



**PACIFIC
CREST**

A Policy and Plan for
Community, Diversity, Equity, and Inclusion
(CDEI)

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Statement: A Rationale for Cultural Diversity, Equity, and Inclusion

As Pacific Crest Youth Arts Organization (PCYAO) develops and grows, it is an imperative aspect of our planning to not only reflect our communities but to also exemplify positive trends in education, competition, and building awareness through sustainability, leadership and example.

Although our most visible program is a competitive Drum and Bugle Corps – which by nature is concerned with national ranking – we perceive our position as an inclusive, equitable and diverse youth-based organization, to encompass more than purely competitive opportunities. We hope, through example, to be a trendsetter in approaches that tear down perceived obstacles, present challenging and life-changing opportunities, and present a high quality of standard through awareness, training, support and skill development that reflect the vibrant, exciting and arts enriched environments for which our region is known.

Being the only World Class qualified Drum and Bugle Corps within Southern California raises expectations, but also provides great opportunity and visibility for our mission of helping train tomorrow's leaders. Without an overarching approach in planning and inclusive diversity, our forecast for success would be daunting and maybe unsuccessful. It is our intention, through this document, to provide a basic idea of initial goals and actions which will incorporate CDEI accountability and implications in our planning, decision-making, staffing, program development, community building (outreach), funding, and services.

Through innovative, yet practical, planning and design, our leadership (Board, staff, key volunteer leaders and alumni) will build upon Pacific Crest's 25-year history in providing premier performing arts experiences for our youth participants, staff and audiences.

Implementation will be measured and reflected through the following:

- a. formalized and direct input
- b. quality performing arts experiences
- c. focused opportunities that attract and sustain involvement by industry respected staff and leadership teams
- d. building life and team-building skills for our youth participants
- e. increased diversity of staffing, youth participants, audiences
- f. assurance of a safe, equitable and creative environment, in which talent, motivation and self-worth are valued and encouraged
- g. building a sustainable well-governed organization, that attracts the quality of training, motivation and inspiration that the arts, and in particular Drum Corps, provide
- h. building a population of supporters, contributors, alumni and enthusiasts, who realize the importance and life-changing values of our activity and remain involved with the services and programs we provide...while at the same time never losing sight of the competitive accomplishment, high-quality and fun of our activity and mission.

Mission

The mission of Pacific Crest Youth Organization is to provide superior educational and competitive performing arts programs that change the lives of young people in the greater Southern California region and prepare them for leadership in a fast-moving world.

Statement of Intent for CDEI Compliance

By implementing accepted best practices through organizational leadership, PCYAO will consider opportunities for building community, diversity, equity and inclusion in our planning, operations, staffing, youth participants, leadership and policies. We identify this as an ongoing process, and have established a Board level committee to ensure and assess accountability.

Standardized Terms as Understood and Used by PCYAO

COMMUNITY: the entire population of direct and/or indirect service being provided to or for by PCYAO through its mission.

DIVERSITY: the basic acts, governed through Federal jurisdiction, identified, protected and promulgated within identified classes based on: race, religion, age, function, life-style, gender, history and social judgement. Guarantees equitable and fair access based on personal skill and appropriateness rather than a pre-conceived value.

EQUITY: according to natural right and natural justice. Marked by due consideration of what is fair, unbiased, and impartial. May consider an implied outcome or result rather than a purely legal one.

INCLUSION: the concept of making an individual or a group's participation in actions, planning, management, practice, service, or delivery of mission accessible and impartial. Overarching concept is to remove barriers rather than create them as rationale for exclusion, even if it is perceived for their "own protection".

Common Terms as Understood and Used by PCYAO

ANTI-RACISM: the policy or practice of opposing racism and promoting racial acceptance.

ASSESSMENT: a formalized and standardized means of accountability and evaluation of impact.

BIAS: conscious or unconscious prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.

CURRICULUM: methods and instructional designs that are used to achieve goals that implement instructional growth. Must be accessible and affect development in a planned and explicit method.

DISCRIMINATION: the behavior or action that encompasses prejudicial thinking and denial of just and fair or equitable treatment, participation or service, May be actual, implied or unimplied.

EVENTS: activities which are tied specifically to the mission of PCYAO and which represent the main cause for our activity. These are traditionally competitive and awareness-building.

GENDER: either of the two sexes (male and female), especially when considered with reference to social and cultural differences rather than biological ones. The term is also used more broadly to denote a range of identities that do not correspond to established ideas of male and female.

INDUSTRY: the organizations and entities that comprise the Drum and Bugles Corps national and international activities, as well as the greater music education and performance aspects.

PREJUDICE: the pre-judging of a person, group or policy without sufficient consideration or with pre-conceived values.

PRIVILEGE: a right or benefit of a person beyond the advantages of the general population. Frequently and un-intended result or consequence of actions or reactions.

PROGRAMS: activities which provide hands-on and direct service to the community.

POWER: the ability and responsibility to determine laws, policies and procedures and to set prevailing standards or values.

RACISM: prejudice, discrimination, or antagonism directed against a person or people on the basis of their belonging to a particular racial or ethnic group, typically one that is a minority or marginalized.

RUBRIC: a tool designed to assess and evaluate outcomes, specifically in instructional or program design.

SERVICES: activities which are associated with the collaborative/community building activities that may or may not have direct, immediate, financial benefit, but in the long term are beneficial to the organization and our industry.

SEX: either of the two main categories (male and female) into which humans and most other living things are divided on the basis of their reproductive functions.

STEREOTYPE: an oversimplification or assumption about a person, group or classification, without regard for individual differences.

TOOLS: the resources for implementation and recommendation that deliver actions or services.

Identified Goals and Objectives for Implementation:

Goal I: Through organizational leadership and planning, collaborate and develop partnerships, which consider and support CDEI values at all levels of operation, programs, outreach and growth.

Objectives

- A. Appoint, expand, and support a Board committee to advise and recommend at all levels of operation
- B. Build sensitivity and awareness in opportunities for an increasingly diverse staff and instructional team
- C. Share our plans and expertise and create opportunities for collaborations with like organizations to help build sensitivity, implementation, and awareness of CDEI principles.

Goal II: Provide opportunity for diverse viewpoints in our planning and internal operations in order to create and develop a collaborative community where diversity and inclusion are valued and quality is assured.

Objectives

- A. Identify and encourage hiring of – and involvement by – staff from a broad range of diverse, highly qualified individuals, that represent and are sensitive to inclusive and diverse backgrounds and opinions.
- B. Develop materials and methods that encourage and support the values of CDEI.
- C. Further refine student leadership training (in the Drum and Bugle Corps), that empowers and reflects sensitivity to diversity and inclusion.
- D. Develop non-judgmental yet reflective tools and methods, that assess and provide accountability for living our values.
- E. Because the drum and bugle corps activity is competitive, and ranking (placement) is a key component of attracting and maintaining talent and organizational viability, additional activities, programs and services may need to be expanded which demonstrate the CDEI principals and outreach. This must be done with fiscal responsibility/planning and the consideration of impact upon the whole organization.

Goal III: Create opportunities that expand boundaries and promote leadership through a challenge of activities, programs and services

Objectives

- A. Market to all communities regardless of pre-conceived limitations or expectations. Find ways to value their voice.
- B. Grow scholarship resources that broaden diversity of youth participation.
- C. Develop ways to remove as many social, economic, and perceived barriers for access to our programs and events as is possible and realistic
- D. Create relationship-building philosophies within our planning, delivery and sustainability.
- E. Continue to grow outreach and program planning through the lens of inclusion and diversity.
- F. Task the Board to increasingly consider CDEI as an active element in policy and program development
- G. Ground all planning, programming, services, and events with a philosophy of inclusion and diversity, and develop measures to evaluate who, how, where, why and when.
- H. Develop funding sources and attract participation based on PCYAO's commitment and leadership within our communities of service to CDEI.

Accountability and Assessment

PCYAO will demonstrate observable impact and accumulate data that provides direct intent of considered CDEI directives through the following:

- a. A Board committee charged specifically with developing recommendations and oversight of such practices
- b. Development of tools (surveys, reports, materials) that assess and reflect current standards and opinions
- c. Reporting, both observational and data based, will reflect impact and growth in the CDEI implementation on an ongoing basis
- d. Audience and fan appreciation and growth for our Drum and Bugle Corps
- e. Policies and practice that demonstrate consideration and leadership in CDEI principles through interagency and intercommunity sharing and support
- f. Best practices, within our industry, are generally reflected by attracting and retaining participants, staff and alumni and through competitive placement. Although CDEI principals may not directly impact through this measurement, PCYAO will develop and conduct operations through a lens of these principals

Overarching Statement of Intent and Direction

PCYAO realizes this is an ongoing and ever developing process that will affect our organization, and its impact on the community, in an increasingly ongoing basis. We also realize that many of these considerations will have real and implied financial impact. With this in mind, and as additional goals and action plans are created and implemented, it will be the charge of the Board, through staff input, to plan and accommodate these modifications and areas of growth.

The overall CDEI plan and affiliated implications are designed to be demonstrated by, and will directly impact:

- a. Youth participants
- b. Board of Directors and Advisory Committee
- c. Administrative and Instructional Staff
- d. All programs, events, services, or representation of PCYAO
- e. Short and long-term planning (strategic planning)
- f. Budget planning and fundraising
- g. Future growth and planning

Closing Statement of Commitment

One of the reasons why PCYAO has flourished and grown over the past 25 years is that we consciously provide what is referred to as the “PC Family.” This is continuously evidenced by our traditions, policies, and expected standards at all levels of operation. The Board and staff realize that we are entrusted with the welfare and care of every youth participant, and we are an experience that will build a lifetime of commitment, leadership, team-building, and individual confidence. It is our goal that this results in a life-long passion for music and the arts, and an interest and commitment to supporting drum and bugle corps; however, we primarily wish our youth participants to be successful, compassionate, confident and concerned individuals who feel that they have grown and been motivated through their experiences with Pacific Crest.

To this end, PCYAO is – and will continue to be – actively committed to the acceptance, awareness and thought processes that are learned through practices of community building, diversity, equity, and inclusion. It is our opinion and commitment that demonstrating by example, and assisting in awareness and acceptance of these practices will have a long-term benefit and growth for, (1) us as an organization, (2) in the services we provide, (3) in our identity as a leader in our industry, (4) in the policies we implement and share, (5) in the communities we build and serve, and (6) in the lives of the young people we involve.