



**DIVERSITY, EQUITY,**

**INCLUSION, JUSTICE**

**& BELONGING**

2024-2027  
STRATEGIC PLAN



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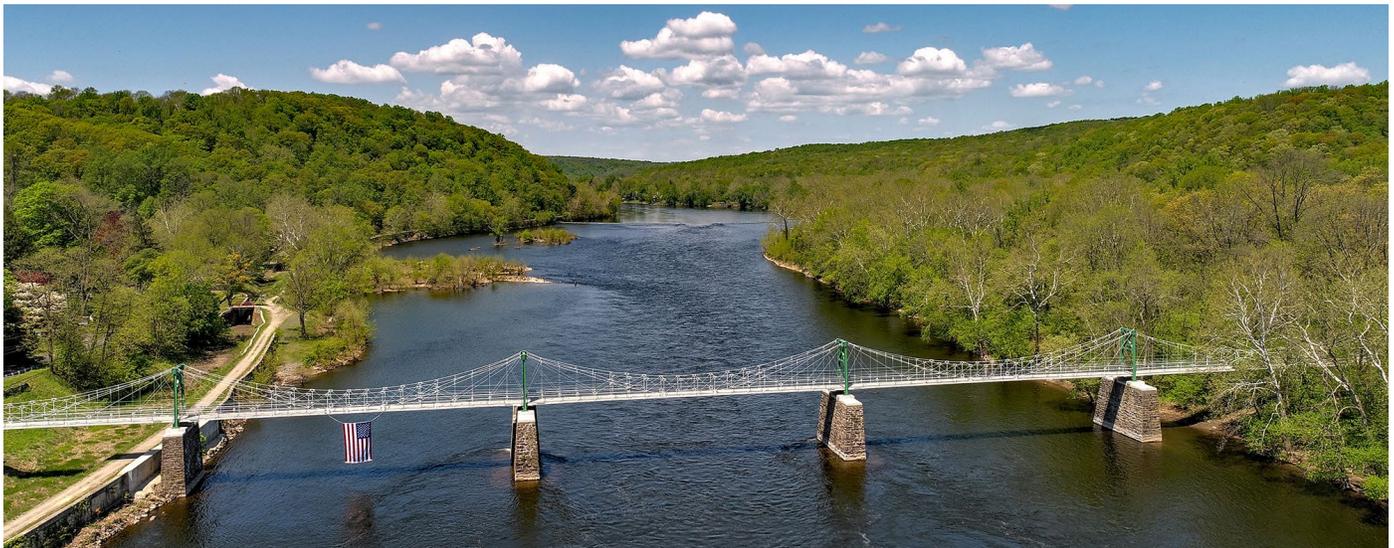
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## A Message from the Executive Director

The waters of the Delaware River Basin provide life-sustaining resources to over 14 million people across a diverse geography in four states. Since 1961, the States of Delaware, New Jersey and New York, the Commonwealth of Pennsylvania and the United States have entrusted the management, protection and improvement of the Basin's shared water resources to the Delaware River Basin Commission (DRBC), through which they act jointly to accomplish what none of them could achieve on their own.

With this announcement in 2020, the DRBC made a milestone commitment to listening, learning and finding more ways to meet our mission by supporting and embracing diversity, equity, inclusion, justice and belonging (DEIJB). The DRBC has taken important strides on its DEIJB journey since that day, and while the journey is far from over, the agency and the Basin community have benefited from our learning and doing. A major step is the development of this DEIJB strategic plan. The DEIJB plan is the product of a diverse staff team and was informed by input from internal and external sources. The plan presents goals, objectives and actions in the four areas of strategic focus for the Commission:

- Our Water Resources
- Our Regulated Community
- Our Publics and our Stakeholders
- Our Employees and our Workplace

The DRBC has delivered numerous water resource plans over its 60-plus-year history. This plan is unlike any other. The recommended actions outline and embrace change to meet internal and external DEIJB challenges. By creating an environment of inclusion and belonging, consciously building diversity and equity into our practices, and ensuring fair and just outcomes, we will strengthen our connections with the Basin community and better advance the DRBC's mission.



Steve Tambini, P.E.  
Executive Director



Steve Tambini, P.E.  
Executive Director

*At the DRBC, our work in managing, protecting and improving the water resources of the Delaware River Basin is stronger: when diverse voices are included and heard; when the gifts of every individual are valued and put to use in our Basin communities; and when all the Basin's water users share equally in the benefits and stewardship of our shared water resources. We commit to listening, learning and finding ways to do more to meet these vital goals.*

## The DEIJB Strategic Planning Process

A strategic planning process provides a valuable opportunity to: set a vision for the future; define clear organizational goals; assess current conditions and strategic gaps; and recommend actions to meet organizational needs. This plan is specifically focused on goals and actions to address diversity, equity, inclusion, justice and belonging needs at the DRBC.

The DRBC uses Work Enhancement Teams (WET) to undertake significant projects involving continuous improvement and change management. The DEIJ WET includes a diverse group of managers and staff representing a range of organizational functions. The Senior Management Team worked with the DEIJ WET to develop a team charter and to develop and review the Team's draft plan. The DEIJ WET Charter and list of Team members are located in [Appendix A](#).

### The planning process included:

1. An Initial Listening Phase that included:
  - A DRBC Internal DEIJ Survey to solicit input from current and recent employees regarding the DRBC's performance relating to diversity, equity, inclusion and justice issues.
  - A DRBC Community DEIJ Survey to solicit input from external partners regarding the DRBC's performance relating to diversity, equity, inclusion and justice issues. Partners included vendors, nonprofit partners, government "co-regulators," DRB residents, docket/permit holders and outdoor enthusiasts or others interested in the DRBC's work.
2. Development of a revised Vision, Mission and Values statement, incorporating DEIJB principles.

3. Recommendations for a foundational Shared Language (see [Glossary](#) for terms in this plan as a start).
4. Development of Strategic Goals and Strategic Objectives for each of the Commission's four areas of strategic focus: Our Water Resources; Our Regulated Community; Our Publics and our Stakeholders; and Our Employees and our Workplace.
5. Implementation of Recommended Actions: activities, projects or initiatives to achieve the identified goals and objectives.

Recommended actions will be prioritized, refined and included in the DRBC's operational plans, including the Water Resources Program, annual budget, and staff work plans. Implementation of some of the recommended actions, such as staff training, revised recruiting practices and expanded outreach, began during the planning process, with input from the DEIJ Work Enhancement Team.



## Vision, Mission and Values

By a Resolution for the Minutes on March 9, 2022, the DRBC Commissioners adopted a revised Vision, Mission and Values Statement for the DRBC (below). The Resolution preamble provided in part that:

*[T]he Commission's statement of its vision, mission and values should be updated to express the Commission's commitment to the principles of diversity, equity, inclusion and justice (DEIJ) and the related concept of active engagement with its partners, stakeholders and water users throughout the Basin ...*

### Vision

**The Delaware River Basin Commission (DRBC or Commission) will provide trusted, effective and coordinated management of our Basin's shared water resources.**

*The vision of the Delaware River Basin Commission is built upon the Compact signed in 1961 by Delaware, New Jersey, New York, Pennsylvania, and the federal government. As defined in the Delaware River Basin Compact, the essence of the vision is that "the conservation, utilization, development, management and control of water and related resources of the Delaware River Basin under a comprehensive multipurpose plan will bring the greatest benefits and produce the most efficient service in the public welfare."*

### Mission

**Managing, protecting and improving the water resources of the Delaware River Basin.**

- Watershed-based planning and management
- Effective, efficient and coordinated regulatory programs

- Policies and practices informed by science
- Collaboration with and among our state and federal signatory partners
- Adaptive and innovative water resource management
- Public education and outreach
- Public and stakeholder input
- Application of equitable practices and promotion of just outcomes
- Dedicated and engaged staff in a high-performing workplace

*To accomplish this mission, the Commission will continue to lead and collaborate with the signatory parties to: protect and improve water quality; manage river flows to meet diverse and at times conflicting Basin needs; reduce damage caused by floods; provide for the reasonable and sustainable development and use of surface and groundwater; and promote water conservation and efficiency.*

### Values

The DRBC will be guided in its mission by the following core values:

- **Service:** to the public, the regulated community and our DRBC colleagues.
- **Respect:** for each other, the public and the Basin's water resources.
- **Professionalism:** defined by high ethical standards; integrity; continuous improvement; and accountability.
- **Diversity and inclusion:** promoted both as an employer and as a public agency.

# Strategic Goals and Objectives

Areas of Focus	DRBC DEIJB Strategic Goals	DRBC DEIJB Strategic Objectives
<b>Our Water Resources</b>	<b>1.0</b> All communities share in the benefits and stewardship of the Basin's water resources.	<b>1.1</b> Provide and support access to clean water resources for all communities. <b>1.2</b> Provide and support resiliency in response to floods, drought and water-related climate risks for all communities.
<b>Our Regulated Community</b>	<b>2.0</b> Equitable and just regulatory policies, processes and programs.	<b>2.1</b> Promote and support environmental justice through fair treatment and meaningful involvement by all communities in rulemaking and project review processes.
<b>Our Publics and Our Stakeholders</b>	<b>3.0</b> All communities have meaningful opportunities to engage with the DRBC in its mission of managing, protecting and improving the Basin's water resources.	<b>3.1</b> Enhance participation from diverse stakeholders and underserved communities in plans and programs related to the Basin's water resources. <b>3.2</b> Strengthen opportunities for diverse stakeholders and underserved communities to participate in DRBC public processes meaningfully. <b>3.3</b> Provide timely and relevant water resource program information through user-friendly and accessible outreach.
<b>Our Employees and Our Workplace</b>	<b>4.0</b> A safe, respectful, inclusive workplace culture supporting a diverse workforce.	<b>4.1</b> Utilize inclusive outreach and recruiting processes to identify and provide opportunities for all qualified candidates. <b>4.2</b> Promote staff learning and leadership development designed to increase competencies and skills to promote equitable inclusion and cultivate a workplace culture of belonging. <b>4.3</b> Establish policies to prohibit discrimination and harassment and procedures for reporting and addressing violations. <b>4.4</b> Provide career development opportunities that enable and motivate all employees to apply their unique talents, skills and perspectives to the work of the Commission.

# Recommended Actions: Our Water Resources

## DEIJB Strategic Goal

**1.0** All communities share in the benefits and stewardship of the Basin's water resources.

Strategic Objective	Recommended Actions
<p><b>1.1</b> Provide and support access to safe and clean water resources for all communities.</p>	<ol style="list-style-type: none"> <li><b>1.</b> Assess and evaluate Clean Water Act goals and DRBC Comprehensive Plan objectives relative to water quality in overburdened communities, focusing on interstate waters.</li> <li><b>2.</b> Conduct monitoring and evaluation initiatives in interstate waters to support assessment and planning to address the needs of overburdened communities.</li> <li><b>3.</b> Develop short- and long-term plans to improve water quality for interstate waters. Include a focus on securing positive impacts for overburdened communities. Include specific plans in the DRBC Water Resources Program for public/ stakeholder input.</li> <li><b>4.</b> Support state plans and efforts to assess and improve water quality for state waters (tributaries) that benefit overburdened communities.</li> <li><b>5.</b> Support and encourage watershed protection and restoration plans and projects that measurably improve water resources in underserved or overburdened communities.</li> <li><b>6.</b> Support plans and projects that increase opportunities for public access to safe water-based recreation for underserved or overburdened communities.</li> <li><b>7.</b> Support equitable federal and state funding for projects that provide and support access to clean water resources that benefit underserved or overburdened communities.</li> <li><b>8.</b> Evaluate the relationship between sub-watershed level water availability goals and underserved or overburdened communities throughout the Basin.</li> </ol>
<p><b>1.2</b> Provide and support resiliency in response to floods, drought and water-related climate risks for all communities.</p>	<ol style="list-style-type: none"> <li><b>1.</b> Evaluate flood risks for interstate and tidal waters in or near overburdened communities. Include estimated impacts due to projected sea level rise, tides and storm surges associated with climate change.</li> <li><b>2.</b> Support federal, state and local efforts to evaluate, mitigate and adapt to flood risks in overburdened communities.</li> <li><b>3.</b> Evaluate whether areas of the Basin with clusters of underserved or overburdened communities are by virtue of low flows, drought or other factors uniquely vulnerable to shortages of readily available freshwater.</li> <li><b>4.</b> Evaluate water-based impacts, other than those associated with flood and drought, that are foreseeable results of climate change and sea level rise, such as diminished public access to waterways for fishing and recreation.</li> <li><b>5.</b> Support equitable federal and state funding for water resiliency projects that benefit underserved or overburdened communities.</li> </ol>

# Recommended Actions: Our Regulated Community

## DEIJB Strategic Goal

**2.0** Equitable and just regulatory policies, processes and programs.

Strategic Objective	Recommended Actions
<p><b>2.1</b> Promote and support environmental justice through fair treatment and meaningful involvement of all communities in rulemaking and project reviews.</p>	<ol style="list-style-type: none"> <li><b>1.</b> Develop, adopt and implement a Commission policy on Environmental Justice (EJ), including:               <ol style="list-style-type: none"> <li><b>a.</b> Strategic coordination with the Basin states and the federal government to promote consistent practices regarding EJ policies and practices.</li> <li><b>b.</b> Development of methods, tools and processes for defining EJ communities and considering potential EJ impacts during DRBC rulemaking and project reviews.</li> <li><b>c.</b> Development of a method for screening and identifying projects reviewed or reviewable by DRBC within “EJ communities.”</li> </ol> </li> <li><b>2.</b> Develop internal and external implementation guidance for EJ policies.</li> <li><b>3.</b> Conduct education and outreach with the regulated community on DRBC EJ policies and practices.</li> </ol>



# Recommended Actions: Our Publics and Our Stakeholders

## DEIJB Strategic Goal

**3.0** All communities have opportunities to engage with the DRBC in its mission of managing, protecting and improving the Basin’s water resources.

Strategic Objective	Recommended Actions
<p><b>3.1</b> Enhance participation from diverse stakeholders and underserved communities on plans and programs related to the Basin’s water resources.</p>	<ol style="list-style-type: none"> <li><b>1.</b> Develop community engagement plans and develop deeper relationships with underserved communities in the Basin through:               <ol style="list-style-type: none"> <li><b>a.</b> Better understanding of gaps in meaningful community engagement.</li> <li><b>b.</b> Improving and building durable relationships with community organizations and leaders.</li> <li><b>c.</b> Enhancing DRBC participation in community events and community service</li> <li><b>d.</b> Amplifying community voices that support the Basin’s water resources.</li> </ol> </li> <li><b>2.</b> Convene an advisory pathway for community engagement through committee or with the local Urban Waters Federal Partnership.</li> </ol>
<p><b>3.2</b> Strengthen opportunities for diverse stakeholders and underserved communities to participate in DRBC public processes meaningfully.</p>	<ol style="list-style-type: none"> <li><b>1.</b> Review and update procedures for public participation in DRBC hearings, business meetings and open public comment sessions to meet the strategic objective of meaningful participation.</li> <li><b>2.</b> Identify and remove barriers to participation in Commission business meetings and public hearings based on language, accessibility, transportation, time, technology or other factors.</li> <li><b>3.</b> Hold informational meetings, stakeholder workshops and/or town halls in advance of rulemaking or major actions that impact underserved communities.</li> </ol>
<p><b>3.3</b> Provide timely and relevant water resource program information through user-friendly and inclusive outreach.</p>	<ol style="list-style-type: none"> <li><b>1.</b> Review current communications and consider enhancements to increase accessibility, inclusivity and diverse representation.</li> <li><b>2.</b> Expand language and accessibility in Commission communications.</li> <li><b>3.</b> Enhance and implement events to include and engage wider audiences and underserved communities.</li> <li><b>4.</b> Improve relationships with media and organizations that serve underserved communities.</li> </ol>

# Recommended Actions: Our Employees and Our Workplace

## DEIJB Strategic Goal

**4.0** A safe, respectful and inclusive workplace culture that supports a diverse workforce.

Strategic Objective	Recommended Actions
<p><b>4.1</b> Utilize inclusive outreach, recruiting and solicitation processes that provide opportunities for all qualified candidates and vendors.</p>	<ol style="list-style-type: none"> <li><b>1.</b> Review job descriptions for potential bias and ensure that the criteria are clear and reflect the skills and competencies needed to do the job.</li> <li><b>2.</b> Widen and expand outreach and searches to include diverse and underserved communities, including: HBCUs, community colleges and networking groups.</li> <li><b>3.</b> Implement blind applicant screening processes (i.e., remove all personal information before interview selection).</li> <li><b>4.</b> Provide interviews with: standard questions; diverse panels; reasonable accommodations; and an established scoring system.</li> <li><b>5.</b> Expand internship opportunities through: wider outreach; review of intern salaries (including comparison with non-professional options); review of college credit opportunities.</li> <li><b>6.</b> Develop a supplier diversity policy or practice.</li> </ol>
<p><b>4.2</b> Promote staff learning and leadership development designed to increase competencies and skills in how to promote equitable inclusion and cultivate a workplace culture of belonging.</p>	<ol style="list-style-type: none"> <li><b>1.</b> Develop and implement a DEIJB foundational core skills staff training and small group conversations using external expert resources.</li> <li><b>2.</b> Incorporate DEIJB training opportunities into independent staff learning programs.</li> <li><b>3.</b> Incorporate DEIJB into leadership and management learning opportunities.</li> <li><b>4.</b> Provide all staff opportunities to attend external training, conferences and workshops supporting DEIJB learning and implementation.</li> <li><b>5.</b> Incorporate DEIJB learning into annual work plans and goals.</li> </ol>

# Recommended Actions: Our Employees and Our Workplace (continued)

Strategic Objective	Recommended Actions
<p><b>4.3</b> Establish policies to prohibit discrimination and harassment and procedures for reporting and addressing violations.</p>	<ol style="list-style-type: none"> <li><b>1.</b> Train staff about <b>applicable law</b> and <b>policies</b> prohibiting discrimination and sexual harassment and revise policies as needed.</li> <li><b>2.</b> Develop a set of procedures/mechanisms for reporting an incident of harassment when it occurs. Make the procedures readily accessible by staff, and include the procedures in the paperwork provided to new hires. The procedures should:                             <ol style="list-style-type: none"> <li><b>a.</b> Assure employees that they will not face retaliation for asking questions or sharing their concerns;</li> <li><b>b.</b> Respond to questions or concerns about prompt and effective investigation of harassment complaints; and</li> <li><b>c.</b> Ensure that managers understand their responsibility to stop, address and prevent harassment.</li> </ol> </li> </ol>
<p><b>4.4</b> Provide career development opportunities that enable and motivate all employees to apply their diverse talents, skills and perspectives to the work of the Commission.</p>	<ol style="list-style-type: none"> <li><b>1.</b> Provide an annual Senior Team review of salaries, promotional opportunities, assignments and career development opportunities.</li> <li><b>2.</b> Review and audit job descriptions to ensure they do not include restrictive job requirements not needed to perform the role.</li> <li><b>3.</b> Periodically recommunicate career ladder structure and processes.</li> <li><b>4.</b> Provide and recognize internal and external career development opportunities that may be outside the employee’s traditional job responsibilities.</li> <li><b>5.</b> Provide additional reimbursements for continuing education, tuition and membership in professional organizations.</li> <li><b>6.</b> Develop mentorship programs for interns and staff.</li> </ol>



# Diversity, Equity, Inclusion, Justice & Belonging Glossary

Our goal in providing a glossary is to provide a foundation for meaningful conversations and shared understanding to improve DEIJB outcomes. The dialogue around diversity, equity, inclusion, justice and belonging continues to grow and along with it, the need for common vocabulary to foster understanding and inclusivity. While the glossary focuses on vocabulary used in the plan, the plan is designed to be dynamic and flexible. The glossary is not meant to be exhaustive since language is continuously evolving. In fact, some words have different meanings depending on lived experience; words might hold different meanings for different people.

**Note:** unless referenced differently, most definitions originate from this reference.<sup>1</sup>

**Belonging:** The feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group. It is when an individual can bring their authentic self to social settings, including work.<sup>2</sup>

**Bias:** A form of prejudice resulting from our need to classify individuals into categories quickly.

**Diversity:** Socially, it refers to the wide range of identities. It broadly includes race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, veteran status, physical appearance, etc. It also involves different ideas, perspectives and values.

**Discrimination:** The unequal treatment of members of various groups, based on conscious or unconscious prejudice, which favors one group over others on differences of race, gender, economic class, sexual orientation, physical ability, religion, language, age, national identity, religion and other categories.

**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.<sup>3</sup>

**Equity:** The fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that prevent the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations and that fairness regarding these unbalanced conditions is necessary to provide equal opportunities to all groups.

**Harassment:** The use of comments or actions that can be perceived as offensive, embarrassing, humiliating, demeaning and unwelcome.

**Inclusion:** The act of creating an environment in which any individual or group will be welcomed, respected, supported and valued as a fully participating member. An inclusive and welcoming climate embraces and respects differences.

<sup>1</sup> [environment.uw.edu/about/diversity-equity-inclusion/tools-and-additional-resources/glossary-dei-concepts/](https://environment.uw.edu/about/diversity-equity-inclusion/tools-and-additional-resources/glossary-dei-concepts/)

<sup>2</sup> [diversity.cornell.edu/belonging/sense-belonging](https://diversity.cornell.edu/belonging/sense-belonging)

<sup>3</sup> [epa.gov/environmentaljustice/learn-about-environmental-justice](https://epa.gov/environmentaljustice/learn-about-environmental-justice)

# Diversity, Equity, Inclusion, Justice & Belonging Glossary (continued)

**Overburdened Community:** Minoritized, low-income, tribal, or indigenous populations or geographic locations in the United States that potentially experience disproportionate environmental harms and risks. This disproportionality can be a result of greater vulnerability to environmental hazards, lack of opportunity for public participation, or other factors. Increased vulnerability may be attributable to an accumulation of negative or lack of positive environmental, health, economic, or social conditions within these populations or places. The term describes situations where multiple factors, including both environmental and socio-economic stressors, may act cumulatively to affect health and the environment and contribute to persistent environmental health disparities.<sup>4</sup>

**Prejudice:** A preconceived judgment or preference, especially one that interferes with impartial judgment and can be rooted in stereotypes, that denies the right of individual members of certain groups to be recognized.

**Race:** A social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly race), ancestral heritage, cultural affiliation, cultural history, ethnic classification, and the social, economic and political needs of a society at a given period of time.

**Sexual Orientation:** An individual's enduring physical, romantic and/or emotional attraction to another person. Gender identity and sexual orientation are not the same. Transgender people may be straight, lesbian, gay or bisexual.

**Stereotype:** A form of generalization rooted in blanket beliefs and false assumptions, a product of processes of categorization that can result in a prejudiced attitude, critical judgment and intentional or unintentional discrimination. Stereotypes are typically negative, based on little information and do not recognize individualism and personal agency.

**Underserved Communities:** Populations that receive inadequate or inequitable services, experience quality-of-life disparities, and that by design have little power or influence over outside decisions that impact their daily quality of life. Marginalized communities have been referred to by various terms over the years, including but not limited to: disadvantaged, at-risk, underserved, under-engaged, underrepresented, overburdened, overlooked, and untapped. Each term has grown out of a different context and tries to get at a slightly different aspect of the experiences of these communities. However, depending on context some terms (regardless of intent) could be viewed as pejorative by the community. Therefore, context is important when determining what term(s) to use and ideally, the community itself can best identify what term to use that best describes their experiences.<sup>5</sup>

<sup>4</sup> [epa.gov/environmentaljustice/ej-2020-glossary#:~:text=Overburdened%20Community%20%2D%20Minority%2C%20low%2Ddisproportionate%20environmental%20harms%20and%20risks](https://epa.gov/environmentaljustice/ej-2020-glossary#:~:text=Overburdened%20Community%20%2D%20Minority%2C%20low%2Ddisproportionate%20environmental%20harms%20and%20risks)

<sup>5</sup> [cbtrust.org/wp-content/uploads/CB-Watershed-DEIJ-Guide\\_May-2019.pdf](https://cbtrust.org/wp-content/uploads/CB-Watershed-DEIJ-Guide_May-2019.pdf)

# Appendix A – DEIJ WET Charter



## Work Enhancement Team

<b>W.E.T. Project</b> Reference	<b>Diversity Equity Inclusion and Justice (DEIJ) Strategic Plan</b> 2023 – 2026 (Ver 1.0)
<b>Objective</b> Develop a draft DEIJ Strategic Plan for the Delaware River Basin Commission.	
<b>Project Team</b> <ul style="list-style-type: none"> <li>• Tom Amidon</li> <li>• Kendria Henson</li> <li>• Chad Pindar</li> </ul>	<b>Sponsors</b> <ul style="list-style-type: none"> <li>• Kate Schmidt</li> <li>• John Yagecic</li> <li>• Sara Sayed</li> <li>• Senior Management Team</li> </ul>

### Organizational Alignment with 2017 Strategic Plan

Aligned with the following strategic goals:

- Diverse public and stakeholder input on water resource management issues
- Outreach to support DRBC’s mission and the needs of interested user groups
- A valued, dedicated and productive staff
- Cultivation of an exceptional workplace

### Scope

**1. Develop a draft DEIJ Strategic Plan.** The plan should include, but not be limited to, the following elements (also consider plans by other organizations in the last section below):

- a. An amended DRBC Vision, Mission and Values statement incorporating DEIJ principles.
- b. A “shared language” reference to facilitate discussion of DEIJ issues.
- c. A list of DRBC DEIJ goals, actions and responsibilities.

- d. Steps toward increasing diversity of staff, partners and vendors.
- e. Steps toward building partnerships with organizations that are ahead of us in advancing DEIJ principles and from which we can learn.
- f. Recommendations for training and development programs and participants.
- g. Resources and budgets to support DEIJ efforts.
- h. Steps toward building relationships with underserved communities.
- i. Recommendations for understanding and ensuring environmental justice in rulemaking and project review.
- j. Recommendations for plan implementation responsibilities.

**2. Meet with and gain input from:**

- a. Staff members
- b. Management team
- c. Other organizations
- d. External resources
- e. If resources are available, a formal DEIJ organizational assessment

## Appendix A – DEIJ WET Charter (continued)

**3. Approach.** The project team will primarily be self-directed; however, the following approaches should be considered:

- a. Staging the work to include sponsor and senior management feedback opportunities. Stages might include: development of a project work plan; development of a strategic plan outline; and organizational assessment (resources permitting).
- b. Setting challenging but realistic goals.
- c. Working at the center and core issues, not at the margins or extremes.
- d. Developing or using a workgroup decision model to allow the collective to both advance issues with full input and acknowledge that at times you may need to defer resolution and continue to work through issues that evoke strong objections.

**4. Secure Commission approval.** Following review by senior management, develop a Resolution and present it, together with the Plan, for the Commission’s consideration and adoption.

### 5. Near-term actions

- a. Training. Provide recommendations for FY21 and CY21 management and staff training while the plan is under development.
- b. Outreach. Examine and expand current outreach efforts to include underserved communities.
- c. Other.

### Schedule

- Develop a task and milestone schedule and present it to senior management for approval.
- Propose near-term actions capable of being initiated in FY21.

### Resources

- Team members may recommend additional team members and support resources.
- Outside resources may be considered, provided that proper budget support and procurement methods are employed.

## References and Examples

[DEIJ in Action: A Diversity, Equity, Inclusion, and Justice Guide for the Chesapeake Bay Watershed](#) (See Chapter 7)

[Coalition for the Delaware River Watershed DEIJ Toolkit for Organizations](#)

[Chose Clean Water Coalition DEIJ Commitment](#)

[diversity.umich.edu/strategic-plan/dei-strategic-planning-toolkit/](https://diversity.umich.edu/strategic-plan/dei-strategic-planning-toolkit/)

[uwyo.edu/strategic-plan/files/docs/odei-strategicplan2018-r3-.pdf](https://uwyo.edu/strategic-plan/files/docs/odei-strategicplan2018-r3-.pdf)

[nwf.org/About-Us/DEIJ](https://nwf.org/About-Us/DEIJ)

[newpaltz.edu/media/diversity/1%20-%20SUNY%20Guide%20-Strategic%20Diversity%20Plan%20Development%203-16.pdf](https://newpaltz.edu/media/diversity/1%20-%20SUNY%20Guide%20-Strategic%20Diversity%20Plan%20Development%203-16.pdf)

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