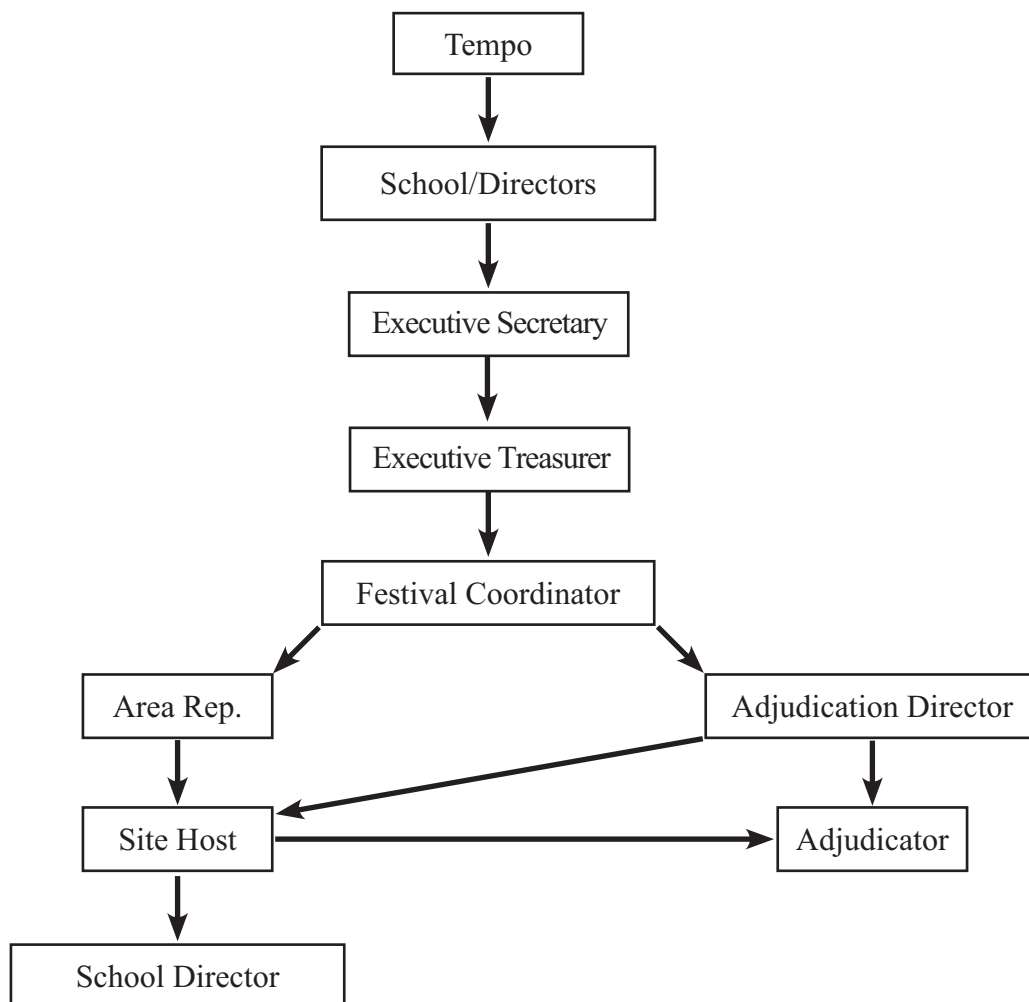


SECTION II

FESTIVAL ORGANIZATION AND RESPONSIBILITIES

FESTIVAL SCHEDULING FORMAT

- I. All festival forms are made available in the September/October *Tempo* Newsletter, and available on the internet via the Bay Section Website.
- II. All Completed forms should be returned to the Executive Secretary.
 - A. Approved and completed forms shall then be forwarded to either the Large Group Festival Coordinator or the Solo and Ensemble Festival Coordinator.



III. Festival acceptance and time preference will be made on a first come, first served basis (date of postmark). Groups from within the area hosting the preferred festival will be considered for entry before groups from outside the area, up to a date determined by the Board of Directors.

IV. Incomplete applications will be returned.

<p style="text-align: center;">AREA REPRESENTATIVE RESPONSIBILITIES (Refer to Bylaws Section I , Article VIII, Section 15)</p>

- I. The Area Representative/Assistant Area Representative attends all meetings of the Board of Directors and of the Festival Committee, acting as the Representative of the school music teachers for the area from which appointed.
- II. Pre-Festival: The Area Representative acts as the Festival Committee's representative in supervising and assisting the Site Host in preparation for the festival. The Area Representative must be thoroughly familiar with the sections of this handbook which pertain to festival procedures, especially the section entitled: The Site Host.

The Area Representative:

- A. Schedules a meeting with the Site Chairperson in the fall of the year for the purpose of reviewing thoroughly and in detail the appropriate procedures for festivals as they appear in this handbook.
- B. Visits each festival site and discusses with the Site Host the requirements for hosting a festival, including scheduling, expense factors, piano tuning, etc. At this meeting, the Area Representative and Site Host will develop the festival schedule at least four weeks prior to the festival (Refer to Site Host, Section I, Paragraph A and B).
- C. Receives from the Festival Coordinator and distributes to each Site Host such materials as the following:
1. Entry forms
 2. Scheduling worksheets
- D. Receives from the Executive Secretary and distributes to each Site Host such materials as the following:
1. Festival Checklist from Handbook
 2. Adjudication forms
 3. Certificates
 4. Command Performance cards (solo and ensemble) and gold seals
 5. Rating summary sheets (large group festivals)
 6. Festival and adjudicator evaluation forms
 7. Audio Adjudication Tapes
- E. Receives from the Medals Representative a sufficient supply of medals/plaques for each festival;

mail-order forms; and an inventory sheet for the number of medals/plaques received.

- F. Receives from the Special Representatives sight-reading music with routing instructions (large group festivals).
- G. Assists the Site Host in obtaining needed equipment for festivals from other schools in the area, as necessary.
- H. Makes a final check just prior to each festival to make sure that all requirements and procedures are followed; ascertains that the site staff is correctly informed as to all procedures and requirements.

III. General Festival Duties:

The Area Representative shall:

- A. Attend each festival in appointed area, and assist as needed.
- B. Assists in conducting the adjudicators orientation meeting no less than one half-hour prior to the first performance, in cooperation with the Site Host.
- C. Stand ready to make decisions in matters of policy as the official representative of the Festival Committee.
- D. Report any problems or complaints to the Festival Committee that arise at festivals which cannot immediately be resolved.
- E. Be responsible for medals and sight-reading music distribution and collection. Collect medal money.

IV. Specific Festival Duties:

- A. The Area Representative takes medals to the festival (unless previous arrangements have been made), helps the Site Host set up the medal booth, instructs and helps students and adult volunteers operate the medal sales during the day, and periodically collects money to prevent a large accumulation of funds.
 - 1. At the conclusion of the festival, the Area Representative or designee collects all monies generated from medal/plaque sales. That evening or the following day, the Area Representative reconciles money and remaining medals, and updates the inventory sheet.
 - 2. No later than Tuesday following the festival, the Area Representative shall ship the remaining medals, money (cash converted into a personal or cashiers check), and the inventory sheet to the Medals Representative.
- B. Before taking the sight-reading music to festival, the Area Representative will check to see that all parts are included and in the proper folders. On the morning of the festival, the Area Representative will deliver it to the sight-reading Adjudicator for use during the festival (unless previous arrangements have been made).

1. At the end of the festival, checks that the music is in score order and ready for use at the next festival. Boxes it in the original carton and takes, or ships it (NOT BY MAIL) to the next Area Representative according to the routing instructions. If this is the last festival, it is delivered to the originating Special Representative (unless previous arrangements have been made).
2. The next site must receive the sight-reading music material before the next festival.

V. Post - Festival Duties:

- A. After each festival, the Area Representative makes certain that the following are collected and delivered:
 1. To the Executive Secretary
 - a. All unused festival materials
 - b. All Festival Evaluation Forms completed
 2. To the Executive Treasurer:
 - a. Complete financial accounting of festival expenses, including receipts
 - b. Notice of clearance that all duties of the Site Chairperson have been completed, thus enabling the Site Host to receive an honorarium
 - c. Rating Summary
 3. To the Medals Chairperson:
 - a. All unsold medals/plaques
 - b. A cashiers check, money order, or personal check for the total amount total all medals sold
 - c. Inventory and accounting sheet for the medals
 4. To the Adjudication Director
 - a. Rating Summary
 - b. Adjudication evaluation forms
 5. To the Large Group or Solo and Ensemble Festival Coordinator
 - a. Festival Evaluation Forms
- B. The Area Representative shall:
 1. Write letters of appreciation to the Superintendent, Principal, and Site Host for each festival.
 2. At the end of the school year, participate in an evaluation meeting of the Festival Committee at which time he/she should:
 - a. Present any recommendations regarding festivals
 - b. Be able to present sites and Site Hosts for the following year's festivals.

SPECIAL REPRESENTATIVES RESPONSIBILITIES

(Refer to Bylaws, Section I, Article VIII, Section 10)

- I. Attends all meetings of the Board of Directors and of the Festival Committee acting as a representative of his/her area of responsibility and/or organizations.
- II. The Jazz Representative, in conjunction with the appropriate Area Representative(s), will obtain sites and Site Host(s) for Bay Section Jazz Festivals.
- III. Refer to Area Representative; Subsection III, IV, V, VI and VII for Special Representative responsibilities at these festivals.
- IV. Special Duties - Special Representatives
 - A. Band, Choral, Jazz, and Orchestra Representative shall:
 1. Early in January of each year, select music for the sight-reading events (if held). They will be assisted, when possible, by those persons who are to be the sight-reading adjudicators as identified by the Adjudication Representative.
 2. Be responsible for ordering, routing, collecting, and returning all sight-reading music used at the large group festivals.
 3. Return all sight-reading music to the supplier, when applicable, by June 1.
 - B. Jazz Representative is responsible for:
 1. Contracting a rhythm section of musicians (piano, bass, and drums) for the improvisation event at the Jazz Festival.
 2. Select and provide information regarding the mandatory music required in the improvisation event.

SITE HOST RESPONSIBILITIES

(Refer to Bylaws, Section I, Article VIII, Section 18)

- I. General Considerations:
 - A. Each festival site is supervised by its host, the Site Host. Upon agreeing to host a festival, this person assumes the duties of preparation, organization, and supervision of the site, facilities, and equipment necessary to properly conduct a festival. The Site Host must become familiar with all sections of this handbook which pertain to the type of festival to be hosted. This Site Host and the Area Representative are expected to work closely together through all stages of the festival.
 - B. The Site Host shall complete the Festival Host Contract. This contract allows permission, with an administrative signature, for use of the site in which the festival will be held, and district authorization for the use of the necessary facilities. The contract giving permission shall be delivered to the Area Representative.
 - C. An honorarium will be awarded to the Site Host following the successful operation of the

festival. This honorarium is to be considered separate from the operating expense money for the Site Host's personal use, and is only to be paid when all duties have been completed.

II. Preliminary Planning:

- A. The Area Representative shall, on an individual basis, schedule a meeting with the Site Host in the fall of the year for the purpose of reviewing thoroughly and in detail the appropriate procedures for the type of festival to be hosted, as they appear in this handbook. A "walk-through" of the facilities is necessary at this time in order to determine adequacy and optimum use.
- B. A specific determination should be made of the custodial time needed, availability of chairs, stands, risers, pianos, tables, etc.
- C. Bay Section will reimburse each Site Host up to a specific amount for festival expenses. Upon completion of the festival, a detailed financial accounting with receipts is required in order to be reimbursed. School and/or district resources should be utilized as much as possible.
- D. Many student volunteers will be needed as indicated in subsequent sections below. A determination should be made of the availability of this kind of help, and other kinds of voluntary help wherever possible.

III. Festival Checklist:

- A. ALL LARGE GROUP FESTIVALS WILL REQUIRE:
 - 1. Parking facilities
 - 2. Festival headquarters (phone, computer with printer, table space, restrictive counter)
 - 3. Student snack bar away from performing areas
 - 4. Information booth (central location, apart from headquarters)
 - 5. Lunch/dinner for adjudicators, Site Host(s) and CMEA Festival Officials
 - 6. First-Aid kit
 - 7. Custodial time as needed for festival (student help to be used wherever possible to reduce costs)
 - 8. Main performance areas. (Consider the following: auditorium, multi-use room, gymnasium, small theatre.)
 - a. Size of room and performing area
 - b. Acoustics of room and performing area
 - c. Performance set-up, including:
 - Choral - piano, risers
 - Jazz - piano, stands, chairs, sound system
 - Band, Orchestra - chairs, stands, percussion equipment and piano
 - d. Audience seating
 - e. Time factor and traffic flow for performing groups (from warm-up to performance to clinic, etc.)
 - f. Sound leakage from other sources
 - g. Adjudicators' table location
 - h. Public address system for announcer
 - i. Door control/audience control
 - j. Ventilation

- 9. Warm-up rooms (i.e., a large classroom, band or choral room, etc.)
 - a. Adequate size, without audience
 - b. Acoustics, soundproofing
 - c. Access from performance area
 - d. Equipment
 - Choral: piano, risers (not essential)
 - Band, Orchestra, Jazz: stands, chairs
 - 10. Clinic/Sight-Reading room. One per event (i.e., library, large classroom, band or choral room etc.)
 - a. Adequate size, without audience
 - b. Acoustics, soundproofing
 - c. Access from performance area
 - d. Equipment
 - Choral - piano, risers (not essential)
 - Band, Orchestra, Jazz - stands, chairs, percussion as needed.
 - 11. Storage rooms for instrumental events - five rooms (not essential, but preferable if facilities permit)
 - 12. Area and materials needed to post ratings
 - 13. Medal sales booth near rating board
- Optional:
- Site Host may also choose to arrange for a group photographer, although none are endorsed by Bay Section. Site host may also choose to arrange for a professional audio and/or video recording engineer, although none are endorsed by Bay Section.

B. SOLO AND ENSEMBLE FESTIVALS WILL REQUIRE:

- 1. Parking facilities
- 2. Festival headquarters (phone, computer with printer)
- 3. Student snack bar away from performing areas (optional)
- 4. Lunch for adjudicators, Site Host(s) and CMEA Festival Officials
- 5. First-aid kit
- 6. Custodial time as needed for festival (student help shall be used wherever possible to reduce costs)
- 7. Performance rooms for each event - classrooms are acceptable
 - a. Size of room and performing area
 - b. Audience seating
 - c. Adjudicators' table (not a desk chair), location to be isolated from audience
 - d. Performance area large enough for largest ensemble, with chairs, stands, and piano
- 8. Warm-up rooms - one for each performance room (practice rooms, small classrooms)
 - a. Size (can be small)
 - b. Piano in every room desirable, but essential in only vocal warm-up rooms
- 9. One Command Performance room (i.e., small theater, multi-use room, etc.)
- 10. Area and materials needed to post ratings in central locations
- 11. Medal sales booth near rating board

C. ITEMS RECEIVED BY THE SITE HOST - FROM THE EXECUTIVE SECRETARY (VIA AREA REPRESENTATIVE):

- 1. Festival Checklist from Handbook
- 2. Entry Forms
- 3. Adjudication forms (pre-labeled with ensemble information, i.e., name, school, date,

etc.); see Appendix.

- a. Solo and Ensemble - one for each entry
- b. Group Festivals - three for each entry, plus one each for those groups which sight-read.
- 4. Certificates (pre-type everything except rating); see Appendix.
- 5. Command Performance cards and gold seals for Solo and Ensemble Festivals
- 6. Rating summary sheets for all festivals to be mailed to participating directors and other officials as designated in the Handbook
- 7. Festival and adjudicator evaluation forms for directors
- 8. Pre-addressed return envelopes for return of adjudicator evaluation forms
- 9. Blank audio cassette tapes for adjudicators (large group and jazz festivals only)
- 10. Scheduling worksheets

D. ITEMS RECEIVED BY THE SITE HOST- FROM THE MEDALS REPRESENTATIVE (VIA AREA REPRESENTATIVE):

- 1. Adequate supply of medals
- 2. Medal mail order forms

E. ITEMS RECEIVED BY THE SITE HOST FROM SPECIAL REPRESENTATIVES

- 1. Large group festival sight-reading music and folders (band, orchestra, jazz, and choir)
- 2. Complete routing instructions of the sight-reading music (band, orchestra, jazz, and choir)

F. ITEMS RECEIVED BY THE SITE HOST FROM ADJUDICATION DIRECTOR

- 1. List of Adjudicators, including addresses, phone numbers, and Adjudication Director phone and address

G. MAILINGS - ALL FESTIVALS (NO LATER THAN THREE WEEKS BEFORE A FESTIVAL):

- 1. Mailing shall contain:
 - a. Letter of welcome (instruction sheet)
 - b. Reproducible copy of complete performance schedule
 - c. Road map of area
 - d. Map of site with facilities marked
 - e. Information on snack bar facilities
 - f. Cell phone contact for use on the day of the festival
- 2. Mailing shall be sent to:
 - a. Each participating director
 - b. Festival Committee Chairperson (President odd years, President-Elect even years)
 - c. Area Representative (if not participating in festival)
 - d. Secretary
 - e. Executive Treasurer
 - f. Each Adjudicator
 - g. Special Representative (Band, Choral, Jazz, and Orchestra)
 - h. Large Group or Solo and Ensemble Festival Coordinator
 - i. Adjudication Director
 - j. Executive Secretary

H. IMMEDIATE PRE - FESTIVAL CHECK LIST (ONE WEEK BEFORE FESTIVAL):

- 1. The following shall be checked during this final week, and not be left until the night

before.

- a. Custodial help (availability and briefing)
- b. Student help (briefing)
- c. Notify campus office of increased activity
- d. Equipment for all rooms (double-check before the day of the festival)
- e. All pianos tuned and in good working order
- f. Headquarters:
 - 1) Telephone and/or cell phone operable
 - 2) Intercom is off
 - 3) Bells turned off
 - 4) Availability of materials (pencils, manila envelopes, marking pens, all forms, etc.)
- g. Pre-label all entry information at top of adjudication sheets
- h. Pre-print all certificates (refer to Appendix)
- i. Snack bar
- j. Signs (large and numerous)
- k. Bus parking
- l. First-aid kit
- m. Arrangements for adjudicators' lunch/dinner
- n. Medal sales booth with medals and petty cash box
- o. Rating board (large) (use ratings summary sheet template)
- p. Information booth
- q. Name tags for student helpers, directors, adjudicators, officials (filled out ahead of time if possible)
- r. Contact person responsible for opening facility the morning of the festival
- s. Purchase stamps for pre-addressed envelopes for the return of the adjudicators' evaluation sheets

I. DAY OF THE FESTIVAL CHECKLIST:

1. Briefing for adjudicators (at least 1/2 hour before festival begins and shall be conducted by the Head Adjudicator and assisted by the Area Representative):
 - a. Have refreshments ready
 - b. Distribute pre-printed name tags
 - c. Distribute extra copies of schedules with changes and/or cancellations
 - d. Solo and Ensemble Festivals - provide a number of Command Performance cards for each adjudicator
 - e. Provide several pencils for each adjudicator
 - f. Provide sheets of paper and small envelopes for private written comments to the director
 - g. Distribute adjudication sheets to each adjudicator
 - h. Have extra copies of the handbook available. (Site Host, or Area Representative should be able to answer questions about adjudication standards, etc.)
 - i. Provide each adjudicator with a copy of the adjudicator' evaluation sheet, which each director receives
 - j. Provide information about lunch
 - k. Have guides escort adjudicators to their stations
 - l. Inform adjudicators that observers will be allowed to observe the clinic only with the consent of the sight-reading adjudicator and the group's director.
2. Duties of student personnel at large group festivals:

- a. Group guides
- b. Storage guards (if storage rooms available)
- c. Event chairperson
- d. Runners
- e. Adjudicator's aides
- f. Headquarters staff
- g. Information booth personnel
- h. Door monitors
- i. Sight-Reading/clinic aides
- j. Medal sales personnel
- k. Performing area aides
- l. Snack bar
- m. Clean-up crew

3. Duties of volunteer personnel at Solo and Ensemble festivals (Section II, subsection XI):

- a. Event chairperson
- b. Door monitors
- c. Runners
- d. Festival headquarters staff
- e. Command Performance Chairperson
- f. Medal sales personnel
- g. Information booth personnel
- h. Snack bar
- i. Clean-up crew

J. POST FESTIVAL CHECKLIST (TO BE ACCOMPLISHED WITHIN A SCHOOL WEEK AFTER THE FESTIVAL):

1. Submit an itemized financial report with receipts to the Executive Treasurer.
2. Compile a rating summary sheet that clearly shows which adjudicator gave which rating. Send to:
 - a. Each participating director
 - b. Each Adjudicator
 - c. Adjudication Director
 - d. Festival Committee Chairperson (President odd years, President-elect even years)
 - e. Medals Chairperson
 - f. Secretary
 - g. Executive Secretary
 - h. Executive Treasurer
 - i. The appropriate Festival Coordinator
3. Return all unused material to the Area Representative.
4. Send letters of appreciation on behalf of CMEA Board and Site Host to:
 - a. Administration - (school and district)
 - b. Adjudicators
 - c. Anyone else who should receive recognition and/or appreciation

K. SCHEDULING PROCEDURES:

1. All information needed for scheduling is contained on the entry form. This includes pertinent information such as size of group, age of group, experience, hours of rehearsal per week, etc. This information is to be transferred to the adjudication sheets for his/her use during adjudication.
2. Scheduling and mailing deadlines must be met to enable directors to plan transportation, resolve conflicts, etc.
 - a. Make the schedule as early as possible after receipt of entry forms. (Solo and

- Ensemble festival scheduling can be particularly time-intensive.)
- b. Plan to mail schedule and information (at least the schedule) three weeks before the festival.
3. Large Group Festival scheduling:
- a. Instrumental festivals - maximum of 18 groups per event per day. Groups are to be scheduled at 25-minute intervals.
 - b. Choral festivals - maximum of 22 groups per event per day. Groups are to be scheduled at 20-minute intervals.
 - c. Allowances in the time schedule must be made for mid-morning break (10 minutes), mid-afternoon break (10 minutes), as well as a lunch break of up to 90 minutes. A mid-afternoon break is not essential.
 - d. Sight-reading/clinic events scheduled at 20-minute intervals for choral groups, and 25-minute intervals for instrumental groups.
 - e. Intervals between storage, warm-up, performance, and clinic/sight-reading should be in sequence. This will mean at least one hour and thirty minutes per group from storage (optional) till the end of a clinic/sight-reading session.
 - f. In planning the sequence of groups, allowances should be made whenever practicable for:
 - 1) Age level, experience, size, etc.
 - 2) Distance traveled by groups
 - 3) Requested performance time
 - 4) Postmark of entry form
 - 5) Directors' conflicts in cases where more than one group is performing. (Many directors wish to avoid staying the entire day and so wish their groups to be scheduled as close together as possible, yet allowing time to handle groups comfortably.)
 - 6) It is sometimes easier to schedule in blocks (i.e., Junior High Schools in AM, High Schools in PM, or two-hour block of Junior High Schools or two-hour block of High School.) This allows easier transition of the rotation of adjudicators for clinic/sight-reading events.
 - 7) Accompanist conflicts
 - g. Printed schedule should contain:
 - 1) Number and name of event
 - 2) Names of the Adjudicators
 - 3) Name of school and group
 - 4) Name of the director
 - 5) Numbers or names of all rooms that each group will use: (warm-up, performance, clinic/sight-reading)
 - 6) Times that each group is expected to arrive at each location (warm-up, performance, clinic/sight-reading)
4. Solo and Ensemble Festival Scheduling:
- a. May include up to ten events, with one room and one adjudicator for each room, designated as string, brass, woodwind, vocal, and percussion. Some mixing may be unavoidable but will depend upon the size of the festival and the skills of the adjudicator. There shall be no more than forty entries per event.
 - b. Performances are spaced at ten-minute intervals, allowing up to five minutes performing time, and five minutes of oral and written comments by the adjudicator.
 - c. Allowances in the time schedule must be made for mid-morning break (10 minutes), and a mid-afternoon break (10 minutes), as well as a 90-minute

lunch break.

- d. In planning the sequence of performers, allowances should be made whenever practicable for:
 - 1) Age, grade, experience, avoiding contrasts in performing levels, etc.
 - 2) Requested performance time
 - 3) Conflicts between an accompanist who will accompany more than one student
 - 4) Directors' conflicts where students are in several events at the same times
 - 5) Distance from festival
 - 6) Avoidance of scheduling all students from one school in the same event. Students should have the benefit of adjudication by a variety of adjudicators. Adjudicators should also evaluate a variety of students (essential in cases of a large number of students from the same school).
- e. Printed information should contain a memo to directors including the following rules and regulations:
 - 1) All directors upon sign-in give cancellations to staff
 - 2) No changing of students to different events
 - 3) No adding students through cancellations without informing the Site Host.
 - 4) Directors may not pick up their school packets until all performances are completed and the ratings have been posted.

L. FINANCIAL ASPECTS:

1. Bay Section will reimburse each Site Host up to a specific amount for festival expenses. Upon completion of the festival, a detailed financial accounting with receipts is required in order to be reimbursed. Whenever possible, utilize district-supplied materials and volunteer help to reduce festival site expenses.
 - a. Appropriate expenditures are:
 - 1) Meals for Adjudicators, Site Host(s) and Festival Committee Representatives
 - 2) Refreshments for directors and Adjudicators
 - 3) Miscellaneous office supplies: manila envelopes, marking pens, pencils, paper, tags, etc.
 - 4) Postage (district can help by paying postage)
 - 5) Tuning of piano, unless such expense can be covered by the host district (very desirable)
 - 6) Allowable custodial fees not covered by district
 - 7) First-aid kit
 - 8) Festival headquarters secretary, but only if this position cannot be filled by a capable adult.
 - b. This money is not to be used for:
 - 1) Secretarial time used in making up the schedule, maps, letters, etc.
 - 2) Large expenditures such as the moving of pianos, percussion equipment, etc.
 - c. Any expenses exceeding the Site Host's budget must have prior approval of the Executive Board.
 - d. Within one week after the festival, an itemized financial accounting including receipts shall be submitted to the Executive Treasurer. Only after this is complete can a reimbursement check be issued.
2. A snack bar for participants can be a highly profitable undertaking for a student-parent

organization.

- a. Hot food, sandwiches, candy, soft drinks, bottled water, etc., can be sold.
 - b. Availability of food should be mentioned in the mailing so directors can tell their students and plan accordingly.
3. An honorarium, based upon the festival type/size hosted, is given to the Site Host as compensation for the effort taken in organizing and conducting a festival. This honorarium is awarded when all duties of the Site Host have been completed and Area Representative approval has been given. This honorarium is for the personal use of the Site Host.

M. MAILING PROCEDURES:

1. Communication to participants and Adjudicators in any festival is an essential part of the Site Host's duties. It must not be delayed, as many schools must make certain arrangements well in advance (i.e., transportation).
 - a. Instructions to directors must be explicit, especially at Solo and Ensemble Festivals, because of the number of participants and events.
 - 1) No changing students from one event to another
 - 2) No schedule changes the week preceding the festival
 - 3) Director sign-in and sign-out procedures
 - 4) Mailing of packet to no-show directors (Solo and Ensemble festivals)
2. Each Adjudicator should receive a letter of welcome with information regarding assignment, briefing, names, addresses and phone numbers of other adjudicators.

M. DAY OF THE FESTIVAL:

1. It is important that the Site Host have no specific duties, other than that of directing their own group. The Site Host should be available for problem solving and monitoring schedules and office activities.
2. Complaints from participating directors should be directed to the Area Representative, not the Site Host. The former is the official representative of the Festival Committee, while the latter is contributing time, work, and facilities, and is not responsible for policy, adjudication, etc.
3. At headquarters, be sure the telephone is operable, intercom is off, all materials needed are there, including: Pre-labeled manila envelopes for directors' materials, sign-in sheet, certificates, adjudication forms (both pre-typed), plenty of pencils, handbook, rating summary sheets, etc.
4. The importance of adhering to the schedule cannot be over emphasized. Performers scheduled at the end of the day should not be inconvenienced by earlier delays. Adjudicators and performers should be reminded that performances and/or comments must be stopped on schedule without penalty. It should be noted that an extended meal time is a common cause of delays thereafter.

N. DUTIES OF VOLUNTEER PERSONNEL AT FESTIVALS:

1. Festival Headquarters Staff: A well-organized festival headquarters is essential to the proper function of a festival. Headquarters personnel need to understand the function of each part of the festival and be able to work efficiently. An adult, several responsible students, and a typist should be on duty at all times to make sure that the following things are accomplished:
 - a. Directors initial the sign-in sheet placed on the counter.

- b. Directors know the locations of various events.
 - c. Inform the director of any last minute schedule changes.
 - 1) Large group festivals: assign a guide to that group. Receive three (3) copies of the scores from the director and have them delivered by runner to the Adjudicators at the appropriate event.
 - d. As completed adjudication forms are returned from the Adjudicators via runners, enter the ratings on a copy of the master schedule, noting Command Performance eligibility. Large group festivals: enter ratings on master rating summary sheet, including the composite rating (see Appendix), the sight-reading rating (if any), plaque eligibility. It is important to keep an accurate record of which Adjudicator gave which rating. Musical scores should also be received via the runner at this point.
 - e. Type the rating on the pre-typed certificate following the format illustrated in the Appendix. Place a gold Command Performance seal on the certificate, if earned. If a group or individual performs for comments only (no rating), type the word "Participant" in place of a rating.
 - f. Post ratings on the "rating board" at regular intervals. Use only the words Superior, Excellent, Good, Fair, and Needs Improvement. *No numeric ratings (nor pluses or minuses) are to be used.* (See Appendix, Sect. V)
 - 1) Large Group festivals: Do not post ratings for a group until all ratings for that group have come to headquarters, double-checking for errors. Post the rating given by each Adjudicator, composite rating and sight-reading rating (if any), and plaque eligibility.
 - 2) Ratings at festivals should be posted with a marking pen so that ratings can be easily seen.
 - g. There will be no changing of ratings by Adjudicators once the ratings have been tabulated and posted.
 - h. Notify Adjudicators via runner about late cancellations as directors arrive during the day.
 - i. Notify medals sales personnel of performing group ratings.
 - j. There should be a large manila envelope for each group (Large Group festival), or school (Solo-Ensemble festival), pre-printed with identification, and should contain the following:
 - 1) All completed adjudication sheets of individuals from that school (Solo and Ensemble) or group (Large Group), including sight-reading, if any (three performance and one sight-reading)
 - 2) Completed certificates
 - 3) Musical scores (Large Group only)
 - 4) Medal mail-order form
 - 5) Festival and Adjudicator evaluation forms
 - 6) Pre-addressed stamped envelopes and instructions for returning the Adjudicators' evaluation forms
 - k. When a school or group envelope is assembled and completed, the director shall sign for the envelope and will be considered checked out.
2. Runners: Several students are needed to carry scores, forms, etc., from headquarters to the Adjudicators in each event, and to return completed forms, scores, etc.,

- to headquarters when the Adjudicators are finished with them. They must not discuss ratings, comments, etc., while the materials are in transit. The runners are a vital link between headquarters and performing events.
3. Adjudicators' aides: Escort adjudicators to their events, stay with them through the day, keep them supplied with coffee, water, sharp pencils, information, scores, forms, etc., upon request. Act as co-hosts and helpers.
 4. Medal sales: Two or more students on duty to sell medals to students receiving ratings of Superior (blue medal); Excellent (red medal); Good (white medal); Command Performance pin (Solo and Ensemble festival), and Unanimous Superior pin (Large Group festival). Sales persons should be notified promptly by headquarters of those eligible for different medals. The Area Representative will supervise and collect money several times during the day. At the end of the day medals sold and money collected shall balance.
 5. Snack bar: See Section VII, paragraph B.
 6. Clean-up Crew: A group of students to make sure the campus is cleaned and ready for instruction the next school day. They should be supervised and it is recommended that they make a "sweep" across the campus picking up litter, taking down signs, picking up lost music, garments, instruments, etc.
 7. Door monitors (Solo and Ensemble festival): One for each event. Remains at the door, closing it when the performance begins and allowing no one to enter or leave during a performance (Large Group). At least one at each audience door, allowing no one to enter or leave except between selections. It is the responsibility of the door monitors to keep order. They must be capable of being firm in carrying out their duties, mindful that the performing event is the whole reason for the festival. At Solo and Ensemble festivals they may also act as event Chairpersons.
 8. Event Chairperson (Solo and Ensemble festival): One for each event. Meets performers at the warm-up room or at the entrance to the performance room, takes care of music for the Adjudicator. Can act as announcer introducing performer, selection, and school. Responsible for keeping event on time.
 9. Event Chairperson (Large Group festival): A student at each event to introduce each performing group with name of school, city, director, titles and composers of selections. Assists group guides in keeping to the schedule. Signals Adjudicators if a group runs overtime so that the head Adjudicator may stop the performance. Signals clinicians and sight-reading Adjudicator when they go overtime.
 10. Command Performance Chairperson (Solo and Ensemble festival): An adult or mature student to sign in those who have received a Command Performance card, scheduling them for the event on a poster in plain view outside the room and announcing each performance to the audience. Should have helpers to assist. Keeps doors closed during the performance. Participants should be encouraged to attend this event throughout the day.
 11. Sight-Reading/Clinic aides (Large Group festival): Distribute music according to instrumentation or voices involved. Collect music when group has finished. Help the Adjudicator/Clinician stay within the allotted time (20 minutes for choral groups, 25 minutes for instrumental groups). Help the director with arranging stands, chairs, etc. Keep unauthorized people from entering.
 12. Performing area aides (Large Group): A few students should be on duty in the performance area to assist directors in quickly setting up chairs, stands, risers, percussion equipment, to save on setting-up time and allow for maximum performance time.