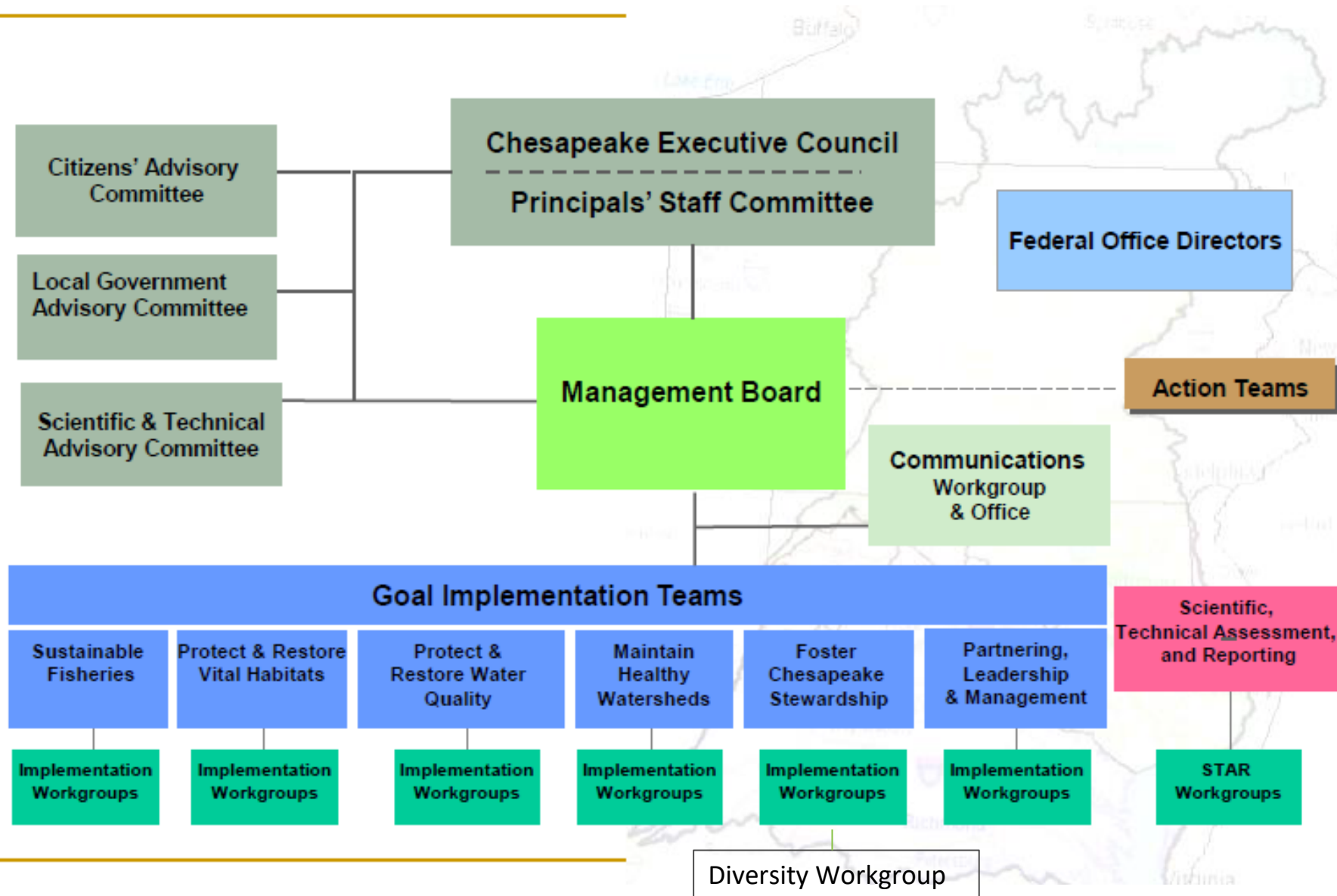
Overview: The Chesapeake Bay Program

The Chesapeake Bay Program (CBP) is a regional partnership devoted to restoring and protecting the Chesapeake Bay and its watershed.

- Nearly 40 agencies and programs in Delaware, District of Columbia, Maryland, New York, Pennsylvania, Virginia, and West Virginia
- 19 federal agencies
- Approximately 1,800 local governments, represented through the Local Government Advisory Committee
- More than 20 academic institutions, represented through the Scientific and Technical Advisory Committee
- More than 60 non-governmental organizations, including businesses, non-profits and advocacy groups.



Chesapeake Bay Program Structure



10 Goals from the 2014 Chesapeake Bay Watershed Agreement



1. Sustainable Fisheries



2. Vital Habitats



3. Water Quality



4. Toxic Contaminants



5. Healthy Watersheds



6. Stewardship



7. Land Conservation



8. Public Access



9. Environmental Literacy



10. Climate Resiliency

What are we talking about when we
talk about DEI?



Diverse/diversity

The demographic mix of a specific collection of people, taking into account elements of human difference.

For example: racial and ethnic groups, income, spectrum of built environment settings (rural to urban), faith communities, LGBTQ+ populations, people with disabilities, gender, relationship to the natural environment.

Credit: Skeo, adapted from the [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.”

Credit: [D5 Coalition](#)



Diversity vs. Inclusion

It is possible to be diverse,
without being inclusive!

*To be successful in advancing
DEIJ, we must have both
diversity AND inclusion.*

Equality



Equity



Equity: Improving equity is to promote justice, impartiality and fairness within the procedures, processes, and distribution of resources and rewards by institutions or systems. Tackling equity issues requires an understanding of the underlying or root causes of disparities within our society.

(Credit: D5 Coalition)



**Everyone gets what
they need to thrive!**





Justice

The quality of being just, impartial, or fair.

Credit: [Merriam Webster](#)

Directly dismantling barriers to resources and opportunities in society so that all individuals in communities can live a full and dignified life.

Credit: [Avarna Group](#)

DEIJ Readiness Assessment

Purpose, Process and Outcomes

Background

The Chesapeake Bay Program (CBP) retained Skeo to conduct a Diversity, Equity, Inclusion and Justice (DEIJ) Readiness Assessment and develop a DEIJ Strategy that helps the partnership to:

1. Grow racial and ethnic diversity from 13% to 25% (including 15% of leadership).
2. Help partners to develop as DEIJ leaders who understand, respect and embrace cultural diversity.
3. Provide partners with the tools to continually assess progress towards diversity goals.

DEIJ Readiness Assessment

(summer 2018 – summer 2019)

- Conducted interviews with CBP workgroups, Goal Implementation Teams (GITs) and leadership to inform development of an assessment framework
- Used the framework to conduct a DEIJ Readiness Assessment that included:
 - additional interviews,
 - a DEIJ readiness survey,
 - two focus groups, and
 - review of key CBP documents to evaluate key policies and procedures.

Assessment Framework

Focus Areas	Objectives
Authorizing Environment	1. Create an authorizing environment for DEIJ.
Internal DEIJ	2. Increase DEIJ in hiring, promotion and tenure. 3. Increase DEIJ in appointee and volunteer bodies. 4. Increase DEIJ in internal culture and training.
Mission-related Work	5. Advance DEIJ through GIT workplans and outcomes. 6. Advance DEIJ through communications. 7. Advance DEIJ through grant-making and contracting.
Thought Leadership and Partnerships	8. Increase DEIJ performance of partners.

DEIJ Readiness Assessment Outcomes

- CBP has established a strong foundation, there is much work yet to do to advance DEIJ within CBP.
- Many actions have not been started or are not yet meeting objectives. (See Chapter 2 for full assessment scores.)
- The recent adoption of the diversity goal in the *Chesapeake Bay Watershed Agreement*, along with the readiness of the staff, demonstrate that the organization is poised to make great strides in advancing DEIJ.
- CBP now has a baseline and framework that can be used to prioritize and track both near- and long-term actions to improve DEIJ across the eight objectives over time.

Restoration from the Inside Out

The CBP's DEIJ Strategy

Restoration from the Inside Out:

A Diversity, Equity, Inclusion and Justice Strategy
for the Chesapeake Bay Program

March 2020



Chesapeake Bay Program

Science. Restoration. Partnership.

Purpose

The CBP DEIJ Strategy, *Restoration from the Inside Out*, provides recommendations to be used by CBP leadership, Goal Implementation Teams (GITs), Workgroups, and other components of the CBP to:

- inform the activities in the biennial workplans (i.e. Logic and Action Plans) and
- integrate DEIJ in the implementation of management strategies

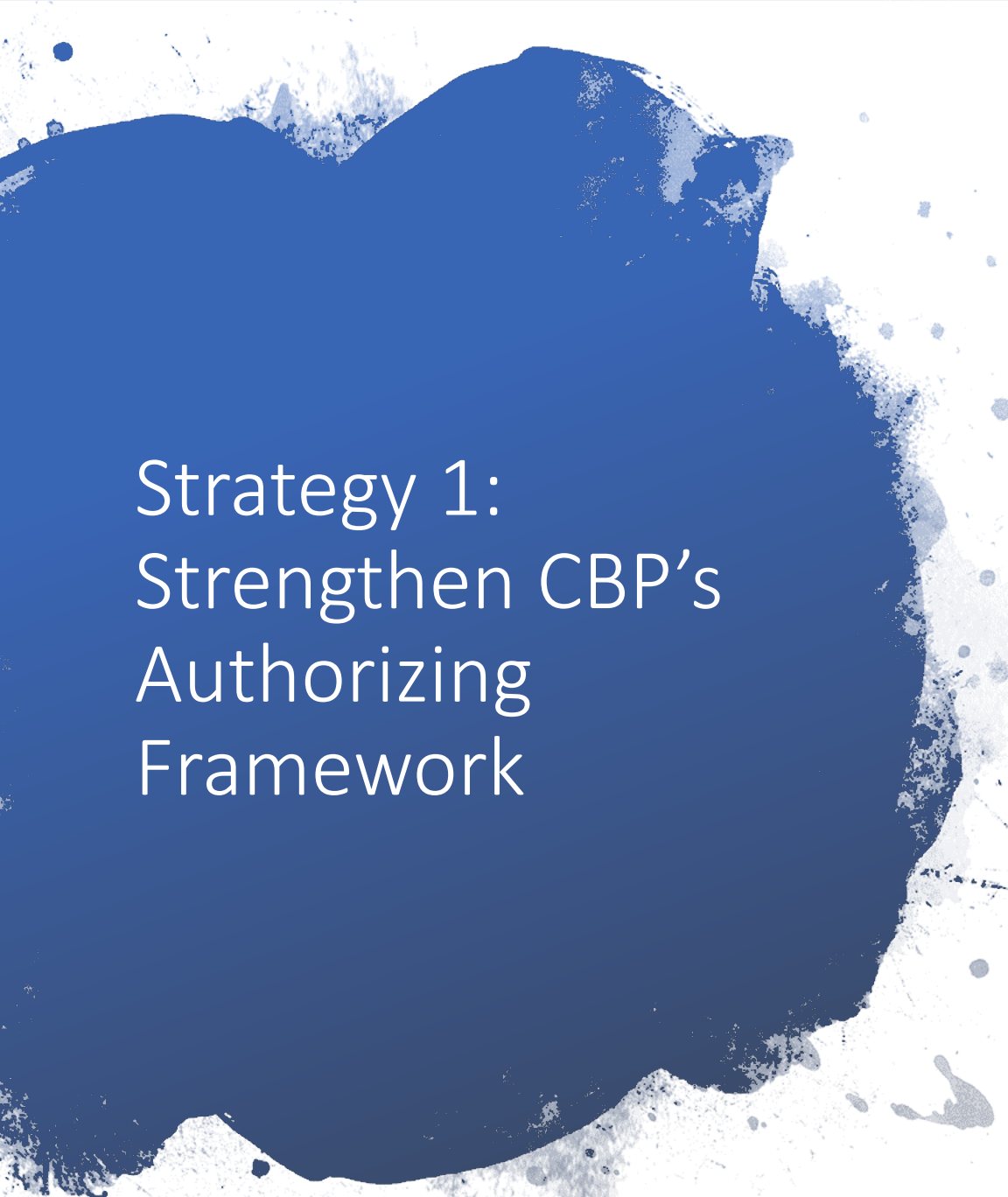
to help achieve the outcomes of the *Chesapeake Bay Watershed Agreement*.



DEIJ Strategy


Like the Chesapeake Bay itself,
successful DEIJ and EJ efforts require a
healthy ecosystem to thrive!

The DEIJ Strategy emphasizes the internal, cultural and policy changes needed to create a healthy, supportive organizational ecosystem where DEIJ and EJ goals can produce lasting results that advance the restoration of the Chesapeake Bay Watershed.



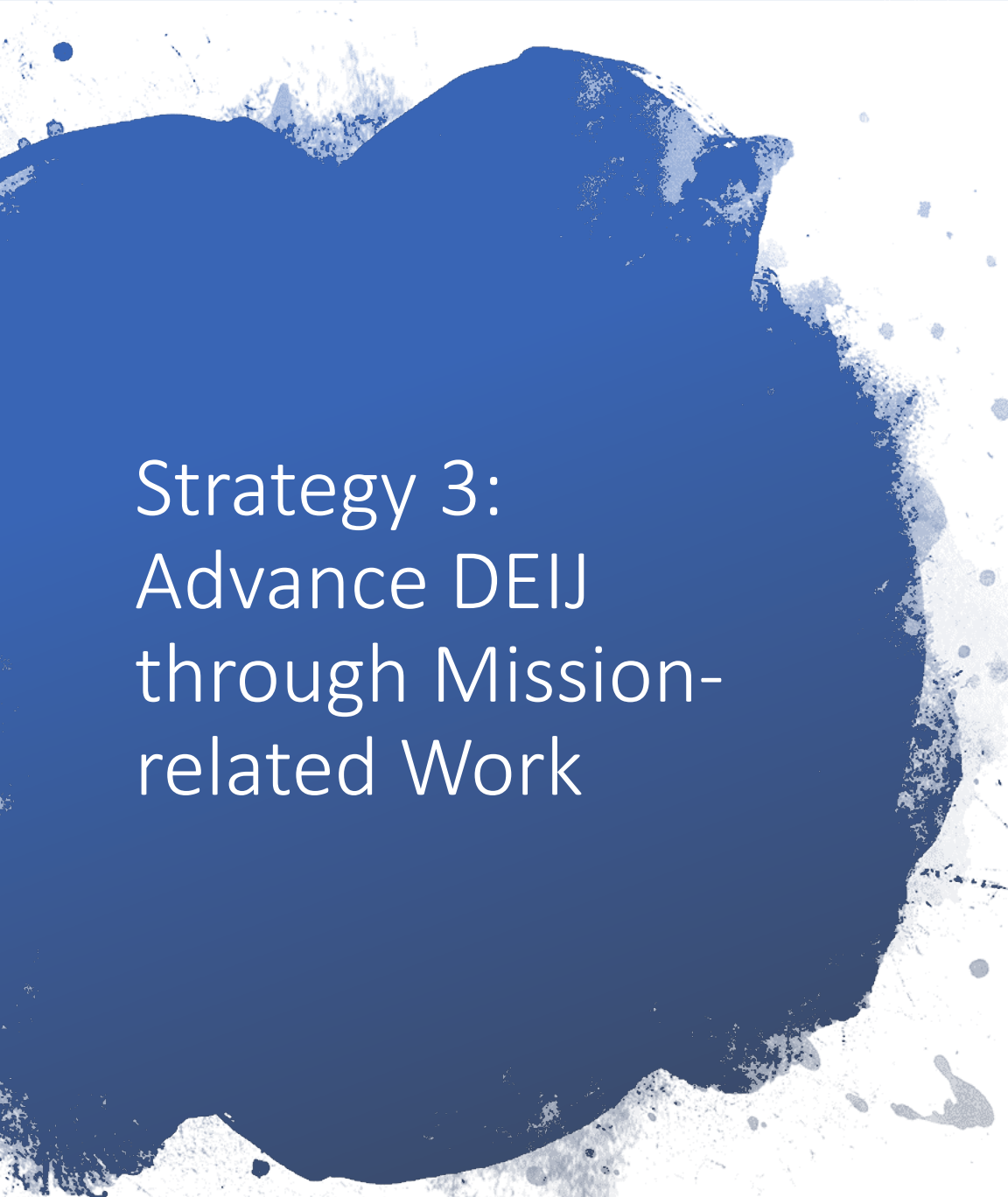
Strategy 1: Strengthen CBP's Authorizing Framework

1. Adopt a clear and succinct DEIJ statement.
2. Update the CBP Management Strategies, as needed, to explicitly articulate the roles of diversity, equity, inclusion and environmental justice.
3. Clarify language in authorizing and governance documents to reflect a priority on developing long-term relationships with organizations run by and primarily serving communities of color and other underrepresented communities.
4. Update the Governance and Management Framework for the Chesapeake Bay Partnership.
5. Biennially, incorporate changes related to the DEIJ Strategy annual action priorities throughout both the Diversity Outcome Management Strategy and the DWG Outcome Logic Table and Workplan.
6. In addition to diversity and environmental justice, explicitly articulate equity, inclusion and justice in the next iteration of the Chesapeake Bay Watershed Agreement.



Strategy 2: Advance DEIJ Internally

1. Increase diversity and inclusion for staff, appointees, and volunteer bodies.
2. Build a common understanding of and expanded capacity for DEIJ.
3. Institutionalize efforts to advance DEIJ internally.



Strategy 3: Advance DEIJ through Mission- related Work

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.
2. Build relationships with communities of color, low income communities and other underrepresented groups, and incorporate these leaders into decision-making and implementation.
3. Advance DEIJ through GIT workplan development and implementation.
4. Advance DEIJ through grantmaking.
5. Review and strengthen DEIJ in watershed restoration outreach, materials, activities, and events.



Strategy 4: Advance DEIJ Performance of Partners

1. Increase access to DEIJ training and capacity building.
2. Share the CBP's DEIJ statement or policy with CPB partners once it is developed.
3. 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.
4. Develop and distribute straightforward, accessible guidance on including DEIJ and EJ criteria in grant targets and evaluation to CBP Partners.
5. Develop and share the DEIJ communication and distribution guidance broadly among CBP Partners.
6. Develop tracking and reporting guidance to share broadly among CBP Partners.

Action Plans

2. Advancing DEI Internally

2.1 Increase diversity and inclusion for staff, appointees, and volunteer bodies:

Action	Timeframe (* indicates 2020-2021 priorities)	Measures of Success	Roles	Potential Resources and Tools
2.1.a. a. Document and biennially evaluate efforts to promote DEI in hiring, promotion and tenure policies.	<i>Phase 1:</i> Develop best practices scan and prioritize strategies. <i>Ongoing:</i> 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)?	<i>Lead:</i> Signatories and partnership organizations (including organizations that staff CBPO) <i>Supports:</i> Diversity Workgroup	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).
2.1.b. Re-structure hiring and promotion committees as needed to include people of color and other underrepresented groups.	<i>Phase 1:</i> Evaluate opportunities for restructuring and implement changes. <i>Ongoing:</i> Continue to track representation on hiring committees and course correct as needed.	Increased representation on hiring and promotion committees over time.	<i>Lead:</i> Signatories and partnership organizations (including organizations that staff CBPO) <i>Supports:</i> Diversity Workgroup	--
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.	<i>Phase 1:</i> Develop best practices scan and prioritize strategies. Coordinate with 2.1.d on a focus group or survey. <i>Ongoing:</i> 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.	<i>Lead:</i> Diversity Workgroup <i>Supports:</i> Organizations that fill CBP staff and internship positions, Management Board, Advisory Committees, Goal Implementation Teams and Workgroups (particularly, staff and Chairs of these groups).	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).

2020-2021 Priorities

1. A significant emphasis on strengthening CBP's authorizing environment through developing a DEIJ Statement and updating various authorizing documents to reflect advances in CBP's understanding of DEIJ.
2. Increase diversity and inclusion for staff, appointees, and volunteer bodies, with a focus on learning from people of color about their experience of the culture within CBP.
3. Build a common understanding of DEIJ and expanded capacity for DEIJ through trainings and identifying funding for staff and leadership to participate in DEIJ-related conferences and network building events.
4. Institutionalize efforts to advance DEIJ internally by disseminating the tools and resources developed under this phase of DEIJ work and budgeting for additional actions in 2021.
5. Distinguishing 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.



2020-2021 Priorities

6. Build relationships with communities of color, low income communities and other underrepresented groups with a focus on listening through participation in EJ-led gatherings and developing a better understanding of who is already operating in this space.
7. 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.
8. Advance diversity, equity and inclusion through GIT workplan development and implementation with a focus on incorporating leaders from communities of color and low- income communities into decision-making and implementation.
9. Advance diversity, equity and inclusion through grantmaking with a focus on updating DEIJ and EJ criteria in grant targets and evaluation.
10. Advance DEIJ Performance of CBP Partners with a focus on including them in the 2020 trainings and disseminating tools and resources to them as they are developed by CBP.



Implementation Principles

- ✓ Restoration happens from the inside out.
- ✓ Accountability is key to success.
- ✓ Measure both implementation actions and their impacts.

Implementation Updates

The CBP DEIJ STATEMENT

- Drafted with input from the CBP's Diversity Workgroup, Management Board, and Principals' Staff Committee (PSC)
- Finalized and signed by the Chesapeake Executive Council on August 18th, 2020
- 2 pages long

Chesapeake Executive Council *Statement in support of diversity, equity, inclusion and justice*



CBP Vision from the 2014 Chesapeake Bay Watershed Agreement

Chesapeake Bay Program partners envision an environmentally and economically sustainable Chesapeake Bay watershed with clean water, abundant life, conserved lands and access to the water, a vibrant cultural heritage, and a diversity of engaged citizens and stakeholders.

Our Commitment to Diversity, Equity, Inclusion and Justice

Just as natural ecosystems depend on biodiversity to thrive, the long-term success of the Chesapeake Bay restoration effort depends on the equitable, just and inclusive engagement of all communities living throughout the watershed. This means to include a wide range of people of all races, ethnicities, income levels, faiths, genders, ages, sexual orientations and disabilities, along with other diverse groups, as well as promoting equal employment opportunities and expanding the diversity of the workforce and participants in restoration and conservation activities. For this effort to be successful it will require us to honor the culture, history and social concerns of local populations and communities.

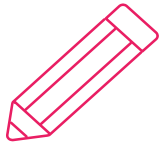
The Chesapeake Bay Program partners acknowledge that individually, each partner has established policies and programs with the goal of advancing environmental and public health protection for all. Through these programs, the seven Bay jurisdictions, EPA, other federal agencies, Chesapeake Bay Commission and partners are working to address and advance diversity and environmental justice issues. We also recognize that there is more we must do as a united partnership, and for this reason we explicitly and tangibly commit to diversity, equity, inclusion and environmental justice. Partners will continue to build on this work, sharing best practices, and with the acknowledgement that this work may indeed look different across the jurisdictions and space represented as a partnership, we will move forward together. Further, we recognize the importance of addressing racism and other forms of discrimination in our efforts, structures and acts of daily practices.

The impacts of discrimination and continuing environmental, economic and health disparities disproportionately burden underserved communities, including those of color, low-income status and indigenous populations. This limits access to clean water and air, fish, wildlife and outdoor recreation, and results in inequitable impacts on the human health and the surrounding environment for these communities. Disparities are only exacerbated by such environmental factors as climate change and pollution, and public health emergencies like the COVID -19 pandemic.

The Chesapeake Bay Program partners believe the full diversity of people who live, work and recreate in the Chesapeake Bay watershed have a right to benefit from, and help guide, the future of an environmentally and economically sustainable Chesapeake Bay watershed with clean water and air, abundant fish and wildlife, conserved lands, access to the water and a vibrant cultural heritage.

We reaffirm our commitment to embrace diversity, equity, inclusion and justice in all areas of the Chesapeake Bay Program to achieve our mission. As a partnership, we commit to:

- Strengthen and improve diversity, equity, inclusion and justice in our organizational structure, leadership, policies, strategic goals, restoration and conservation activities, workplans and program delivery, including guidance on including DEI and environmental justice criteria in grant targeting and evaluations.
- Engage, recruit and retain leadership, staff, appointees, interns and volunteers that reflect the diversity of people living within the Chesapeake Bay region.
- Foster a culture of inclusion, respect and mutual learning within the Chesapeake Bay Program by leading organizational change and empowering new voices and perspectives in our outreach, engagement and internal decision-making.
- Following consultation and coordination, determine how to best include federally recognized tribes in the Bay watershed in partnership activities.
- Develop long-term relationships, partnerships and increased collaborative planning with organizations led by and primarily serving communities of color and other underrepresented populations that result in informed and mutually beneficial decisions and outcomes.
- Ensure the benefits of our science, restoration and partnership programs are distributed in a fair and equitable manner without adverse, disproportionate impacts on vulnerable populations, especially those of lower economic status, indigenous, historically underrepresented communities and people of color.
- Continue to learn and share best practices as an organization in our evolving understanding of how best to promote diversity, equity, inclusion and justice.



NEW **DEIJ STATEMENT** SIGNED BY THE EXECUTIVE COUNCIL ON AUGUST 18TH

The Executive Council DEIJ Statement reaffirms the CBP's **commitment to embrace DEIJ in all areas of the Chesapeake Bay Program** to achieve our mission.

It articulates our commitment to :

- ▶ Strengthen DEIJ in our organizational structure, policies, goals, and activities;
- ▶ Engage, recruit and retain leadership, staff, appointees, interns and volunteers that reflect the diversity of people living within the Chesapeake Bay region;
- ▶ Foster a culture of inclusion, respect and mutual learning;
- ▶ Develop long-term relationships, partnerships and increased collaborative planning with underrepresented stakeholder groups;
- ▶ Ensure the benefits of our science, restoration and partnership programs are distributed in a fair and equitable manner;
- ▶ Continue to learn and share best practices as an organization.

PRINCIPALS' STAFF COMMITTEE (PSC) DEIJ ACTION STATEMENT

- Signed by the CBP PSC in August to accompany the Executive Council's DEIJ Statement
- 3 pages long
- Includes 5 actionable and timebound commitments



Diversity, Equity, Inclusion and Justice

Action Statement

Chesapeake Bay Program Principals' Staff Committee

The Chesapeake Bay watershed is home to diverse communities with rich variation in culture, demographics and perspectives. It is important to embrace this diversity and promote the meaningful involvement, treatment and inclusiveness of all people in the implementation of the *Chesapeake Bay Watershed Agreement*. In doing so, we will be better able to achieve healthy local streams and lands, as well as a vibrant Chesapeake Bay that is shared by all people throughout the watershed.

The Chesapeake Bay Program partners acknowledge that individually, each partner has established policies and programs with the goal of advancing environmental and public health protection for all. Through these programs, the seven Bay jurisdictions, Environmental Protection Agency, other federal agencies, the Chesapeake Bay Commission and partners are working to address and advance diversity and environmental justice issues. We also recognize that there is more we must do as a united partnership, and for this reason we explicitly and tangibly commit to diversity, equity, inclusion and environmental justice. Partners will continue to build on this work, sharing best practices, and with the acknowledgement that this work may indeed look different across the jurisdictions and space represented as a partnership, we will move forward together. Further, we recognize the importance of addressing racism and other forms of discrimination in our efforts, structures and acts of daily practices.

Recognizing this, the Chesapeake Bay Program accepts the report and recommendations in the Diversity, Equity, Inclusion and Justice Strategy (DEIJ Strategy) - developed by an independent consultant for the Chesapeake Bay Program Diversity Workgroup of the Stewardship Goal Implementation Team (GIT) and finalized in 2020. To the extent consistent with state and federal law and policy, members of the Principals' Staff Committee (PSC) will strive to implement the recommendations of the DEIJ Strategy. The Chesapeake Bay Program Diversity Workgroup, which was formed in 2014, started working with an independent DEIJ consultant in 2018 to conduct a DEIJ readiness assessment of the partnership and developed a tailored DEIJ Strategy that recommends the partnership:

- Increase racial and ethnic diversity among partnership staff and leadership.
- Help partners develop as DEIJ leaders who understand, respect and embrace cultural diversity.
- Provide partners with the tools to continually assess progress towards diversity, equity, inclusion, and justice goals.

The DEIJ Strategy contains recommendations that are grouped into four DEIJ framework focus areas. The consultant developed these recommendations based on interviews with Chesapeake Bay Program teams and leadership, a DEIJ readiness survey, two focus groups, a review of key partnership policy documents and input from the Diversity Workgroup. They provide a visionary framework to be used by the partnership 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*.

THE PSC DEIJ ACTION STATEMENT

“Continuing our path toward embracing the human diversity in the Chesapeake Bay watershed and promoting diversity, equity, inclusion and justice in our work to restore the Bay, **we hereby strive to implement the recommendations in the Chesapeake Bay Program DEIJ Strategy** to the extent consistent with applicable state and federal law and policy.”

5 PSC ACTION STATEMENT COMMITMENTS

To implement the recommendations in the DEIJ Strategy, the PSC commits to:

1. Within **six months** of the signing of the Chesapeake Executive Council statement, **a draft implementation plan for the DEIJ Strategy will be presented to the PSC**. The development of this plan will include direct outreach to underrepresented communities for input and feedback.
2. Within **three months** of the signing of the Chesapeake Executive Council statement, **explore a process for a community advisory board composed of environmental justice leaders and representatives from organizations led by people of color or other underrepresented groups**. This board could be part of one of the partnership's existing advisory boards (Citizens Advisory Committee or Local Government Advisory Committee).

5 PSC ACTION STATEMENT COMMITMENTS

3. Advancement of the DEIJ Strategy through **work plan development and implementation for all GITs and Workgroups** on their respective strategy review system schedules.
4. **Meaningful inclusion of DEIJ milestones on the agendas** for the Management Board and PSC meetings **at a minimum every six months** with a commitment to update the Chesapeake Executive Council annually.
5. **Meaningful consideration of DEIJ** in development of any future Chesapeake Bay Watershed Agreement(s).

Ongoing Efforts – DEIJ Action Team

A DEIJ Action Team was formed in October of 2020 and tasked with overseeing the implementation plan for the DEIJ Strategy (PSC Commitment #1).

This Team is also tasked with exploring options for a Community Advisory Board (PSC Commitment #2).

This Action Team includes representatives from the Bay jurisdictions, federal agencies, and external stakeholders, including federally recognized Tribes.

Cultural Humility Trainings (Fall 2020)

- Two-day training covering DEIJ topics such as:
 - implicit bias
 - disparities in communities
 - cultural humility as a personal and organizational tool
 - the connection between the DEIJ Strategy and achieving CBP's mission
- 70 participants, over three sessions
- Watch for future training sessions!

Thank you!

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