

**THE ORGANIZATION AND MANAGEMENT
OF A MARCHING BAND FESTIVAL:
AN EXEMPLARY MANUAL OF INSTRUCTION**

BY

LAWRENCE M. FISHER

The Organization and Management of
A Marching Band Festival:
An Exemplary Manual of Instruction

A Research Paper
Presented to
the Graduate Council of
Austin Peay State University

In Partial Fulfillment
of the Requirements for the Degree
Master of Music Education

by
Lawrence M. Fisher

July 1971

To the Graduate Council :

I am submitting herewith a Research Paper written by Lawrence M. Fisher entitled "The Organization and Management of a Marching Band Festival: An Exemplary Manual of Instruction." I recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Music Education.

Thomas W. Cowan

Major Professor

Accepted for the Council:

Wayne E. Stanger

Dean of the Graduate School

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CHAPTER ONE

INTRODUCTION

Statement of the Problem

One of the major problems in the band field today is the funding of school band needs. Most of these funds are usually raised within a community through the efforts of one band-supporting organization often called the "Band Parents' Club." Marching Band Festivals have become increasingly popular in the past four or five years and have proven themselves to be a major means of raising funds for the local band. This, of course, cannot be the sole purpose for a marching festival, but it is worth consideration. One properly organized festival could take the place of what would normally be a year-long task for the band boosting organization. If organized and managed properly, the festival can be of immeasurable importance to the school and community.

Some marching festivals have been a success from their very beginning, but many have not. The failures are usually the result of three basic weaknesses:

- (1) the community lacks the proper facilities,
- (2) there is a lack of understanding regarding the fund raising possibilities; and,
- (3) there is a lack of "know-how" and experience in the group leaders who organize and manage the event.

A marching festival can fail only once because bands simply will not return to give the festival a "second chance." With so little

literature available pertaining to this problem, most festivals are forced to organize themselves almost entirely on a "learn-as-you-go" basis. This most assuredly causes many weaknesses in the "first year" festival.

Several sources are available dealing with the organization and management of music festivals in general. These, however, are aimed primarily at concert festivals, and they do not explore the possibilities of fund raising or the problems peculiar to the marching festival. Since many attempts are being made at organizing new festivals, the immediate need is for some type of detailed guideline which the organizers can follow.

Nature of the Study

One primary goal in this study is to outline a festival that would render a meaningful and valuable experience; especially for those students involved, also for the local band and its community. Every person involved in the festival, whether he is a worker, participant, or spectator, should be informed that educational goals are sought through this project in addition to the goals for financial enrichment of the local band program. If the festival project is to be held primarily for commercial benefit, with the welfare of students and their educational experience disregarded, then the festival should be forgotten. The exploitation of students for commercial benefit cannot be allowed in any event. If commercial purposes are the primary goal, professional musicians should be hired to furnish the musical entertainment, and students should be left out entirely.

When a festival is organized and managed by a school (band) supporting organization, with the proceeds used for the improvement of local band facilities, and where all students involved receive a meaningful, educational experience, it is felt that the concept of "student exploitation" can be ruled out. In the festival designed here, there is no money made directly or indirectly from the students involved.

With every due regard to the above mentioned stand on student exploitation, this writer will assume that one of the "secondary" purposes of the festival will be to aid the local band with financial assistance. From this point of view, one interest of this paper will be to outline the various opportunities existing around the festival for raising funds and for increasing community support.

It is assumed in this study that most future festivals will be sponsored by a local band booster club with the local band director functioning as the "Festival Advisor." It is also necessary to assume that the "booster club" is a well-organized and well-led group that is able and willing to work. It is intended that such a group, with the use of this paper for a guideline, could organize and manage a new marching festival effectively. Another intent is that some communities will be discouraged from attempting such a task. Failures are, in a sense, inexcusable if the sponsoring organization is well-informed about the requirements for hosting a successful festival. If the persons involved in organizing a festival give consideration to the procedures and standards outlined in this paper, they should know

well ahead of time whether or not their community and their available work force can take the responsibility of such a task.

Research: Limitations and Techniques

With respect to the magnitude of this subject, this paper must be strictly confined to the organization and management facets of the marching festival. This paper cannot deal with such subjects as: what a band should do at a festival, or which types of band shows should be acceptable at the festival. Even though some consideration will be given to the task of selecting adjudicators, this paper will not deal with any aspects of the adjudicator's tasks.

Even though the persons organizing the festival must be able to state its value to their community, little attention can be given in this paper to explanations of the values afforded students who participate in inter-scholastic activities of this nature. Needless to say, there are many points in favor of music festivals and just as many points against such activities.

Few festivals can furnish recorded accounts of all the proceedings they involve. It has already been stated that little literature is available pertaining to marching festivals and almost no literature can be found pertaining to the specific subject of "marching festival management and organization." Because of these two factors, the sources for research in this study have been restricted almost entirely to teachers, friends, associates in the marching festival field, and personal observations of several festivals. These sources

have supplied sufficient data to enable a rather extensive study of the subject.

The views stated in this paper are based on more than mere personal observations of various festivals, as this writer has involved the use of informal interviews with the directors of the following festivals:

Governor's Marching Festival at Dalton, Georgia;
Southeastern Band Festival at Bristol, Virginia;
Tri-State Marching Festival at Chattanooga, Tennessee;
Mid-South Marching Festival at Gadsden, Alabama; and
Virginia Beach Music Festival at Virginia Beach, Virginia.

In addition to a personal interview with the director of the Virginia Beach Music Festival, this writer attended a meeting of all band directors, judges, and managers involved in that festival. That meeting was held at the conclusion of the festival for the purpose of allowing all persons involved to express their views on the organization of management of the festival. This was the only "national" competition festival involved in the study. It was also the only festival involved which could be classified as a "general music festival." However, the "marching festival" aspects involved conform to the other festivals studied.

A most extensive study was done in the "Governor's Marching Festival." This writer has experienced four years of actively assisting the management of that festival, thus simplifying his research there. Observations of the five festivals reveal that all

five are somewhat related, especially in the areas of organization and management. Even though the studies of each festival could not equal in intensity, it is observed that the five are organized and managed in much the same way. This is interesting since none of them has had an organizational pattern to follow. From this observation that the festivals are similar, this writer feels that an extensive study of one festival, with comparisons made to the others, can produce the desired pattern for organization and management procedures. The most extensive study, as previously mentioned, was done in the "Governor's Festival." Many points in this study are based on the data received from the recorded sessions before, during, and after the festival, where the committee chairmen and often the entire committees, discussed: the nature of their work, the problems they had found, the solutions they would suggest, and other experiences related to their work in the festival.

The results of this study have produced an outline of the organization and management procedures involved in a marching competition festival. It is not intended that this pattern should be accepted as "the only way" since there are many facets of individuality in festivals. These facets often depend on the "common sense" of the festival's various committee chairmen.

Chapter Two will deal primarily with the organization of the festival and with the responsibilities of those persons planning the festival, namely, the steering and finance committees. Recommendations will be made pertaining to dimensions of the festival, and suggestions

will be made concerning methods for getting school and community support.

The duties of the "support committees" will be covered in Chapter Three. These committees are responsible for the actual management of the festival. Suggestions will be offered concerning the number of persons needed for each committee, in addition to suggested methods for obtaining additional help in the work force.

CHAPTER TWO

THE STEERING AND FINANCE COMMITTEE

This is the planning and governing body for the entire operation; and should include the band director, and the executive officers of the Band Parents Organization. The "chairman" or "president" of the organization should serve as "Festival Chairman," and the band director as "Festival Advisor."

I. Setting the Festival Date

For many obvious reasons, Saturday is practically a must choice. This eliminates any problem which could arise from attempting to have students excused from school; helps to avoid almost all conflicts with high school football games; and frees the work force, as most of them can more easily arrange to assist on this day.

A date should be set early enough in the school year to allow a reasonable chance for good weather; and at the same time allow participating bands enough time for proper preparation. If other festivals exist in the area, conflict should be avoided if possible.

A rain date, which should be no later than two weeks after the original date, should be selected; and should be announced along with the festival date.

II. Selecting the Kind of Festival to Present

There are two basic kinds of festivals. The "rating" festival, in which bands are divided into several classifications (according to school enrollment) and rated on the basis of a "Superior," "Excellent," "Good," or "Fair" performance; and the "contest" festival in which the bands are not only rated, but a first, second, and third place winner is chosen in each classification. Arguments in favor of each of these are plentiful. One primary consideration is that the "winner" type contest could become quite controversial, and then create unwanted strain. On the other hand, the "rating" festival allows many units an opportunity to achieve the "highest" rating possible, and is probably the more desirable of the two.

III. Securing the Facilities

The size of the stadium which is most desirable for a festival of this nature is one that seats between five and fifteen thousand. One which seats only five thousand could become a bit cramped; but, if it is the only one available, with a few temporary additions such as portable bleachers and/or chairs, it will be adequate. A stadium which is larger than one that seats fifteen thousand could tend to create problems for the bands during performance, especially those which are small in number. This problem has been experienced at the "Mid-South Marching Festival" in Gadsden, Alabama; also there have been some problems with an oversized stadium at the "Southeastern Band Festival" in Bristol, Virginia. The "Tri-State Marching Festival," held at

Rossville, Georgia, for the past two years, has experienced difficulty in seating the bands that come to the festival and has had almost no space reserved for spectators.

The press box should be large enough to seat a dozen people; and should be open (not permanently glassed in) to the field side.

Other school facilities such as the kitchen and cafeteria, space for dressing, space for registration, etc., should be secured at the time the stadium is requested; along with a warm-up area; and, if needed, an area for the inspection of bands.

As these are "community owned" facilities, and the Band Parents Club is a supporting agency of the school system, there should be little or no expense involved. The festival should be prepared, however, to offer payment for the use of electricity, materials used in the preparation of the field, and any other expense which may be incurred by the school as a direct result of the festival's use of the facilities. It is advisable to follow protocol in securing the facilities desired, as the cooperation of the school officials is essential to the festival's success.

IV. The Classification Procedure

In a festival of this type, several different classifications are necessary in order to give bands from schools of varying sizes an opportunity to compete with those in their own category. Since school enrollments vary from one region to another, the festival's main concern, along with the one already mentioned, is to achieve a balance between the number of bands competing within each classification.

Most areas have found that the best system is the use of classifications. For example: Class #4 (or "D"), which has an enrollment of up to 400 students; Class #3 (or "C"), 401 to 650; Class #2 (or "B"), 651 to 1,000; and Class #1 (or "A"), 1,001 and above. There is also a decision to be made as to whether or not to use the top four grades, or the top three grades in deciding each band's classification. It is perhaps advisable to consult the regional or state "concert" competition scale for a classification guideline.

Another possible classification is one for junior high school. If junior high bands are to be included, it is probably best to group them all into one class, regardless of enrollment. This should be Class #5 (or "E"), and should be the first group to perform.

V. Setting the Registration Fee

Most band directors will not object to paying a small registration fee, for they understand that there are many operating expenses involved in a presentation such as this. This fee should be set at either ten, fifteen, or twenty dollars; depending upon what would be considered normal for the particular area. It would probably be unwise to exceed twenty dollars, as this could begin to appear to some as profit, rather than expense.

VI. Arranging the Inspection

The "inspection" phase of a festival is an optional item; therefore, the first step is to decide whether or not to include it in

the festival. If the decision is made to include inspection, then it should be handled in a strict, military manner. The inspection team can be secured by contacting local military authorities such as those at a nearby military base or those at the local recruiting office. As the government does not charge for services of this type, the festival should plan to present each member of the team with a small token of appreciation, and should plan to send a letter to the officers in charge; thanking them for their cooperation, and complimenting the men on the job they did.

The team should consist of either two or four men; and, depending on the manner which awards are arranged, may or may not be divided into two groups. If the teams alternate, they should alternate between classifications.

Inspection ratings are usually scored through the use of a point system. Bands are still rated Superior, Excellent, Good, or Fair, but on the basis of a numerical score rather than an over-all grade. It is recommended that scoring be set up similar to the following example: 0 to 59.9, no rating; 60 to 69.9, Fair; 70 to 79.9, Good; 80 to 89.9, Excellent; and 90 to 100, Superior.

Awards for bands which rate outstanding in inspection can be handled in several ways. The achievement of a "Superior" rating may be reward enough; however, in order to justify the amount of effort that has been expended both by the festival in arranging for the event and by the bands preparing for it, there should probably be a comparable award. Some possibilities to consider are: (1) trophies for bands

rating "Superior," (2) trophies for the most outstanding band in each classification, and (3) a trophy for the band with the highest score regardless of classification. Any one, or a combination of these possibilities, would add strength and interest to the inspection; and, regardless of the choice of awards, the ratings should be separate from all others.

VII. The Parade

If serious consideration is given to including a parade in the festival's activities, an important decision must be made. First of all, a parade, an inspection, and a field show are a great deal to expect from the participating bands in one day. Secondly, as it would be almost impossible to schedule a parade after the bands have been inspected, the matter of clean uniforms would be a problem. For these and other reasons, it is impractical to try to include a parade and an inspection. Therefore, a choice must usually be made between these two items. It is not absolutely necessary to include either one.

This practice of having the inspection followed immediately by the parade is used in the Virginia Beach Music Festival. The result is a two-hour extension of the city's traffic jam in addition to the unnecessary fatigue among the bands who are last in line for inspection.

Since the parade's primary function is to publicize the festival to the community, it should probably be optional to festival participants. Also, in order to create an incentive for the participants,

first, second, and third place winners should be chosen. The festival judges should be utilized here, and all bands should compete in one general classification.

Note: A section on duties of the parade committee can be found in Chapter Three.

VIII. Auxiliary Projects

Some consideration should be given to the possibility of including a few "small item" sales projects, such as: festival badges and ribbons, festival pennants, stuffed animals, etc. These are not necessarily large profit projects, but several of them combined can add a considerable amount to the grand total. Catalogues with wholesale prices for these items can be obtained from either the band director, the cheer-leader sponsor, or possibly the school office. If included, these projects should be considered as part of the advertising committee's responsibility; therefore, that chairman should be consulted before any decision is made.

High school students (possibly members of a school club who are in need of their own fund raising project) can be utilized in the sale of these items; and should receive between ten and fifteen percent of their total sales.

IX. Composing the Invitation

Before beginning the invitation, one should write to the state (music or education) organizations for the names and addresses of

schools and band directors which should be included in the mailing list. This list should include between four and five hundred names, and should cover a radius of three hundred miles.

The invitation should be designed to be attractive to the directors who receive it, and properly organized to assure immediate examination and quick response. It is recommended that a two-page card be used, perforated between pages. The card should be printed in a bright color and should utilize some simple art work on the cover page. The letter form may of course be used for the invitation; and this would be more than sufficient. If this is the choice, a special "letterhead" should be designed for the festival stationery, and envelopes should be printed to match. Also, a self-addressed envelope should be enclosed with this type of invitation. A suggested layout for the "card" type invitation can be found in Appendix A. It includes information that band directors will have to know in order to make a quick decision, and requests the information the festival will need in the event they decide to accept. The invitation is worded so that the return questionnaire indicates an acceptance. In the event that the letter form is chosen, one should be sure that the questionnaire is on a page separate from the invitation.

X. Organizing Information from Accepting Bands

As the acceptance forms begin to arrive, a general file for the Steering Committee, a file for each "support committee," and a file on each participating band should be established. Several forms and lists

must be prepared for the "Steering Committee's" file, with copies added to the file of the appropriate "support committee."

An alphabetical listing of bands should be prepared including: (1) the number in each band, (2) the number of chaperones, (3) the number of buses, (4) whether or not the band wishes to buy its meals from the local band supporting club, (5) bands which sent pictures, (6) bands which have paid the registration fee, and, if there is to be a parade, (7) bands which will participate in the parade.

A "mailing list" should be prepared including the following: the band director's name; the name and address of the school, the city, state, and zip code; and the emergency telephone number(s).

A "seating chart" should be prepared for placement of the bands in the stadium. The stadium committee will need this information.

A list of bands by classification should be prepared. This list will actually be the performance schedule; therefore, it should include each band's performance time. To allow for a smooth running festival, one which will stay on time, the bands should be scheduled at either ten or twelve minute intervals. Also, scheduling should be done on an impartial basis such as alphabetical order; or perhaps in the order of registration.

A "Public Address Questionnaire" should be placed in each band's file, and should contain the following information: (1) the school and/or band's name, (2) the city and state, (3) the band director's name, (4) the band's officers (including: drum major, band captain, head majorette, and colorguard captain,) (5) the principal's name,

and (6) the superintendent's name. Also, the acceptance cards should be placed in the appropriate band's file as they are returned.

XI. Selecting the Festival Judges

A total of six judges should be engaged; three to judge the bands, and one for each category to judge the drum majors, majorettes, and color guards. This task should be the responsibility of the local band director; for he is usually the only person in the organization who is equipped to do the job.

The initial task is to compile a list of qualified men and women. This list should contain at least twice the required number of names, as there is a strong probability that some of those who are contacted initially will be forced to decline.

Expenses for the judges are the responsibility of the local organization. These expenses usually include: travel, meals, lodging, and long distance telephone calls which apply directly to the festival. The "honorarium" should range from a minimum of \$60.00 to a maximum of \$100.00 (depending on the "norms" for the particular area) and should be uniform for the entire panel.

The letter of "invitation" to prospective judges should include:

- (1) a request for his services;
- (2) the date and location of the festival;
- (3) the length of the festival;
- (4) a general outline of the festival which includes:
 - (A) the type of competition,

- (B) the approximate length in hours,
 - (C) classification figures, and
 - (D) information concerning the parade; (optional)
- (5) the amount of the honorarium and;
 - (6) a request for immediate response.

A second letter to those who accept should include:

- (1) expression of appreciation for his consideration and acceptance;
- (2) a reminder of the date and place;
- (3) a map of the immediate area, including instructions on how to get to the "pre-festival" meeting;
- (4) the time of the "pre-festival" meeting;
- (5) directions to lodging;
- (6) a sample adjudication form; and
- (7) a request for information pertaining to any special needs.

One other judge, a timer, will also be needed. This person (or these two persons if it is necessary to rotate timers) can come from the local band club. In the way of equipment he will need: (1) a stop watch, (2) a blank pistol, and (3) several boxes of blank cartridges.

Pistol shots should be fired at three points during each band's performance; at the beginning, at the end of five minutes, and at the end of seven minutes.

Note: Actual care of and assistance to the judges on the day of the festival will be handled by the hospitality committee whose duties in

this matter are described in a special section of Chapter Three.

XII. Selecting the Guest of Honor

This person serves at least two major functions for the festival. First of all, he will be a drawing influence upon the community; and secondly, he will add interest to the "awards ceremony" by presenting the trophies to the participants. Because of these and other factors, the person should be well known in the area, and should be immediately recognizable to most of those in attendance.

A well known state or national political figure is probably the best choice; other possibilities are musical personalities and general celebrities. One must keep in mind, however, that these types of individuals will probably want to be paid for their time and effort; whereas a political figure will very likely come at his own expense.

All duties connected with this project, including both the selection and the hosting of the individual, should be accepted by the local director as a personal responsibility. One may wish to enlist the services of an individual figure in the community who can assist with this activity; if so, consideration should be given to any political problems which could arise.

XIII. Selecting the Support Committee Chairman

Selecting these people will be the most critical, thought provoking duty. One must consider the unique ability and personality requirements for each position, and must fit the special talents and abilities

of those individuals who are available to the position for which each is best suited.

A tentative list should be compiled of those who are being considered, and each person's name placed beside the position that would probably best suit him. This information contained in "Chapter Three" should be studied carefully before any positive choices are made.

Note: Refer to the "Table of Contents; Chapter Three" for a list of the "Support Committees" which are considered as essential to the operation.

XIV. Selecting the Exhibition Unit

This should be a unit (band, bugle corp, etc.) which has earned a reputation for being exceptional in marching performances. A college band may be the best choice, because, if the director considers this an opportunity to perform for prospective bandsmen, he will most likely assume the cost of the trip.

A member of the "Steering Committee" should serve as "aide" for this unit, and should remain with it throughout the festival. Seating for this group should be in a special place, and consideration should be given to providing for the group at least one meal.

A special "Commemorative" trophy should be presented to the drum major at the conclusion of the awards ceremony, and the group might be asked to perform (either from the field or from the stands) as people are leaving the stadium.

XV. Selecting the Awards

The size and appearance of the festival awards should be considered to be important factors. They will be objects of attention and subjects of conversation if displayed properly and will generate both interest and excitement as they repeatedly call attention to the presentation ceremony.

The cost of the awards should be indirectly related to the amount of the festival registration fee. Since most directors will assume that there is a connection, they should feel that the fee which they have been asked to pay is being returned, at least in part, by the award that is received.

One should expect the registration fee to cover between fifty and seventy-five percent of the total cost of the awards, and should plan to have the awards in his possession at least a week prior to the festival.

Trophies which should be ordered are:

First Division - Band

Second Division - Band

Third Division - Band

First Division - Drum Major

First Division - Color Guard

First Division - Majorette

Optional awards include:

First Place - Parade

Second Place - Parade

Third Place - Parade

Outstanding Unit - Inspection

First in Classification - Inspection

First in Classification - Field Show

Second in Classification - Field Show

Third in Classification - Field Show

Commemorative Trophy - Exhibition Unit

If the "festival" type competition is chosen (where first, second, and third division ratings are given rather than first, second, or third place winners), then one should probably estimate the number of trophies needed by dividing the number of participating bands into three equal parts, and adding three or four to each division. For example, with 45 bands, one would order 18 or 19 "First Division" awards.

Since only "First Division" trophies are to be awarded to drum majors, color guards, and majorette corps, a good estimation of the number of trophies needed would probably be about half the number of participants.

Trophies for optional events (inspection, parade, etc.) should differ from the other awards and should reflect in both size and appearance the event and/or placement which they represent.

Strong consideration should be given to selecting a style that can be used from year to year. This will eliminate the possibility of accumulating a stock of "left-over" trophies which are of no value to anyone, and cut into the net profit.

Note: When the awards ceremony is to begin, the band captain, drum major, color guard captain, and head majorette should be called to the field and should form a line in front of the press box.

XVI. Meeting With the Support Committee Chairmen

Prior to the first meeting, a file should be prepared for each of the chairmen containing: (1) a list of the members of the "Steering Committee," their names, and addresses; (2) an outline of their respective necessary materials; and (3) a copy of the festival invitation. This file is to be kept by the chairman, and is a duplicate of the file which is to be kept in the director's office.

A small amount of time can be given to "getting acquainted" in this first meeting, but, in general, it should be very business-like, and should move along as quickly as possible.

Note: A sample Agenda for the first meeting is included in Appendix B.

The second meeting should be with small groups so more time can be given to problems peculiar to each chairman's job. Those chairmen who seem to have common problems might try to arrange a meeting together.

Below is one suggestion as to how the groups might be divided.

Section One: Cafeteria, Concession

Section Two: Stadium, Tickets, First Aid, Hospitality

Section Three: Registration, Guides, Parking

Section Four: Parade, Program, Publicity

It will probably be unnecessary to hold another meeting of these

chairmen until one or two nights before the festival. It will be necessary, however, to meet with individual chairmen from time to time; and the director must be prepared to give his time and attention whenever the situation arises.

XVII. Notification of Community Officials About the Festival

It is necessary to notify local housing firms and food establishments of the festival plans. It may be that this can be handled through their respective associations. However, it may be wise to notify each of them personally, since this gesture could possibly reap benefits in more and/or larger program ads.

The "Chief of Police" should be notified as he may feel that it is necessary to increase his traffic control on the day of the festival. This list of officials should probably include many others, but it would vary in different situations. It is advisable, therefore, for the director to take the responsibility of completing the list with city and county officials, etc.

XVIII. The Letter of Instruction to Participating Units

This letter must be thorough, and must contain all the information that the band directors will require. At the same time, it must be clearly and simply constructed, so as to require a minimum amount of time for study. A "check-list" type of letter would probably suit the purpose and would certainly aid the directors of the participating bands. A sample letter of this type can be found in Appendix C.

XIX. The Stadium Seating Arrangement

Prepare a layout of the stadium's seating area, and assign seats to bands as their registration forms arrive. Allow approximately six to twelve extra seats, depending on the size of the band, for each unit, as extra space will be needed for bulky equipment such as drums, sousaphones, etc.; and be sure to include the band director(s) and chaperones in the over-all count.

Choice seats in the home stands should be held for patrons and spectators, and the exhibition unit should have priority over all others. Suggestions for filing this information can be found in this chapter.

XX. The Method of Worker Identification

Devise either a badge, card, or ribbon which will identify all personnel involved in the festival operation, especially those who need to come and go freely at the stadium. These can be distributed through each committee chairman and should be issued either the day before or the morning of the festival.

XXI. Notify the Instrument Repairman

Contact a Band Instrument Dealer in the immediate area who does "on-the-spot" instrument repair and ask him to make his services available for the festival. The band director can assist here by suggesting a dealer who might be best suited to this task. Most dealers will probably appreciate the opportunity to be of service.

There are usually several places in the festival area where the repairman might position himself. Often, a place near the "warm-up" area is most suitable.

XXII. Selecting the Public Address Announcer

It is necessary to select a person with good diction and someone who can, in a subtle way, generate audience interest throughout the day. Radio and television announcers are excellent prospects if their services can be obtained without cost to the festival. Other possibilities include: student leaders, teachers, and church officials.

The public address questionnaires should be removed from each band's file and placed in order of appearance. The questionnaires should then be ready to present to the announcer upon his arrival at the stadium.

XXIII. Issuing Complimentary Tickets

A list should be prepared of those who are to receive complimentary tickets. The tickets should then be mailed to the individuals along with a letter explaining the purpose of the festival. The tickets should be mailed about ten days prior to the festival. The list of people to receive these tickets should include the principals of the various high schools which are represented. Other individuals to consider are: city officials, superintendents of participating school systems, and program advertisers.

XXIV. Preparing Packets of Information for Bands and Judges

A 12" by 15" envelope should be prepared for each band. This envelope should contain the correct number of cassette tapes with each tape marked for identification.

Each judge's envelope, also 12" by 15", should contain five or six felt or ball point pens and the appropriate pads of adjudication sheets which have been properly prepared (name of band, classification, etc.) and placed in the correct order.

The steering committee member who is assigned to assist the judges should enlist two aides to help him issue and collect the tapes and forms for the various bands, and should prepare a master list of ratings for use in the awards ceremony. He should also keep the press box relatively free of spectators.

Cassette recorders can usually be borrowed from local band students or from members of the band parents organization. The owners should be cautioned to mark their recorders clearly for identification and should be asked to pick them up immediately after the festival. Each recorder should be checked before it is taken to the stadium and new batteries should be brought for each. At least one extra recorder should be on hand during the competition.

In the event a parade or inspection is to be included in the festival, packages for these events must also be prepared. Parade adjudication sheets can be included in the regular festival packet for each band judge and should include adjudication forms which are

properly prepared and placed in the order of performance. Inspection forms and packets should also be prepared in a like manner and should be presented to the inspecting officer upon his arrival.

The judge's checks should be presented to them at the evening meal, along with the director's personal words of appreciation for their work.

XXV. Letters of Appreciation

Most words of appreciation can be handled in the open letter which is contained in the festival program; however, several situations require personal letters. Special letters should be sent to the following: (1) school officials, (2) support committee chairmen, (3) the guest of honor, (4) the director of the exhibition unit and the chief administrator of its school or college, and (5) directors of participating bands. Other situations may arise in which letters of appreciation will be desirable. In all situations the local director should take the responsibility for the appreciation letters.

CHAPTER THREE

SUPPORT COMMITTEES

The information contained in this chapter is primarily directed to the various "support committee" chairmen. However, each member of the "steering committee" should be familiar with these instructions to the extent that he could be of assistance when and if he is called upon.

I. The Band Guide Committee

The primary responsibility of a "Band Guide" is to make his band and band director's day as pleasant and "panic free" as possible. Those who are to serve as guides should be equipped with all necessary instructions and information.

The first and probably largest task of the chairman will be to secure the necessary personnel. One guide will be needed for each band, and two or three extras should be on stand-by in the event of any emergencies. These positions should be filled with adults if possible.

The "Guide Instruction Sheet" should contain all of the facts and information that the guide will need at his disposal. It will be necessary to leave a few blank spaces in the form; however, these forms should be completed before they are presented to the guides. In order to be certain of their accuracy, the band director should be responsible for the completion of the instruction sheet. The

information that will be needed can be obtained from the "steering committee" chairman. He will need to provide a list of:

1. Bands, their cities, and their directors,
2. Band's times of arrival,
3. Bus parking assignments, and
4. Band's lunch schedules.

A sample of the "Guide Instruction Sheet" can be found in Appendix D.

The information packages which the guides are to present to their directors should be in 12" by 15" envelopes, with the band's name printed on the outside. Again, most of the information and material which will be included can be obtained from the Festival Chairman. This package should contain the following:

1. A copy of the letter of instruction which was sent to the directors upon receipt of their acceptance forms.
2. A list of available restaurants and other eating establishments.
3. A map of the festival area.
4. A seating chart of the stadium.
5. A complimentary program (these can be obtained from the "Program Committee" chairman.)
6. Extra chaperone tickets (these can be obtained from the "Ticket Committee" chairman.)

The guide committee will need to hold a meeting either the night before, or the morning of the festival. The night before is probably better, as some bands may arrive rather early. This will be especially

true if a parade is to be included as part of the festivities. The meeting need not be very long, as its main purpose will be to give out information and instructions, and to answer questions.

II. The Bus Parking Committee

This committee's responsibilities are simply: to assist the bus drivers in parking their buses, to keep watch over the parking area, and to clean up the parking area after the buses have gone.

It will be necessary to check the area within a six-block radius of the stadium, and to estimate the number of "off street" parking spaces that are available. Church and school parking areas and vacant lots will be the main concern, as few other areas will be suitable for bus parking. One large area should be used if possible. If more parking space is needed, the largest spaces should be used first in order to reduce the number of people needed as parking guides.

A bus list should be obtained from the Festival Chairman, and a plan should be devised which will fit the available space. When completed, these copies should be presented to the Festival Chairman and to the Guide Committee Chairman. An adult will need to supervise each lot, and he should choose the number of boys he feels are necessary for his assistance.

III. The Cafeteria Committee

It will be this committee's task to feed a large number (possibly as many as three thousand) of people in a relatively short period of

time. Briefly, this committee's responsibilities will be: to secure the facilities, to enlist the workers, to set the menu and price of the meal, to prepare and serve the meal, and to clean up afterwards.

There will need to be a co-chairman to assist with the many tasks which are involved. He or she can be extremely helpful, especially on festival day when it will be next to impossible for the chairman to handle personally every situation that arises.

About ten workers should be enlisted to help with preparation and serving. In securing the facilities, the school cafeteria would be ideal, as it is constructed to serve a large group in a short period of time. It will be necessary to hire the school cafeteria manager and/or his assistant as well as two of the regular cafeteria workers to assist on festival day. Their experience in preparing food and serving large groups will be well worth the extra expense.

One of the school janitors will need to be hired to clean the floors and carry out trash. He will not be needed until after the meals have been served. The members of the committee can clean the tables and kitchen facilities.

The menu should be kept simple and should appeal to teenagers. It is best to choose something that is easy to prepare and easy to digest, as many of the students will be tense and nervous. Choices in the menu should not be given. This will eliminate some expense and will make things less complicated.

The cafeteria manager will be more than glad to offer advice and will know many ways to cut expenses. The preparation cost per meal

should be kept under seventy-five cents. This will enable the selling price for each individual meal to be \$1.25 or \$1.50; therefore, a fair profit is made. The cafeteria manager can help when it is time to order food and supplies. His experience can help in saving both time and money. Specific instructions should be given about the time and place for delivery of the food supplies. It is usually best to plan for these deliveries to take place in the late afternoon on the day before the festival.

Consideration should be given to using disposable plates and eating utensils. Compared to the time and effort that will be saved in not having to wash and re-wash the permanent items, the expense is very minor. This cost should be included as part of the basic cost of preparing individual meals.

Every possible method should be utilized to save time in the serving line. For instance, the knives and forks should be wrapped in napkins beforehand. Several hundred meals should be prepared ahead of time; but only if the proper facilities in which to store them are available!

All financial and scheduling affairs will be handled by other committees. Each band director will be asked to identify his own bandsmen and chaperones; however, it is wise to post someone at the door to assist in these matters and keep things running smoothly.

Meals should not be sold to those who just happen to "wander" in. This could develop into serious trouble if the number of "visitors" became extensive. If the problem is briefly explained, most reasonable

people will understand.

The clean-up plan must work thoroughly and quickly. If the school facilities are not sufficient, it might be possible to rent an incinerator or "dumpster" for the day of the festival.

IV. The Concession Committee

This committee's job is probably the most tedious of all. They must be prepared for a twelve to fourteen hour working day in which they will care for the refreshment need of several thousand people.

Most of the information and advice concerning the mass of materials that should be ordered can be obtained from the regular concessionaire. The manner in which he prepares for an important home football game will serve as an excellent guide, as this will compare to the number of people expected to attend a marching festival.

The duties and responsibilities of the chairman are outlined in the next several paragraphs, and will suggest an idea of the manner in which to proceed. Also, a co-chairman should be selected. In selecting this person, it must be remembered that he will probably have to run an auxiliary stand.

The facilities should be checked to see if they are adequate. If an extra temporary stand is needed, its position should be one which can be serviced by electricity as well as one which is easily accessible to spectators.

It will be necessary to find out if the stand(s) have sinks, hot plates, refrigerators, freezers, soft drink fountains, and coffee urns,

and if those facilities can be used. It may be necessary to borrow or rent any or all of those items.

Three shifts of workers should be used; about eight people for the morning and afternoon shifts, and twelve for the evening shift. This is assuming that two stands of equal size are used. If only one stand is to be in operation, then the figures can be cut about one third.

In selecting the concession stand menu, the items that must be prepared by the workers should be kept to a minimum. Most people who go to a concession stand will buy whatever is available. Also, unsold, self-prepared items are "minus" income.

Only one kind of sandwich should be offered, (either hotdogs or hamburgers,) and one soft drink company should be used. Popcorn is less time-consuming and more profitable than peanuts; and items such as candy, gum, potato chips, etc., are excellent because the unsold articles can be returned to the supplier. Prices on the concession items should be kept within the realm of local standards. This is only fair and will help in avoiding any undue criticism.

If some of the concession items are to be sold in the stands, it will be necessary to borrow a dozen wire baskets possibly from one of the local swimming pools. Some local scout troupe or junior high club for boys may be interested in selling. They should be paid at a rate of ten or fifteen percent of their gross sales.

One or two change boxes will be needed in each stand. Each box should be stocked with \$50.00 in change and the excess should be removed once or twice each hour.

One of the more trusted workers should help by "keeping an eye" on the change boxes and the festival treasurer should make two or three "pick-ups" during the day. The treasurer should also make the final pick-up when the festival is over.

It is important if possible to leave the stand(s) in better condition than they were found. This will promote goodwill with those concerned and will make things easier for future events.

V. The First Aid Committee

A serious medical problem at a function of this nature would be a rare occurrence; however, a reasonable effort to establish emergency medical facilities is absolutely necessary, and will be greatly appreciated by the participants. Such problems as temporary illnesses and minor injuries will happen, and "on-the-spot" medical assistance is a must for the sake of order and simplicity.

Ideally, a doctor and two nurses should be present at all times. Most doctors are civic minded, and this should be no problem at all. With the proper amount of notice, the services of two or three who could give a few hours of their time could be secured.

Nurses may often be found in the band organization. The doctors who agree to help will often bring their own nurses if they are contacted early enough. Medical supplies should be no problem as the doctors who agree to assist will be happy to provide the necessary materials.

Probably the best shelter will be a tent such as those used by funeral homes. Obtaining a tent should be easy, and the owners will

probably be happy to assemble and remove it for you. The location of the tent should be easily accessible and, at the same time, relatively inconspicuous.

The town's civil defense team is another possibility in providing the emergency service. This should be done only in the event that a doctor is unavailable. Nurses will still be needed since the "civil defense" people are not likely to have the proper credentials for administering medical assistance. This operation is essential to the festival; and for that reason, it may be necessary to hire any or all of the needed personnel.

If an ambulance is to be present, it should be kept out of sight, and only in extreme cases should stretchers be used. An overly dramatic display of these services often increases the tension which always exists among the students involved in competition.

Letters of appreciation to those who give their time and materials are a must for many obvious reasons. Those workers who are not directly connected with the sponsoring organization should receive complimentary festival tickets for members of their families.

VI. The Hospitality Committee

The primary responsibility of this committee is to make the judges feel welcome and to make them as comfortable as possible. One or two assistants will be sufficient and one of them will need an automobile available at all times.

Soft drinks and coffee should be available in the press box along

with donuts, cookies, etc. Each judge's position should have an ash tray and a box of matches.

It is very helpful to rent or borrow a small travel trailer that has restroom facilities and a small kitchen/dining area. Restroom and kitchen facilities are often a problem around a relatively small press box; therefore, the need for extra facilities here is easily recognizable.

The band directors will need refreshments provided at the place where they are to pick up their rating packets. This will take place when the festival has ended and will involve a relatively short period of time. The committee chairman should have the responsibility of seeing that the refreshment center is left clean and that the trailer is returned to its owner.

VII. The Program Committee

The primary purpose of this committee will be to raise funds through the sale of program advertising. Another responsibility is the creation of an attractive program booklet. The cost of producing this booklet should be no more than ten percent of the advertising revenue.

The initial responsibility will be to establish a price list for the various sizes and types of advertising. Many factors are involved here, and the chairman must decide for himself the temper of the community before deciding "what to sell."

A sample list of prices is included here and should be considered

as no more than an example. These figures may be raised or lowered.

Double Page	\$250.00
Outside Back Cover	\$200.00
Inside Front Cover	\$185.00
Inside Back Cover	\$170.00
Full Page	\$150.00
Three-quarter Page	\$120.00
One-half Page	\$ 85.00
One-quarter Page	\$ 50.00
One-eighth Page	\$ 35.00
One-sixteenth Page	\$ 20.00

Each member of the committee must have ample time to contact prospective advertisers and should possess the ability to convince them that the project is worthwhile. The number of salesmen that are needed depends on the number of contacts to be made. Generally, there should be one salesman for every twelve to fifteen prospects.

Each member of the committee should list a few prospects that he will want to contact. The lists may be taken from various sources such as: Chamber of Commerce membership lists, Telephone Company Yellow Pages, newspapers, and others.

Each member of the committee will need a package of information containing: a list of prospective advertisers, an "ad" price list, a receipt book, and a notebook in which he can write the "ad" information.

At the first committee meeting the chairman should hand out the

information packages and discuss each item. He should also discuss the sales approach and include the following points:

1. The approach should be "low-key," and should appear as one friend offering an opportunity to another.
2. Each salesman must make every effort to persuade the contact to participate; but at the same time, be prepared to accept a refusal graciously and thank them for their time.
3. The salesman should try to collect at the time of the sale; but he can offer to send a bill if it appears that this is the buyer's preference.

The salesmen will need to bring to the chairman all "ad" information and money that they have collected by a specific date. They should be encouraged to keep working until each of the prospects on their list has either accepted or declined. A list of all advertisers which are to be billed should be turned over to the festival treasurer as soon as possible.

The program should be ready for the printer at least two weeks before the festival. This will give him plenty of time to prepare a proof and make corrections before the finished product will be required.

No profit should be expected from the sale of programs. In establishing the sale price for programs, the committee should expect the proceeds from these sales to simply cover the cost of printing. The money which is collected from "ad" sales should be the only profit gained in the program project.

In arranging the "ads," the committee should try to achieve a balance from page to page between the large and small ones. "Ads" from similar businesses such as two men's clothing shops should not be on the same or on facing pages.

Many items of information, in addition to the advertisements, should be included in the make-up of the program. It is essential that a list of the performing units and their scheduled performance times be included. The program should also have information concerning the background and credentials of the adjudicators. An explanation of the method of classifying bands, and the adjudication and awards procedures should also be included. Other items for consideration are:

1. Information on participating bands and their prior accomplishments.
2. Places for spectators to play "armchair adjudicator" and to record the actual results of the festival.
3. A letter of welcome to visitors from the Festival Chairman, and the members of the city administration.
4. An open letter of appreciation from the sponsoring agency to all those who have participated in making the event a success.
5. Information about the guest of honor.
6. Information about the exhibition unit.

Many of the items mentioned above can be accompanied with pictures. This can make the program much more interesting and attractive. This

of course adds to the expense and may not be compatible with financial goals.

Copies must be ordered for about one-third to one-half of the number of people expected to attend the festival. Perhaps a school club or scout troop can be enlisted to handle the program sales. The sales team should be composed of about sixteen to twenty members, and should be divided into two groups; one for the afternoon session and one for the evening. These groups might be paid at a rate of five to ten percent of the gross income.

Each band director is to receive a complimentary copy of the program, and these should be issued by the "Guide Committee" chairman.

IX. The Publicity Committee

To have an effective campaign the procedures of this committee must be carefully planned and properly executed. It will be necessary to enlist a typist, for all releases must be typewritten. In order to assure better use of the releases, a few simple rules should be followed in the preparation and issuance of the material. Some of the rules are:

1. Present the releases personally to representatives of the various news media. They will appreciate this gesture and will give the information more consideration because of it.
2. Avoid trying to "sell" the information to the news media. They are trained professionals, and quite aware of what is or is not newsworthy.

3. See that all pictures are 8" by 10", glossy finish, and only of small groups or individuals. Large group pictures do not reproduce well in most newspapers.
4. Be certain that all materials are ready for release well ahead of any deadline that the newspaper may require.

Information concerning the number of bands and where they are from can be obtained from the Festival Chairman. Additional bits of information that should be included are: the band's names, their cities and states, the size of each band, the directors, and the band's accomplishments. The chairman should also have information concerning the judges, the guest of honor, etc., and he should have the addresses that would be necessary for requesting additional pictures or information.

A series of news stories should be prepared and released on consecutive days, beginning one week before the festival. Releases for newspapers and those for radio and television should be prepared separately.

A list of suggested topics, which could be combined nicely with acceptable pictures, is included here. Any opportunities which may occur that are unique with this festival should be utilized. Some possible ideas are:

1. A picture of the Steering Committee during a meeting, which can be accompanied by information concerning the date and place of the festival, the number of events, and the number of bands with a breakdown of the number from each state.
2. A picture of the drum major, majorettes, or color guard from

- the host band, along with an explanation of how the bands are classified and rated.
3. A picture of the drum major, majorettes, or color guard, along with background information concerning one of the more prominent bands in competition.
 4. Pictures of the festival judges, along with information concerning their work and accomplishments.
 5. A picture of the director, drum major, majorettes, or color guard from the exhibition unit along with information about their past records and achievements.
 6. A picture of the guest of honor with background information and an explanation concerning his connection with the festival.
 7. A picture of the awards, along with an explanation of the awards procedure.
 8. Some pictures of the "festival in action" during the early hours of the festival day. These pictures could be of any number of events.

Note: Information should always be included about where advance tickets may be obtained, along with ticket prices.

Posters and billboards are also useful in campaigning. These methods of advertising will be somewhat costly, whereas radio, television, and newspaper advertising can be treated as a public service and would usually be free of charge. The benefit of poster advertising will need to be weighed against its cost.

The final responsibility will be to prepare a release for the day

after the festival. This should include a brief summary of the ratings of the various bands and the winners of various festival events. Some acknowledgement to the exhibition unit and to the guest of honor, as well as newsworthy comments or quotations about the festival would also be appropriate for this final release.

IX. The Registration Committee

The registration committee will complete the job of gathering information on the day of the festival. A large table should be available in the registration area. The workers must report early, as the first bands will begin to arrive long before the festival is to commence.

The band files should be examined for any unfinished business at least one day prior to the festival. As each director registers, it will be necessary to check his band's file to see if records are complete and fees are paid. When this is done, he will be introduced to the Guide Chairman who will assign a guide to take care of his band. Any information brought to the registration desk upon the director's arrival will periodically be sent to the public address announcer. One or two high school students will be needed to carry out this task.

After all the bands are registered and accounted for, all checks and monies can be turned over to the festival treasurer. The band files will then be returned to the Festival Chairman for storage.

X. The Stadium Committee

The primary functions of this committee are: to prepare the

stadium for all facets of the festival's operations; to be on hand during the festival in the event of an emergency; and to leave the stadium and its facilities in proper order when the festival is over.

First, two or three men (or older boys) must be selected to serve on the committee. The responsibilities may be divided among the committee members. The chairman's main concern is to see that the jobs are accomplished adequately and promptly.

Several items will be needed for the operations, most of which can be borrowed. Arrangements must be made for their return at the time they are borrowed. The stadium committee must realize the responsibilities to the following:

1. Several keys will be needed. The band director can assist in obtaining most of them, and he may have some of them himself. Keys will be needed to the school cafeteria, the registration station, the stadium gates, the concession stands, the press box, the stadium restrooms, the stadium lights, the storage room, and the dressing facilities.
2. Two "public address" systems are needed; one for the press box, and one for the field. This second system is necessary only if the guest of honor wishes to speak. It should be positioned near the fifty-yard line, on the home or press box side of the field.
3. A communications system is needed between at least three places; the press box, the first-aid station, and the registration area. Either telephones, short-wave radios, or walkie-talkies can be utilized.

4. The preparation of the marching field should be done in the early morning of festival day. Yard lines should be put down at five-yard intervals, as well as the eighteen-yard markers, (hash marks). The crew that usually takes care of this can probably be hired for a nominal fee, and the tools and materials that they normally use will probably be available. The stadium attendant or the head football coach can give the information.
5. Several tables will be needed for the trophy display. The best place for them is on the home or press box side of the field, near the fifty-yard line.
6. The estimated attendance should be compared against the number of available seats, to determine if folding chairs will be needed.
7. The facilities which have been set aside as dressing areas must be inspected. Windows may need to be covered, and the dressing rooms may need to be marked for identification.
8. If the concession chairman needs an extra stand, this committee should work with him in arranging for electrical connections, shelter, tables, and other necessary materials.
9. It will be necessary to check with the regular stadium authorities to find out if the usual "clean up" crew will be available to clean the stadium after the festival. If these people are not available, perhaps the school janitors, various school clubs, or scout groups who may want to earn some extra money

will help.

10. Extra trash bins may be needed. These can be rented in most communities, and the fee usually includes a "pick up" and disposal service.

Note: Most of the information about "who, when, and where" that is needed to carry through the duties mentioned above can be obtained from the Festival Chairman. The use of a small "pick-up" truck on the weekend of the festival will be invaluable. One should be available, even if it has to be rented.

Some additional duties for the stadium committee on the day of the festival will include the following:

1. Unlock all doors and gates for which keys are available.
Plan a schedule which would seem to include reasonable times for the various buildings and gates involved.
2. Check to see that all utilities at the stadium (press box, concession stands, and restrooms included) are in operating order.
3. Assist the hospitality committee in arranging electrical connections and parking space, etc., for the travel trailer being used as a comfort station for the judges and press box crew.
4. Remove the trophies from storage approximately one hour before the festival begins, and place them on the display tables which have been provided.
5. Check to see that the press box is clean and that the proper number of chairs are available (about one dozen should be

sufficient).

6. Turn the stadium lights on during the dinner break. They will remain on until the "clean-up" is complete, unless that job has been scheduled for the following day.
7. Be available when the "clean-up" is being done. For many reasons, it is probably best to have "clean-up" immediately after the festival is over instead of the following day.

Note: Many of the duties and responsibilities listed above will need to be repeated in reverse order when the festivities are completed. Common sense will indicate which items will need further attention. All things which have been borrowed must be returned, and this should be done without delay. Items which were purchased for the festival should be stored at the direction of the Festival Chairman. All bills and payments should be directed to the Festival Treasurer.

XI. The Ticket Committee

This chairman's first responsibility is, along with the Festival Chairman, to establish the admission price for the festival. The primary considerations are: (1) this will not be the main source of income for the festival; and (2) the amount should be in line with what the community is accustomed to paying for other "school connected" functions. It is recommended that the student admission be set at about \$1.00, and the adult admission at about \$1.50.

The tickets should be printed at least one month prior to the festival date, and should include the following information: (1) the

sponsoring agency, (2) the name of the event, (3) the date of the event (including the rain date), (4) the place where the event is to be held, (5) the price of admission, and (6) a statement that the ticket is good for the entire event.

The number of tickets to be printed will depend on the number of seats available for spectators. The festival chairman will have this information and he should be in agreement with the final decision.

The bill for the tickets should be sent to the festival treasurer at the time the order is placed. The printing firm which is to print the program may offer to donate the tickets.

Four or five business establishments should be selected to handle the advance sales. Tickets should be delivered to these establishments at least two weeks prior to the festival and a small list of instructions should accompany them. They should be picked up the night before the festival. The Publicity Chairman should be given the information about admission prices and the businesses which are handling advance sales.

Approximately ten adults should be selected to serve as ticket salesmen at the festival. It is wise to use two shifts; one from the opening hours of the festival to the dinner breaks and another starting at the dinner break. A person will also be needed to serve at a pass gate. He should have a "rubber stamp" for the purpose of identifying members of visiting bands who are out of uniform (also their chaperones) and spectators who have been in attendance and wish to leave temporarily.

Each ticket station will need a change box with instructions that

each box should be turned over to the chairman during the awards portion of the festival.

It will be necessary to have some signs printed which will inform spectators who wish to leave and return that they must leave by way of the pass gate in order to receive a re-admittance pass. One sign may be placed in clear view at each ticket office and/or gate.

All money from ticket sales should be turned over to the festival treasurer at the earliest possible time. The money should be collected from the various ticket stations by the ticket chairman at least three times during the festival, and the treasurer should be prepared to collect from the ticket chairman within an hour of each of his "pick-ups."

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APPENDIX A

Card Type Invitation

FRONT PAGE

YOUR BAND

is INVITED

to the

MARCHING FESTIVAL

on Saturday, _____, 19____

in city, state, zip

Note: The front page of the invitation should also include a few comments about the community, perhaps in reference to a special tourist attraction, or to some particular factor which would highlight community pride or achievement.

SECOND PAGE

The _____ MARCHING FESTIVAL will be held in _____ city, _____ state, on Saturday, _____, 19____, for high school bands from the states of _____, _____, and _____.

A. CLASSIFICATION

The classification of bands is determined by the number of students in the upper ____ grades of your school. Bands may enter in a higher classification than the enrollment dictates, but may not go below.

The enrollment breakdown is as follows:

Class "A" _____ and over

Class "B" _____ to _____

Class "C" _____ to _____

Class "D" up to _____

(Optional) Class "E" Junior High Schools

B. JUDGING AND AWARDS

Bands will be judged on playing, marching, and general effect, and will be rated Superior, Excellent, Good, or Fair. Appropriate trophies will be awarded for each of these ratings and to all drum majors, majorette corps, and color guards who are rated "Superior."

Optional Paragraph:

First, second, and third place winners will be chosen in each of the classifications listed above. Appropriate trophies, in addition to those awarded for the ratings, will be awarded to these winners.

C. PERFORMANCE REQUIREMENTS

The field show is to be not less than five nor more than seven minutes in duration and should include at least four minutes of marching.

Optional Paragraph:

THE PARADE

The parade is optional and any routine used in front of the reviewing stand must not last over one minute.

D. MEALS

The _____ Club will have lunches available for visiting bandsmen at a cost of _____ per person. Please indicate on the return form if you wish us to provide this meal.

E. ACCOMMODATIONS

Overnight accommodations in _____ are (either scarce or plentiful). Upon receipt of your acceptance, we will forward to you a list of available hotels and motels in the immediate area.

F. SCHEDULE

This schedule is, of course, tentative and subject to minor changes. Competition will begin with the smallest classification, and no bands will be scheduled out of classification.

- (Optional) 9:30 A.M.—Parade
- (Optional) 12:00 P.M.—Junior High School Bands
- 12:30 P.M.—Class "C" and "D" Bands
- 6:00 P.M.—Dinner Break
- 7:00 P.M.—Class "A" and "B" Bands
- 10:00 P.M.—Exhibition Band and Awards Presentation

G. REGISTRATION

The registration fee is _____, and helps to defray the cost of judges, awards, materials, etc.

If you decide to participate, then please mail your acceptance as soon as possible. It must, however, be postmarked on or before _____, 19___. OFFICIAL UNIFORMS MUST BE WORN IN ALL EVENTS OF THE FESTIVAL.

THIRD PAGE

We are happy to accept your invitation.

(Please Print)

School and/or band's name _____

City _____ State _____ Zip Code _____

Band Director(s) _____

Band Captain _____

Drum Major _____

Head Majorette _____

Color Guard Captain _____

Principal _____

Superintendent _____

Number in band _____ Number of Chaperones _____ Number of Buses _____

Classification that you will enter _____

Time of Arrival (Within 30 Minutes) _____

Will you participate in the parade? * (An optional entry in invitation) _____

Will you want us to provide lunches? _____

List your band's recent accomplishments _____

Picture is enclosed _____, to follow _____. Check enclosed _____

Check to follow _____. Director's home telephone _____

School or Band's telephone _____. Will you announce your own show? _____ Director's Signature _____

FOURTH PAGE

Return Address

_____ MARCHING FESTIVAL

 (Street or Box Address)

 (City, State, and Zip Code)

APPENDIX B

FIRST GENERAL MEETING
MARCHING FESTIVAL EXECUTIVE COMMITTEE

Agenda

- I. Welcome and call to order
 - A. Statement of Purpose
 - B. Charge to Excell
- II. Explanation of Operating Procedures
 - A. Purpose of "Steering Committee" with introductions
 - B. Outline of "Support Committees" with introductions
- III. List tasks already completed
 - A. Date (rain date)
 - B. Type of Festival
 1. "Winner" or "Rating" type festival
 2. Parade and/or inspection if applicable
 - C. Facilities to be utilized
 - D. Guest of Honor
 - E. Exhibition Unit
 - F. Plans for Awards
- IV. Ask each chairman to examine his list of responsibilities and materials and be prepared to answer questions about:
 - A. the number and kinds of workers needed for individual tasks,
 - B. necessary materials and suggestions about how and where they can be obtained.
- V. Impress upon all present the importance of directing all bills

and payments to the festival treasurer.

- VI. Obtain addresses and business and home telephone numbers of each chairman, and announce the time and place of the next meeting.
- VII. Adjourn.

APPENDIX C

Letter of Instruction to
Participating Units

_____ MARCHING FESTIVAL

_____ city, _____ state

_____, 19____

Dear Director:

It is indeed a pleasure to find your band among those who are planning to attend our Festival. We have prepared a package of information for your convenience and examination, and trust that it will answer all of your needs.

CHAPERONES

Chaperones are guests of the festival, and we are enclosing their tickets in this packet. Please help us by including only those adults who are directly involved with your trip. Also, please remind your chaperones to be prepared to take care of the minor need of your bandsmen.

DRESSING

Girls dressing will be available in _____;
 boys will dress in _____.

FIRST AID

A first aid station will be located at the _____ end of the stadium and will be clearly marked. A doctor and two nurses will be present at all times. If you need medical assistance, go to these people. Do not have public announcements made for medical aid, as this will only serve to excite others.

GUIDES

A guide will be assigned to your band when you "sign in." We will remain with you throughout the day and evening, and will be there to assist you in any way possible.

INSPECTION (Optional)

Inspection will take place at _____ —thirty

minutes prior to your field performance. Again, this particular event is completely separate from the rest of the festival. (Optional comment: The band with the highest score in each classification will be awarded an appropriate trophy for its achievement) and/or (an outstanding unit will be chosen in this category and will be awarded a "First Place" trophy).

JUDGES

Band (Optional: and Parade) judges are:

Mr. _____ of _____
 Mr. _____ of _____
 Mr. _____ of _____

The drum major judge is _____ of _____
 The color guard judge is _____ of _____
 The majorette judge is _____ of _____
 (Optional)
 Inspection will be by military personnel from _____

(Adjudication forms are being enclosed for your convenience and information, and it is not necessary for you to return them.)

MEALS

If you have signed up for meals with us, your eating time is included here. _____. As you can readily understand, we must adhere strictly to the schedule. We have taken into consideration your arrival time, performance time, etc., in selecting this particular time for you.

If you have not as yet sent the check for these meals (Price _____), please send it at your earliest convenience. You may wish to bring the check with you when you sign in, and this is perfectly acceptable. However, we must be certain of your commitment as the meals will already be in preparation.

PARADE (Optional)

If you are participating in the parade, you should be in the starting position by 8:30 A.M. Remember to limit your "reviewing stand" performance to one minute, and that there are no classifications in the parade; i.e., all bands will be competing against each other.

PARKING

Buses will be parked in various community and church parking lots which are located in the vicinity of the stadium. Your guide will have this information, and will assist your drivers in locating the assigned places.

POLICING

Please remind your students to show their respect for the school and public facilities which are being utilized. Also, please ask them to keep the area around your buses free of paper and soft drink containers.

RATINGS AND AWARDS

Again, bands will be rated: Superior, Excellent, Good, and Fair, according to their degree of excellence. Trophies will be awarded to those bands which receive Superior, Excellent, or Good ratings; and to drum majors, color guards, and majorette corps which are rated Superior.

(Optional Paragraph)

First, second, and third place winners in the parade will receive appropriate trophies.

-or-

The band in each classification with the highest score on inspection and the band with the highest score regardless of classification will receive appropriate trophies.

REGISTRATION or "SIGN IN"

You will "sign in" at _____. Your guide will be assigned at this time, and any unfinished business that you may have with the registration committee will be completed.

RESULTS

You may pick up your results package at _____ immediately after the awards have been presented. Mailing of results will be done by C.O.D. only.

SEATING

Your guide will show you to your seats at the time you so desire. Please sit in your assigned area, as it may be necessary for us to contact you quickly during the course of the festival.

TICKETS

Tickets for spectators will be on sale at the gate at the prices of _____ for adults and _____ for students. Tickets are good for the entire festival.

In addition to the information above, we are enclosing several maps

and forms to assist you in preparing for and getting to the festival. You will find enclosed:

1. A map to guide your drivers to the "sign in" area.
2. A map of the stadium and surrounding area.
3. A schedule of performance times for all bands.
4. A list of area hotels, motels, and restaurants.
5. (Optional) An information sheet for inspection.
6. Several adjudication forms including:
 - a. The band's field show
 - b. Drum major
 - c. Color guard
 - d. Majorette corp
 - e. (Optional) Inspection
 - f. (Optional) The parade show
7. (Optional) A map of and instruction sheet for the parade and "line of march."

Again, the festival date is _____, 19____. If we can be of further service, please feel free to call us at _____ (day), or _____ (night).

Best wishes, and best of luck,

APPENDIX D

Guide Instruction Sheet

Guide Instruction Sheet for _____ date _____, 19____
name of guide _____.

1. Your band is the _____ band from
_____; and the director is _____.

2. You will meet your director at the registration desk. Try to be there at least thirty minutes before he is to arrive.

Note: Ask the "Registration Chairman" where his desk is to be located, and include that information here.

3. Your band's estimated time of arrival is _____.

4. Your band's buses will park in _____ lot. (Refer to the map in the director's information package.)

5. If your band is to have lunch with us, their eating time is _____. Guide them to the cafeteria, and discuss with the director what is to come after the meal is finished.

6. Explain to the director the rule for band students and chaperones entering and leaving the stadium.

Note: This rule is to be established by the "Stadium Committee" chairman and will probably be some type of wrist stamping procedure. Find out from him what the rule is to be, and include that information here.

7. Point out the "warm up" area to the director. (Refer to the map in the director's information package.)

8. Explain where restroom facilities are located. Point out those which are available both at the school and at the stadium.

9. Give your director these emergency telephone numbers:

Festival Headquarters _____

Hospital _____

Police _____

10. Present the director's information package to him, and examine its contents with him. Do this at a time of his choosing, and be sure that you are familiar with its contents before going over them with him.

11. Stay with the director and/or band throughout the day, with the possible exception of the few moments when he is giving his final instructions prior to performance.

12. Offer to escort your director to the place where results packages are to be issued, and express your personal thanks to him for coming to your festival. (Refer to the instruction sheet in his package for information on where results packages are to be picked up.)