



Participant Handbook

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¹ The “Band” when capitalized refers to the Pawleys Island Concert Band specifically. Lower case “band” will be the generic use of the term, community bands in general. Exceptions to the latter are when used in titles, beginning of sentences, etc.

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History



The Pawleys Island Concert Band was formed in July 2004 following a short meeting of thirteen interested area musicians led by Bob and Bonnie Hawk with Chris Graham of Waccamaw High School hosting. Our first performance was in December 2004 with twenty-four musicians on stage and an audience of maybe 150. The present Band roster exceeds sixty active band participants

presenting to audiences in the several-hundred range.

In recent years the Band has increased the performance schedule to include not only a Spring Pops concert and Holiday Seasonal concert but also an annual Fourth of July celebration, regular visits to area senior's communities, and musical support of area civic events such as Memorial Day, Veterans Day, and the Friends of Atalaya Christmas Celebration at Huntington Beach State Park.

Mission and Vision

The Pawleys Island Concert Band's mission is to bring people together through the shared joy and excitement of music. We are committed to creating a welcoming, inclusive, and uplifting environment where musicians of all backgrounds, abilities, and experiences can grow, connect, and celebrate their love of music. By fostering a space filled with creativity, camaraderie, and plenty of fun, we aim to build a vibrant and diverse community of musicians who inspire one another and bring happiness and enrichment to our audiences through the dynamic power of music.

The Band's vision is to be a cornerstone of our community where music unites, inspires, and uplifts. The Pawleys Island Concert Band envisions a future where musicians of all backgrounds and abilities come together to create transformative musical experiences, fostering connection, joy, and cultural enrichment for generations to come. Through the universal language of music, we strive to inspire harmony, celebrate diversity, and bring the vibrant spirit of our community to life.

Formal Organization

The Pawleys Island Concert Band is registered with the Secretary of State of South Carolina as a non-profit corporation and with the US Internal Revenue Service as a tax-exempt charitable organization under section 501(c)3 of the Internal Revenue Code. Leadership and fiscal responsibility rests with the Board of Directors.

As an all-volunteer ensemble, the Band makes no provision for remuneration of performers, administrators, or directors.

Board of Directors

Board of Directors (BOD)



Leadership and fiscal responsibility within the Band rests with the Board of Directors and to those individuals and committees that they may from time-to-time appoint. This differs from the organization of an instructional or institutional ensemble wherein the Band director is the leader of all aspects of the ensemble. Our Board of Directors manages the rehearsal venue agreement, seeks out and accounts for continued funding, approves all purchases, appoints the conductor(s) and

committees, and otherwise manages the operation of the Pawleys Island Concert Band in accordance with the Band’s charter and the requirements imposed by our IRS status. Our exempt purpose is *educational* and *literary* under section 501(c)3. Only the Board (or designee) may commit the funds or resources of the Band. “None of its (the Band’s) earnings may inure to any private shareholder or individual.” Organization of the Board of Directors is stipulated and defined in the Band’s organizing documents filed with the Secretary of State of the State of South Carolina and with the US Internal Revenue Service.

The members of the Board of Directors are:

President

The President should:

- 1) Preside over meetings of the Board.
- 2) Represent the Band before other groups such as the City Council, Cultural Arts Commission, and other funding sources.
- 3) Appoint special committees.
- 4) Work with the Principal Conductor to schedule concerts and events.



Vice-President/Treasurer

The Vice-President/Treasurer shall:

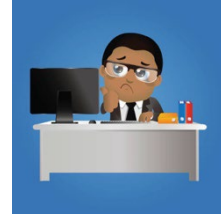
- 1) Conduct the affairs of the Board and Band in the absence of the President.
- 2) Collect membership donations and deposit all money into the PICB bank account(s).
- 3) Maintain financial records.
- 4) Make disbursements as approved.
- 5) Draft annual budget for approval by the Board of Directors.
- 6) Submit financial statements to the Board at least quarterly.
- 7) Submit financial statements to other entities as required.



Secretary

The Secretary shall:

- 1) Maintain a Band participant roster and maintain attendance records.
- 2) Maintain the minutes of the Board of Directors.
- 3) Maintain the *Pawleys Island Concert Band Handbook*.



Planned Giving Officer

The Planned Giving Officer shall:

- 1) Develop and implement strategies to secure planned gifts.
- 2) Cultivate relationships with donors.
- 3) Host events as needed and work with various teams.

Appointed Board Members

The Board may additionally include up to six (6) appointed members. These board member responsibilities ensure proper oversight and enable the organization to make consistent progress toward its mission.

Principal Conductor and Associate Conductor

In addition to their normal duties, the Principal and Associate Conductors are also voting members of the board of directors.

Administrative Decisions

If an administrative decision is required immediately, it falls to the senior member of the Board present. The Board as a whole will stand behind decisions made as "emergency determination". All events involving PICB should always be attended by at least one member of the Board members.

Band Staff

Executive Liaison to the President

The Executive Liaison to the President staff member:

- Coordinates Band rehearsals and assists in managing concert schedules. Handles communication with Band members and ensures they are ready for rehearsals and performances.
- Manages travel planning and events outside our normal performances.
- Collaborates with Principal Conductor, Associate Conductor, and assistants to ensure smooth Band operations.
- Will also handle administrative tasks, such as record keeping, event promotion, and assisting with fundraising efforts.



- Oversees and manages marketing and social media
- Also works closely with the Board President to facilitate communication between the Band participants and the President. In the absence of the Board President, can assist with planning and executing board meetings with the VP ensuring that the President’s directives are effectively communicated and implemented.
- Will also act as a central point of contact for Band participants seeking information or guidance.
- Can oversee special projects and managing specific board initiatives and providing administrative support to the Board president as needed.

Librarian



The Librarian is responsible for cataloging, organizing, and maintaining the music; this includes managing sheet music, scores, and other musical materials, as well as keeping track of music inventory, ensuring proper storage, and distributing music to Band members as needed.

The Band librarian may also assist with music selection, acquisition, and procurement, and collaborate with the Principal Conductor and/or Associate Conductor to support the musical needs of the ensemble.

Additionally, the Band librarian may be involved in administrative tasks such as budgeting and tracking music usage.

Videographer

The Videographer captures high-quality video footage of concert Band performances. Responsibilities include setting up and operating video equipment and editing footage to create engaging concert videos.



Equipment Manager



The Equipment Manager oversees the Concert Band’s inventory, maintenance, and transportation of instruments and equipment for rehearsals and performances. Manage instrument storage, repair, and ensure the availability of necessary accessories for Band members.

Standing Committees

Committees can consist of Board Members and Non-Board Members. The following lists the Band's standing committees, the responsibility of each committee, and who are members. Any changes in any of these areas of the existing committees and creation of any new committees, both permanent and temporary, must be approved by the Board of Directors.



Finance Committee

The Finance Committee is responsible for managing the financial matters of the Band, including budgeting, fundraising, and financial planning. Committee members will work closely with the Band director and other committee members to ensure the Band's financial stability and growth. The committee is led by the Vice President/Treasurer and includes the Principal and/or Associate Conductors, Executive Liaison to the President, and a volunteer Band participant.

Investment Committee

The investment committee is made up of the President, the Vice-President/Treasurer, and the Planned Giving Officer. This committee is responsible for overseeing the financial assets of the Band, making investment decisions, conducting regular portfolio reviews, and ensuring alignment with the Band's long-term financial goals.

Palmetto Giving Day Committee

The Palmetto Giving Day Committee is responsible for planning and executing the annual Palmetto Giving Day event, which aims to raise funds and awareness for local charitable causes. Committee members will collaborate to organize fundraising activities, engage supporters, market, and coordinate the logistics of the Giving Day event. Members include the Planned Giving Officer, Executive Liaison to the President, and any Band participants wishing to participate.

Committee of Conductors

The Committee of Conductors is made up of the Principal Conductor, Associate Conductor, Assistant Conductors, Small Ensemble leaders, and Administrator to streamline the conducting process, foster musical growth, and ensure a cohesive and harmonious performance experience. Committee members will contribute to the artistic direction and musical development of the Band through their conducting expertise and collaborative efforts.

Library Committee

Assists the Librarian with managing and organizing the music library, pulling music for performances, maintaining an inventory of scores and parts, and

facilitating the distribution of music to ensemble members. The committee is led by the Librarian and includes any volunteer Band participants.

Planning Committee

Assist in the planning and organization of various Band events and activities ie: Java and Jazz, Year End Band Potluck, birthday celebrations, concerts, organizational fairs etc. Organize food, room set-up and clean up. Creating new social event ideas to facilitate camaraderie between Band participants. The Planning Committee is led by the Band Secretary and includes the Executive Liaison to the President, Principal and/or Associate Conductors, and any volunteer Band participants.

Leadership Succession Continuity Plan

Officers and Board of Directors



The Pawleys Island Concert Band operates under Bylaws registered with the South Carolina Secretary of State and can be viewed on the Band’s website. Those Bylaws (as periodically amended) define the leadership of the Band. As a supplement, the board publishes *The Pawleys Island Concert Band Handbook* as a working document to reinforce roles.

The Pawleys Island Concert Band is not a membership organization. “Members” of the Band, with voting rights, are the Board of Directors. The musicians and others participating in Band activities are “participants” in the mission of the organization. This point is very important to consider when making decisions of continuity and succession.

The Band’s bylaws stipulate a Board of Directors of “up to nine” people. Officers of the Board are specified as President, Vice President/Treasurer, Secretary. The Band’s conductor(s) is appointed by and serves at the pleasure of the Board but unless otherwise elected to an at-large seat on the Board, the conductor(s) are advisory members of the Board as is the Band Librarian (see Library SoP).

To the degree possible, succession should be planned. In the event that the President is unable to perform his duties, the Vice President assumes that role in addition to his other responsibilities and presides over the replacement of the President from amongst the Board. In the event a permanent replacement is required, it should be accomplished within 30 days, The Band’s bylaws stipulate that officers of the Board must have been a member of the Board for at least one year. In the event that the Vice President/Treasurer is unable to perform his duties, the President assumes those duties in addition to his own and presides over appointment of a replacement from among the Board. Likewise, if the Secretary is unable to perform his duties, the next senior Board member (by longevity) who does not have an officer’s responsibility assumes those duties as the Board appoints a replacement.

Vacancies among the at-large members of the Board are replaced by the Board with continuity of the Band and the needs of the organization foremost. Officers of the Board are senior by position. At-large members of the Board are senior by longevity.

No event or gathering of the Pawleys Island Concert Band (or any representative ensemble) should be undertaken without at least one member of the Board present and ideally directly involved. This allows for decision making when required “on the spot”. The Board will always support the decision of the senior member present but may amend the decision later.

The order of succession then is— President, Vice President/Treasurer, Secretary, members of the board at-large. NOTE: conductors only fall in the order of succession if they are also an elected Board member. No active conductor should be appointed to an officer position in order to maintain a high degree of diversification of leadership and separation of fiscal vs artistic direction.

Conductors

The Pawleys Island Concert Band has a *Principal Conductor*, *Associate Conductor*, and such *Assistant Conductors* and *Group Leaders* as are necessary to continue the organizational mission. This group forms the *Committee of Conductors* responsible for all musical and artistic direction of the Band with leadership from the Principal Conductor who is given ultimate responsibility for the artistic direction of the Band and small groups. All conductors/group leaders serve at the pleasure of and by appointment of the Board of Directors. As such, they are advisory to the Board of Directors unless they are elected to the Board as an at-large representative as well. By formally appointing conductors and group leaders, continuity can be maintained in the absence of any simply by direct succession until permanent appointment is made or the conductor is able to return. By separating the musical and artistic direction of the Band from the fiscal operation of the Band, full continuity is maintained during periods of change.



While it is the Board’s role to establish the direction of the Band, the Conductors are tasked with taking the Band in that direction. The Band’s conductors should not be expected to assume fiscal responsibility roles but may be expected to represent the Band to media and the public. In the temporary absence of a conductor at any level of succession, the next conductor in succession assumes that role. In the event of a temporary absence of a Group Leader, the Principal Conductor or Associate Conductor temporarily assumes that role. In the event of a permanent absence of a conductor or group leader at any level, the Board will meet to determine the permanent solution, which may include appointment of the successor in hierarchy or a wholly new appointment. In this way, no absence of a conductor should directly result in the cessation of Band activities. By having more than one conductor constantly in preparation for succession such periods of change can be navigated with the least possible distraction and disruption.

Band Participants



The Pawleys Island Concert Band is a wholly volunteer, open, community performing arts ensemble representing and serving the areas of Georgetown and Horry Counties known locally as ‘the Waccamaw Neck’ although no residence restriction is placed on anyone interested in joining the Band. Band Participant as used herein also includes those participants who provide non-musical

support services.

The minimum expected performance ability standard is that of a typical high school wind ensemble or the motivation to achieve (or re-achieve) that level through individual practice. Many participants in the Band played in college or university bands. Some have performed professionally. Most participants of the Band played in high school, often many years ago, and simply wish to continue the band experience. No auditions are required to join the Band.

The Band owns and has access to very few Band instruments. Band participants, for the most part, will need to provide their own instrument or plan to acquire one. Selection and/or maintenance assistance is available from current Band participants. Band participants are also expected to provide their own music stand. An inexpensive folding wire stand is sufficient.

Prospective Band participants should sit in on at least two, if not four, rehearsals before declaring their intent to become an Active Band Participant to the Band Secretary.

Active Band Participants

Active Band Participants are those participants who regularly attend rehearsals and have expressed to the Secretary of the Band a desire to become an Active Band Participant. “Regular” attendance will be defined as 75% of all scheduled rehearsals.

Active Band Participants will be assigned a folder and access to Band-owned property and will be expected at all rehearsals and performances unless they have made known their pending absence.

Inactive Band Participants

Inactive Band participants of the Band are those participants who, for whatever reason, cannot commit to the rehearsal or performance schedule at the present time but who wish to remain informed of activities with the expectation of returning in the future. Any Active Band Participant may notify the Band Secretary that they

are not available for a particular season and will be added to the Inactive Band Participants roster for that season. Any Active Band Participant who, without notice to the Secretary of the Band and arrangement for part redistribution, is absent from three consecutive rehearsals will be considered inactive. Inactive Band Participants should not ordinarily possess an assigned folder or any Band property. Any Inactive Band Participant may revert to Active Band Participant by meeting the requirements under Active Band participants above.

Student Band Participants

Student Band Participants are a subclass of Active Band Participant who, by responsibilities in a student capacity at any educational institution, are expected by the Band leadership to place those responsibilities ahead of the Band and to use the community band experience as an adjunct to their school experience, not as a replacement for the school band experience.

In keeping with our minimum performance standard (high school level playing ability), it is expected that Student Band Participants will be at least 9th grade (14 years old) and have a minimum of two-to-three years of musical instruction. Advanced middle grades students may be considered for participation. Student Band Participants should have concurrence of their school music teacher and/or their applied lesson teacher to participate in PICB. Student Band Participants under 18 years old must have concurrence of a parent or legal guardian who has acknowledged to the directors an awareness that PICB is not a youth activity and that they believe their student is mature enough to participate in an adult community organization with minimal supervision.

Student Band Participants will be granted all of the responsibilities and privileges (including assignment of a folder and use of Band equipment) of any Active Band Participant except as regards demands on attendance during the school year. That said, students committing to the Band should also commit to attempting full attendance, when possible, in fairness to the organization.

Visitors – Visiting Band Participant

Musicians visiting the area who would like to sit-in with the Band are welcome at all rehearsals except the rehearsal immediately preceding a performance, unless performing in that event. Long-term visitors may choose to become Active Band Participants of the Band during their visit. Recurring visitors are welcome to become Inactive Band Participants.

Whether a Visiting Band Participant may perform in concert with the Band is at the sole discretion of the conductor(s) of that performance. Those visitors who have attended at least three rehearsals and the dress rehearsal for a performance will be invited to perform. An exception may rarely be made for those visitors with exceptional skill and ability who, in the opinion of the conductor, will enhance the performance of the Band. The Pawleys Island Concert Band does not encourage “ringers” except in cases of emergency substitution.

Visiting Band Participants should not be assigned a folder or Band equipment unless they elect to become an Active Band Participant during a long-term visit.

Small Ensembles



Creation of small ensembles is encouraged and supported. Any Active Band Participant may take a lead role in creating a small ensemble by gathering the personnel required and making notice to the Board that such an ensemble has been created. All ensembles representing The Pawleys Island Concert

Band should include at least one member of the Band’s Board of Directors.

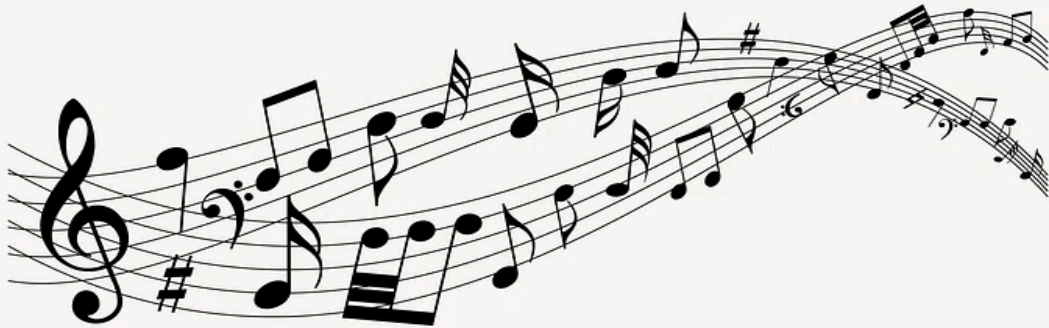
Leaders of small ensembles should be particularly specific as to whether the small ensemble is an element of The Pawleys Island Concert Band or if it is a spin-off separate group. An element of The Pawleys Island Concert Band has available to them all the resources of the Band including Band-owned equipment and music as well as facility arrangements. As such, a Band element will be required to conform to the policies of the Band (particularly as relate to the Band’s 501c3 reporting status) and to submit to the leadership of the Board of Directors.



Alternatively, a spin-off separate organization may form whatever legal structure they like without regard to the Band’s 501c3 status and need not be subject to the direction of the Board. This is very significant if a fee for services is involved. Those wishing to create a professional performing ensemble must do so as a spin-off separate organization without the material resources of the Band.

Descriptions of the current small ensembles can be found in the appendix to this Handbook.

Music



General

The Pawleys Island Concert Band owns a library of several hundred arrangements with an average replacement cost of \$100 per arrangement. The Band spends between \$700-\$1200 per year on new music. Some of our music is permanently out of print or unpublished music and can't be easily replaced. Our library contains music of all wind ensemble genres and of all graded levels. The median grade in our library is *medium (3)* to *medium-advanced (4)*.

The Band Librarian maintains safe storage and inventory of the Band's music as well as distribution of folders. To the best of our knowledge and ability, this Band and our auxiliary small ensembles comply strictly with US Copyright Law and ethical behavior regarding intellectual property that shows highest respect to the creator.

Folder Assignments

The Band Librarian assigns folders and maintains a roster of folder distribution. You may attach a label to your folder with your name. Folders and the music therein become the responsibility of the Band Participant once assigned.

Participants are personally responsible for the replacement cost of lost or damaged folders. You may write on your music **only in pencil**. All folders should contain a pencil. If you must use ink or a highlighter, please make a rehearsal copy of your part for those markups.

If your folder becomes worn from normal wear and tear, please return it to the Band Librarian for a replacement. If your folder becomes damaged from accident or neglect, please see the Band Librarian to purchase a replacement. The *rule-of-thumb* is that each filled folder has a replacement value of \$75. Please keep in mind though that some of our music can't be replaced.

All folders must be returned to the Band Librarian following each of the season's concerts. You should remove any of your personal materials and music from the folder before turning it in.

Holding a folder severely disrupts our ability to sort and restock music to the library for future use.

Part Assignments

With few specific exceptions, The Pawleys Island Concert Band assigns most parts by consensus of the section musicians. Parts should be distributed such that the needs of the Band will be the first consideration followed by the desires of the section musicians. When possible, when a section has multiple parts, they should be distributed such that each player is provided an opportunity to experience a variety. Even players who proclaim, “it doesn’t matter, I’ll play anything” should receive a variety. Players who desire are welcome to “I only play third” but this Band has no players who are “I only play first” – the needs of the Band are the primary consideration. Should the need arise, the conductors may hold placement auditions and assign the parts. This step is to be avoided if possible as it creates unhealthy competition. Ideally, the participants in each section will discuss together how parts are distributed within the section without intervention of the conductors. Note: The Band Librarian generally places parts in folders by instrument without regard to who should be assigned to it. Do not assume that because your folder has a certain part that requires you keep that part.

Some solos are selected by the conductors with a specific player’s style, ability, or development in mind and that selection will be made clear to the section. In those cases, the solo should not be redistributed. In all other cases, solo parts should be assigned throughout the section amongst those who wish by consensus of the section participants. In all cases, more than one person should be prepared to perform any solo part in the absence of the assigned player.

Program Selection

The Board of Directors has delegated selection of each season’s program and artistic direction to the Committee of Conductors. Among considerations of the committee are the skill and ability of the Band, requests from participants, requests from audience and supporters, audience appeal, availability of the music, and musical development. Whenever possible, funded requests from supporters are considered absolute and will be met. Band participants are encouraged to suggest, or even provide, additions to the library.

Our repertoire leans heavily toward pop and traditional selections. Every program includes music across the ranges of ability from our minimum performance standard (grade 3 – medium) to music that challenges the highest skills of the musicians (grade 4 to 5 – medium difficult to difficult). The median level of any program will be slightly above grade 3 – medium music.

The Committee of Conductors will meet briefly before each rehearsal to discuss the existing state of the program and to determine changes, if any, that need to be made as well as the rehearsal plan for the coming week.

The final decision on whether a piece is performance-ready rests with the conductor of that piece. That decision is not subject to debate and should be fully supported by the Band. If the conductor is not confident, the performance can't proceed. If the conductor is confident – the Band should trust that confidence.

Rehearsals

Time and Location

The Pawleys Island Concert Band normally rehearses from 7:00-8:30PM each Tuesday evening at Murrells Inlet Presbyterian Church located at 4499 US-17, Murrells Inlet, SC 29576 during all three concert seasons.



The Band schedules three concert seasons per year:

- **Spring Season (Pops)** – second Tuesday in January to the second or third Tuesday in April
- **Summer Season (Patriotic)** – the first Tuesday following the Spring Season concert to the 4th of July
- **Fall Season (Holiday)** – 4th Tuesday in August to the second or third Tuesday in December

A reading season may be planned between 4th of July and Fall Season for those interested in continuing to practice. No attendance requirements are in effect during the reading season and public performances are generally avoided.

Conduct of Rehearsals

Pre-rehearsal

The rehearsal room is generally opened on Tuesday evening at 5:15 PM for set up of the Jazz Band and Concert Band, Meetings, lessons, etc. The main hall is for exclusive use of the Jazz Band followed by the Concert Band. There are a limited number of small rooms available for other uses.



Band participants should arrive not later than 5:30 PM for Jazz Band and 6:45 for Concert Band. This gives you a minimum of 15 minutes for set-up, individual warm-up, and discussions with the conductors or group leaders. Some participants will need more time. If you arrive after the ensemble has begun rehearsing, please slip in as seamlessly as possible. If we are expecting you, your seat should be ready for you.

Warm-up and Tuning

We like to be “in the seat, ready to play” promptly at 5:45 PM for the Jazz Band and 7:00 PM for the Concert Band. The Pawleys Island Concert Band subscribes to

tuning “bottom up” using the *just intonation* (as opposed to *equal temperament*) model based on A=442 as the foundation expectation. What this means is that your electronic tuner is only truly useful during your individual warm-up. For the rest of the rehearsal (or performance) you’ll rely on your ear and adjust to the center of pitch as it changes. It is better to be in tune with the rest of the Band than with your tuner.

Rehearsals generally begin with scales and a tuning chorale. The purpose is not truly a warm-up but instead a centering of the pitch and balance to begin rehearsal. This is usually followed by a march to “wake the fingers” and to get a further feel for section balance. Don’t blow your chops in the warm-up.

Straight Reading

When possible, rehearsal begins with music that we can expect to read start-to-finish or very nearly so. We like to plan as much as possible in this format. In order to do so it becomes imperative that everyone has studied the part well enough that issues like transitions and repeats don’t cause a ‘train wreck’ – during straight reading you should concentrate on perfecting such things as characteristic style, section integrity, overall balance, articulations, dynamics, and interpretation. Matters such as keys, notes, transitions, and rhythms should not be an issue during straight read. When they are, the piece becomes a woodshed. Most of the music in the folder should be straight read by the second half of a season.

Woodshed



The degree to which we must use rehearsal time for woodshedding depends on factors such as the complexity of the music, the number of times we’ve rehearsed it, whether interpretations were recorded on the music so that they don’t have to be repeated, and whether Band participants have practiced/studied difficult parts on their own time. Ideally, we’d like to keep woodshedding to the shortest component of a rehearsal. Early in the season we’ll have more of this to do than later in the season.

During interpretive discussions – please mark your part (in pencil) and please keep extraneous noise to a minimum so that discussions don’t have to be repeated each rehearsal.

Wrap

Some essential announcements will be made as we pack up our equipment. If you jump up and leave while we are still announcing, you’ll miss announcements. Take a few minutes in this time to properly swab your instrument and correctly store your parts. This is particularly true of woodwind players not in the habit of swabbing or removing reeds but also applies to brass players who don’t clear their instrument before storing it. Please be courteous to your fellow musicians and clean up any spittle that is on the floor. Brass players in particular should have a towel on the floor to catch this before it becomes a puddle.

Post-rehearsal

The rehearsal space we use is generously loaned to us by the church. It's everyone's responsibility to help break down the room and put the tables and chairs back in place before we leave, restore the thermostat to the setting it was at before rehearsal, clean up any trash, check that all exterior doors are locked, etc. We want to make sure that we leave the room cleaner each night than it was when we came in. The timeline for locking up after rehearsals is such that this is not a good time for practicing or sectionals. We like to have the building secure and the parking lot empty in less than 30 minutes. The Band Secretary is responsible for securing the facility, the conductors are responsible for making sure everyone has safely left the parking lot.

Attendance



It is not feasible for a community group such as ours to require 100% attendance at rehearsals. Participants are expected to attend at least 75% of all rehearsals. With some smaller ensembles, anyone missing creates situations which will be difficult to overcome. Always let the group leader or conductor of the group rehearsing the ensemble as soon as possible if you will be absent.

Attendance will be recorded for each ensemble. The Secretary of the Band keeps a roster of attendance at each rehearsal and performance of the Concert Band. How that attendance is recorded with other ensembles is at the option of the group leader.

Concert Band Attendance

Band Regular attendance is defined as 75% of all rehearsals. The whole ensemble has acceptable attendance when 80% of Active Band Participants are present. We understand that community band is a social and hobby activity – “real life” can and does interfere with attendance to varying degrees with each participant. An ability to commit to 100% attendance is unrealistic and we don't expect that from anyone.

If you know ahead that you'll be absent, please leave your folder with someone in your section or with the librarian. Particularly so in those sections with divided parts. The library may not have any additional parts to what's in your folder.

Except for those unexpected events that catch us without warning, if you're going to miss a rehearsal, please let the conductor know via email or text message so that we can plan the rehearsal. Even if you don't think you're all that important (you really are), if all the alto saxes, for example, are absent on the same night, there are some things we can't rehearse. If you know you'll be late then let us know in advance lets us set your space up for you so you can slip in without disruptions.

If you know you'll miss a major performance, then let us know as early as possible so we can plan around it. Also keep this in mind when you accept your parts and

part assignment. 95% of the expected Band participants is the acceptable attendance at a major performance.

Minor/Secondary performances are optional for all participants. These include such shows as Memorial Day, Veterans Day, and similar civic engagements. While 100% of the Band would be nice, we know that these very often conflict with work or school. Please don't commit to one of these unless you know you'll be available; we make decisions on music and whether we'll accept the request based on the instrumentation available. A traditional community band can offer a very presentable civic performance with as few as the right 8-12 musicians.

Small Ensemble Rehearsal and Performance Times

We need to be mindful that we are guests in our rehearsal facilities. Small ensembles will set their own rehearsal times in coordination with the facility authorities and the Principal Conductor.

Any small ensemble performance date and time will be cleared with the Principal Conductor. The small ensembles should endeavor to avoid any performances during the Concert Band Tuesday evening rehearsals. The last six rehearsals before a major performance, such as the holiday or spring concert, are the most sensitive times to avoid. Any exceptions to this are at the discretion of the Principal Conductor.

Rehearsal Etiquette



Punctuality: “Early is on time, on time is late” – not simply with arrival before rehearsals but also punctuality in all aspects of community music. Some occasions are unavoidable and dealt with separately but in most circumstances, professionals arrive with sufficient time to prepare themselves based on their own requirements. Fifteen minutes minimum is the generally accepted standard among even major paid ensembles.

PICB most often establishes “in the seat ready to play” at rehearsal start time and “in the seat ready to play” 30 mins prior to a performance. You should be arriving at your seat however much early is required for you to be “ready to play”. If rehearsal starts at 7pm, arriving at 7pm is late.

Late entrances and early exits should be made as unobtrusively as possible. These can be made much less obtrusive by arranging them in advance. If you know ahead that you will be late, letting the conductor know via message or text will allow us to set up your space for you.

Commitment: Everyone has different levels of time and effort that they can give to a community band. That level changes over time as well. Even so, we should all strive to keep every commitment we make notwithstanding the most extreme conflicts.

Regular attendance has an impact on other participants of the Band in a very real way. In some cases, a single absence takes a piece of music off schedule. In others, absences or non-commitment make planning a rehearsal or program impossible. In a very real way, being able to hear all of the other parts that are expected in performance greatly enhances the preparation. Not to mention; if you're not there, you don't hear instructions or changes and you don't get music that's handed out.

Of course, we know that 100% attendance is an unrealistic expectation. Ideally, you'll let someone know in advance when you'll be unavailable. Never commit to a performance you expect you won't make.

That's the surest way to damage your reputation as a musician.

Respect: This is not the "respect for authority" sort though that's important too. It's about being respectful and polite in general. To everyone. Examples include being respectful enough not to talk through stops and instructions and not noodling on your instrument when you or those around you should be listening.

It also includes how you interact with others as musicians in the ensemble – not "showing off" in your warm-up routine or warming up so loudly that nobody else can, for example. It's about how you react, verbally or facially, if someone makes a mistake. It's about not being too quick to point out the mistakes of others.

Being polite and respectful demands that we raise the ensemble up when we can, never tearing it down. And there's the respect of graciously accepting our own mistakes and owning them, even when it's more comfortable to blame them on others or circumstances. It is never appropriate to correct a conductor in any musical ensemble while they are on the stand. It is acceptable and encouraged to ask a conductor for clarification. It is very appropriate to interrupt a rehearsal or performance for a true emergency.

Extraneous Distraction: Many academic and professional ensembles have a rule "no cell phones!" – but we're a community band, not a school or working ensemble. We sometimes have real life reasons the phone must be on and answered. If possible, it should be silenced. In performance, it must be silenced. Using the text function in rehearsal is the least obtrusive way to respond to those you must answer. If you must answer a call, you should leave the rehearsal space.

Texting personal and social messages should be avoided as distracting and not rehearsal productive. The same applies to non-rehearsal chatter within the section. We should all respect that some of our bandmates must have their phone on or must ask their section mates questions.

Some examples of acceptable: I have personally had to immediately answer a physician in rehearsal so he wouldn't give that newly opened MRI spot I'd been waiting two weeks for to someone else. I've seen Bryant answer, "yes, I can write that contract for you in an hour." And I watched one young lady answer her boss with, "no I can't come in right now, but I can be there before 9..." giving up money for our rehearsal. I (and your other conductors) regularly use our phones as a tuner, metronome, decibel meter, and musical dictionary. These are acceptable. Don't assume every phone you see in use is "where should we go for wine?" and such.

Accountability and Preparation: You are responsible for the condition of your equipment, music, and materials. You're also responsible for the degree to which your music is prepared. Nobody else can take that responsibility for you. As a community band we don't expect that everyone practices multiple hours per day, every day. We do expect that you will prepare to the degree you are able.

We don't expect that everyone will be able to have the finest equipment money can buy. But we do expect that everyone puts in the effort they are able to and then accepts personal responsibility for the results of that effort. It extends far beyond practicing your parts and includes such mundane tasks as sorting your folder or oiling your horn.

Studying the music before rehearsal and even studying some other's performance of the same music is part of preparation. Gathering everything you need for a rehearsal beforehand is preparation. Waiting until 7pm each Tuesday won't be sufficient.

Equipment: Almost every ensemble out there starts their equipment list with PENCIL. Some propose that you should have several in your case. If you don't make notes in your music, instructions will have to be repeated. It's that simple. We only mark music with pencil!

Rehearsal etiquette requires that all your other required equipment be complete and in good working order. You should have sufficient reeds, mutes, lubricants, swabs, stand, etc. for a rehearsal duration. If your instrument needs repair (or replacement) you should have it serviced. It should be sanitized regularly for everyone's safety. You should have a tea-towel or shop rag on the floor to catch your salivate – nobody wants to clean that up. Your bandmates can help with much of this if you're caught in a bind.

Attire: A lot of "rules" talk about attire and hygiene. Our concert attire is established. We're not a school and we live at the beach, dress however you want for rehearsal. Please wear clothes though, shoes are good too.

Keep in mind, how you're dressed at any given time often informs how you behave and how you're responded to by others. It's far easier to "mess around" in shorts and a t-shirt than in a tailored three-piece. And there's a story about George Washington that he was mainly selected as a general because he was the only guy there in a uniform [probably only minimally true but noteworthy].

In performance we dress in a way that communicates that we're serious about and prepared for what we're there to do. In rehearsal, we subscribe to 'come as you are' however that might be. Keep in mind that many bandmates are coming from work and will be wearing work-worn clothing with the accompanying scents.

Repercussions: Occasional and minimal indecorum will often be ignored or briefly mentioned. Frequent or extreme impropriety will be promptly addressed by a Board Member and can result in being asked to leave the rehearsal. Any Board Member or Conductor may ask you to leave for the evening though that is counter to our mission and is avoided if possible. Severe examples will be addressed by the

President in consultation with the Principal Conductor and may result in being asked to no longer participate for either a period or indefinitely.

Examples, non-inclusive: Occasional and minimal examples: Having a social chat with your chair neighbors that is distracting to the rehearsal. Texting or surfing during a rehearsal that isn't either urgent or about the music. Frequent or extreme examples: Having a social chat at every rehearsal as if the rest of the Band isn't even there. Instigating arguments within the Band. Excessive criticism (even facially) of bandmates with no constructive objective (aka "bullying"). Arriving at rehearsal too much under the influence to be safe. [note: the Band President may call the police if you leave driving and he feels you're not safe.] Severe examples: Physically fighting. Destruction of property. Embezzlement of organizational funds or equipment will also result in an immediate referral to law enforcement. Any criminal activity at an organizational function. Intentionally and maliciously damaging the organization's reputation or operations.

Performances



Customary

The Pawleys Island Concert Band presents three major performances per year. Spring (pops), Summer (patriotic), and Fall (holiday). The Spring concert is normally scheduled in the middle of April, the Summer concert is scheduled for July 4th, and the Holiday concert is scheduled in early- to mid-December.

The present venue for the Spring and Holiday concerts is Pawleys Island Community Church at 10304 Ocean Hwy, Pawleys Island, SC 29585. The venue for the 4th of July is Precious Blood of Christ Catholic Church at 1633 Waverly Road Pawleys Island, SC 29585. An optional venue is the auditorium at Waccamaw High School, 2412 Kings River Rd, Pawleys Island, SC 2958.

Program and rehearsals during each season will concentrate heavily on these performances. Attendance of all Band participants on the season's roster is expected at these performances.

Special

When possible, the Band will accept requests for live music support from civic organizations. In the past this has included performances for Memorial Day, Veterans Day, Dedications, Memorials, and Christmas.

Musical selections for these will be made specifically for the instrumentation that has indicated their availability and may not incur much, if any, rehearsal time. As much as possible, we will select music that is already in concert preparation for these requests.

Attendance is optional at all such events since many occur during the typical work day. Please don't commit as available if you're not certain you'll be able to participate.

Dress Rehearsals

The Pawleys Island Concert Band conducts dress rehearsal as a performance with an active audience believing that the best way to prepare to perform is to practice performing. The importance of the dress rehearsal is that it allows us to determine with certainty whether the program is concert-ready and offers a lesser stressed environment to experience mistakes.

Attendance is not required but is strongly encouraged.

Attire

- Generally, our attire for performances falls into one of the following categories. Emails are sent out preceding all performances with performance details including the proper attire.
- **Concert Black:** Men: "black tie" – tuxedo (or dark suit). Women: Black dress or black-on-black or white- over-black skirt/blouse or pantsuit. This is the most formal of our concert dress and is intended to communicate to the audience that we are very serious about what we are doing.
- **Concert Black Accessories:** same as concert black above but may, if you wish, include appropriately festive accessories such as colored ties or scarves. This is our customary dress for the Holiday Concert in December.
- **Band Shirts over Khaki:** Band shirts worn over khaki-colored trousers or skirt. For hot-weather settings, shorts are acceptable. This is our performance attire for events between Memorial Day and Labor Day.
- **Band Shirts over Black:** Band shirts worn over black colored trousers or skirt. Shorts should not be appropriate in this period. This is our performance attire for events between Labor Day and Memorial Day.

- **Jazz Band Shirts:** The Jazz Band has grown in popularity and number of performances so that it was decided they have their own, unique shirt for most performances.
- **Other Small Ensembles:** The various other small ensembles will decide on the proper attire for each of their performances.

Band Shirts

New Band participants should budget \$25 for the purchase of a sky-blue polo shirt available on order from The Keeper of the Shirts. These shirts will display the Band’s logo either embroidered or with a sewn-on patch. Historically, Band shirts have been provided at no cost thanks to the generosity of donors for that purpose. As this generosity continues, no charge will be made for a first shirt. Existing Band participants who wish to purchase an additional shirt may do so by ordering from The Keeper of the Shirts. Please allow at least two weeks for the arrival of your shirt.

Setting Up and Breaking Down

Rehearsals

No individual or group is assigned responsibility for setting up and breaking down rehearsals – it remains a responsibility of the ensemble as a whole. Ideally, the room will be arranged for seating the Band no less than thirty minutes before rehearsal. To allow for arrangement of the space, Band participants should not take a seat in the rehearsal space more than thirty minutes before rehearsal and may warmup or practice in any of the other available rooms if desired. We seat the Band facing the rear of the building toward the doors we enter through.

One row of tables on each side of the hall is folded and moved to the sides. Another row is moved back against the remaining rows. The conductor faces the kitchen. Space should be reserved along the back and conductor’s right to allow for percussion setup and traffic. The standard seating plan is modified each season in keeping with the repertoire and instrumentation.

Breaking down the rehearsal space is also an ensemble responsibility. Packing up and moving to another space in the room after rehearsal is particularly helpful. The tables will be returned to their pre-rehearsal position and chairs we’ve used will be placed neatly around them. Everyone should make certain that any waste is properly disposed. The Band Secretary (or designee) is responsible for ensuring that the spaces are left in the condition we received them and for securing the building. (See the “Post-Rehearsal” paragraph above for additional details.)

Ideally, we’d like to have the building secure and all be gone within thirty minutes. The conductor will not leave the parking lot until all of the Band has safely left.

Concerts

Access to concert venues will be arranged by the conductor a minimum two hours before main performances and one hour before small venue performances. Band participants are responsible for the transportation of any equipment they will use during the performance. Chairs are provided by the venue. The Librarian (or designee) will bring the Band's supply of music stands and wind clips/screens though Band participants should rely on this supply as emergency or secondary. Assistance with percussion equipment by those able is appreciated. Adjustments to these requirements will be made as circumstances dictate.

Sound Reinforcement

The Band owns sufficient sound reinforcement equipment to present in most venues. This includes PA Systems, Passive Speakers, Mixers, Microphones, and Stands. The specific equipment used should be determined by specific venue needs. When the venue has its own sound reinforcement system, every effort will be to use their system and to compensate their sound engineer.



All cabling runs over open ground should be bright red, bright orange, or yellow. Power, when used, will always be run through a ground fault interrupt enabled fused power strip(s) without exception. PICB will never operate powered equipment in the rain or on a wet surface.

Cable runs will not be hidden or obscured from view when those runs traverse space that may receive any foot traffic. Cable runs will never be made above ground level.

The minimum system in frequent use is one PA Speaker on stand with a single microphone on channel one for announcement use. Speaker(s) must be placed on front of the microphone.

Our two PA systems are capable of three input channels, each if not setup in linked fashion. Separating the two as distinct three-channel sound mixers will provide the best possible stereo enhancement of any ensemble. The exception would be when the system pair is used only for an announcer or soloist and maximum amplification is required without sound reinforcement of the ensemble.

When reinforcing the ensemble, microphones should be arranged such that they are omnidirectional between rows at a height of about four feet.

Finance

Membership



The only formal organizational membership is the Board of Directors. Other than the members of the Board of Directors, there are no financial requirements, no membership dues or any other required financial obligations to participate in the Band's activities. The only financial

obligation are personal costs associated with their participation, such as upkeep or repairs to their musical instrument, either ones they own or any that are borrowed from the Band's inventory.

There is an expectation, but not a requirement, of Members of the Board of Directors to make an annual contribution.

Revenues and Expenditures

Revenues

- The host and/or audience at any event the Band or small groups perform at should be reminded that “We are a 501(c)3 nonprofit that relies on the financial support of the community.”
- We do not set a “fee for service” for participants, audiences, or hosts.
- If funds are to be distributed amongst participants, then the ensemble cannot represent PICB or use PICB owned resources.
- Small ensembles representing The Pawleys Island Concert Band may perform in public representing the Band and may, if offered, accept donations on behalf of the Band. Those donations must be promptly deposited with the Band Treasurer who may designate them to benefit the small ensemble, such as for purchase of new music. However, no amount of such donations may accrue to the benefit of the small ensemble participants if the ensemble operates as an element of The Pawleys Island Concert Band. [in “plain talk” – if you’re going to get paid to play, you can’t do it as PICB or using PICB equipment]
- All funds received by an ensemble must be counted by two people (preferably including a Board Member) and remitted to a Board Officer as promptly as possible.



- All funds remitted to a Board Officer must be reported to the VP/Treasurer the same day and deposited into the Band’s operating account or transferred to the VP/Treasurer as soon as is practical.
- When possible, donor information should always be captured and recorded. The VP/Treasurer will send Thank You letters and provide the donor list for programs.
- The Band President and/or the Principal Conductor will make immediate contact with donors of \$1,000 or more. This will also include in-kind donations and donations of services.

Expenditures

- Only the Board of Directors has the authority to commit funds of the Pawleys Island Concert Band.
- All purchase reimbursements, if otherwise eligible, must be accompanied by a receipt.
- The Officers and Principal Conductor are authorized purchases not to exceed \$200 per item purchased. All other participants must receive approval from an Officer or the Principal Conductor for reimbursement.
- An informal Board vote (in person, text, phone, etc.) may be requested for purchases under \$500 and for purchases exceeding \$500 that are 1) within the remaining budget 2) an immediate need to purchase – such as an instrument or equipment that may not be available if we wait and 3) is included on our “Things we Need or Want” list.
- All purchases above \$1,000 should be discussed at two Board Meetings thirty days apart except as provided for above.
- The President, VP/Treasurer, and Principal Conductor are the Band’s Finance Committee and are charged with finalizing each year’s budget by January 31. The Finance Committee also provides oversight and good stewardship of Band revenues, expenses, and assets. The Finance Committee will also maintain the “Things we Need or Want” list. The Major Gifts/Planned Giving Officer and the Associate Conductor are also committee members.
- All expenditures should fall inside of the year’s budget. Budget items may only be increased by a vote of the Board and should only be increased if funds can be removed from another line item or if gross revenues are higher than budgeted.
- The VP/Treasurer reserves the privilege of vetoing any expenditure based on available funds or budget overrun.



Investment Policy

Purpose and Scope

The Pawleys Island Concert Band has recognized the need to set aside funds for the long-term financial future of the organization. For this reason, the Board of the organization has an investment account for the organization's benefit. The investment account is intended to provide the organization with savings options that exceed those available at banks, credit unions or other FDIC insured institutions and accounts.



The funds will have unrestricted use for the following purpose(s):

- Future programs (which are to be defined)
- Reserve for multiple years of an ongoing funding source
- Capital expenditures
- Supplemental income at a future point in time

Definition of Duties

The Investment Committee of the Board will be responsible for the establishment and oversight of the Investment Account. The Committee will consist of the Board President, Treasurer, and the Planned Giving Officer. The committee expects to engage a Financial Advisor to oversee the investment account. In order to avoid conflicts of interest between musicianship and financial responsibility, the Financial Advisor shall not be a member of, nor directly related to any member of the Band. The Financial Advisor is expected to act as a fiduciary as per State and Federal laws. The Financial Advisor will invest the funds wisely, manage the investment strategy, provide regular reports about the investments and account performance, and meet with the Investment Committee and/or the Board no less than once a year.

The Investment Committee will be responsible for working with the Financial Advisor to establish the account strategy based on risk tolerance and time horizon. The account strategy will be reviewed no less than once per year.

Objective

The Investment Account Portfolio Objective shall be established based on the account strategy discussed above. In general, the Investment Account, regardless of specific portfolio objective, shall consist of a diversified portfolio of investments that are publicly traded on United States major stock exchanges. Allowable investments include:

- Mutual Funds
- Exchange Traded Funds (ETFs)
- Money Market Funds
- Individual Stocks traded on the major United States stock exchanges (does not include stocks traded Over the Counter (OTC) exchange [penny stocks])

- Individual Bonds traded on the major United States bond exchanges

Investments that will not be allowed in the Investment Account include:

- Over the Counter (OTC) stocks (penny stocks)
- Cryptocurrency or cryptocurrency funds
- Private placement/illiquid investments
- Any type of investment that is considered highly risky or speculative

Strategic Asset Allocation Framework

Based on the organization’s time horizon for these funds being a minimum of five years, and the evaluation of the Investment Committee’s Risk Tolerance, the Asset Allocation will be one of the following:

- Conservative Stocks 35%/bonds and cash 65%
- Moderate Stocks 50%/bonds and cash 50%
- Moderately Aggressive Stocks 65%/bonds and cash 35%
- Aggressive Stocks 80%/bonds and cash 20%

The initial Asset Allocation will be set at the Moderately Aggressive strategy.

Contributions

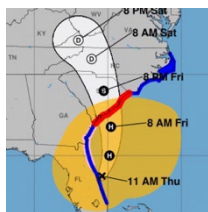
Contributions can be made to the investment account at any time per normal Board operating procedures. Any individual donation of \$10,000 or more shall automatically be deposited into the investment account unless the donation is restricted for another reason.

Withdrawals / Spending

Withdrawals from the Investment Account shall require a recommendation by the Finance Committee and a vote by the Board. As the purpose of these funds is for the long-term future of the organization, no withdrawals are expected within five years of the establishment of the Investment Account. However, there are no restrictions on the account, and funds may be withdrawn at any time for any purpose as voted on by the organization’s Board of Directors.

Emergency and Critical Event Plans

SoP: Hurricane



If Zone A is under evac order, we do not rehearse. If Zones B and C are under evacuation order, then Zone A is as well. Our rehearsal space is in Zone A. If there is no evacuation order, then we will probably rehearse but you should freely make the personal decision that is best for you and your family. If Zone A has an evacuation order and it is safe to do, percussion and library will prepare the storage room to take water at 3' and from overhead or ground. If you do not know

your zone, find out. Our rehearsal space is in Zone A, the most likely to have an evacuation order.

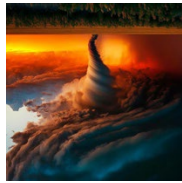
SoP: Inclement Weather

If the county schools or colleges in either county are closed for foul weather, we do not rehearse. [This does not apply to Hurricane SoP]. The decision to cancel or alter a performance once begun rests wholly with the conductor(s).



Generally speaking; we do not perform in extreme temperatures (below 40F or above 90F) nor in rain, though the option to voluntarily do so may be extended. Whenever possible, inclement weather decisions are made as far in advance as practical. The Band President may cancel a rehearsal or performance for foul weather whether or not the above considerations are met. Schedules should not be maintained if schools or colleges have closed for weather. Band participants remain able to quickly determine if we are cancelled using this criterion. With those considerations, make decisions to not attend based on your personal requirements and what is best for you and your family.

SoP: Tornado



In the event of a Tornado Warning (not watch) our secure space is the bathrooms in the hallway as the smallest internal spaces with no glass. It will be crowded. If we are hit, we then follow the Fire and Health SoP. Conductor(s) declare the "all clear". DO NOT leave during a Tornado Warning, wait it out. If we are hit, we must know who to look for.

SoP: Fire

In the event of a fire in our spaces, we calmly evacuate the building and gather behind the church near the old church (see *Figure 1* below). Nobody re-enters the building and we do not try to "save" stuff. Stuff can be replaced.



Band Administrator (Executive Liaison to the President) or the Secretary will call 911 and remain on the phone until they arrive. If it is safe to do so, Volunteer Firemen within the Band (if any), or if none the Associate Conductor, will make sure the building has been evacuated. The Band President and or Secretary will compare roll to who was inside. DO NOT attempt to fight any but the smallest fire and only if you know how. DO NOT just leave until accounted and dismissed. For the safety of firefighters, we must know who is still in the building and we cannot know that if you left. For this reason, we must have a complete roll during all rehearsals and performances. The senior conductor at the podium will decide when it is safe to dismiss the Band without interfering with apparatus. Exits exist at all four corners of the rehearsal room and through the sanctuary.



Figure 1 Murrells Inlet Presbyterian Church - Evacuation Area

SoP: Health Emergency



The senior qualified health professional(s)² will attend to the emergency (we have health professionals in this Band), everyone else will stay out of the way unless directed to help. Band Administrator (Executive Liaison to the President) or the Secretary will call 911 and/or family as appropriate. Two people will be assigned to greet the ambulance at the road and direct them in. Anyone parked in the loading space will move their car out of the way without delay. Senior conductor at the podium will decide whether to continue rehearsal/performance or dismiss the Band. Band will not be dismissed while we are waiting on emergency vehicles even if rehearsal has ended. A Board member will be responsible for the transferred person at the hospital until family contact has been made and transferred. 911 call designees should know the street address of every location the Band gathers in. The

²“Senior qualified professional” is the highest trained person present willing to accept responsibility for care. The order should be MD/DO, RN (APN), RN, EMT-P, LPN, EMT, First Responder, layman with training. If the senior professional present has a conflicting role in this plan, care of the injured is foremost.

Band keeps a stocked basic first aid kit in the library cart. Maintenance of the first aid kit is responsibility of the Librarian.

Passing of a Band Participant

It is our tradition to honor the memory of the departed with dignity, musical tribute, and respect. Primarily we will be honoring those who passed while an active Band participant or those who passed after a they became inactive participants due to health concerns. At the discretion of the board, we may honor those who have become inactive for other reasons.

Notification of the passing of a Band Participant should be made to the Band President or Band Secretary, and Conductors as soon as possible to allow sufficient time to plan and prepare this tribute.

The Band President (or designee) and/or Conductors of the band make every attempt to attend any service or memorial for the band participant.

The following procedures should be followed to ensure their contribution to our Band family is properly remembered:

- For the Band’s next full concert, the Spring or Holiday concerts, following notification of a participant’s passing, their assigned chair will be respectfully prepared with the following:
 - A black lace mourning cloth covering the chair.
 - Flowers placed upon the seat of the chair.
 - The Band Secretary (or designee) will secure the black lace mourning cloth and coordinate for the preparation of the tribute chair and flowers.
- This chair will remain empty throughout the concert as a visible symbol of remembrance.
- The Band will perform “Auld Lang Syne” or a piece as requested by the deceased or deceased’s family in tribute during the concert program.
 - Depending on the piece of music and timing, the Principal Conductor shall determine when the piece is performance ready.
 - It is customary for this piece to be placed near the conclusion of the program. The Principal Conductor, in consultation with the Committee of Conductors, will determine the most fitting placement within the program to maximize its emotional and musical impact.
- The deceased participant’s name will be acknowledged in the concert program and/or announced verbally from the podium by the conductor or Band representative.
- A brief remembrance may also be offered at a rehearsal prior to the concert at the discretion of the Band President and Conductors. The tone should always remain one of gratitude, reflection, and unity.

Appendix

Description of Small Groups and Ensembles

In addition to the full wind ensemble of the Pawleys Island Concert Band, we also rehearse a number of small and chamber music ensembles to fill unique performance needs and to offer area musicians a wide variety of musical experiences.

- **The Ceremonial Band** is drawn from the full Band to perform at patriotic and civic events. Size ranges from ten to over thirty players depending on the repertoire and on the venue. Patriotic Americana is the predominant music performed. A ceremonial bugler is always available. This group does not rehearse separate from the full concert Band. Ceremonial Band is led by whichever regular conductor(s) of the Band is assigned to the performance.

- **The Jazz Band** is modeled on the popular music Bands of the Big Band Era with the Glen Miller and Dorsey Band's instrumentation and style as the influence. Ideally the jazz Band seats five saxes, five trombones, five trumpets, and five rhythm section musicians.



- About twenty musicians is the goal. The Jazz Band rehearses on Tuesday evenings at 5:45 pm under administrative direction of Dr. John Plesha and artistic direction of Cheryl Polenick.
- **The Clarinet Choir** is the oldest of PICB's small groups and is comprised of the Concert Band's clarinet section and other musicians who also play clarinet. There is no size limit and the instrumentation regularly includes soprano, alto, and bass clarinets. The Clarinet Choir is ideally suited for performance in small venues in quartet or quintet form. The group rehearses on Monday evenings at 6:45pm under leadership of Peggy Welch.
- **The Sax Ensemble** is second oldest of the PICB small groups and forms as needed under direction of Dr. John Plesha. Comprised of the Band's sax section and other musicians who also play sax, the group is annually scheduled at the Pawleys Island Chapel's service nearest July 4th. They are ideally suited for performances in small venues and are able to provide all genres of wind music particularly leaning toward jazz styles. Instrumentation can include soprano, alto, tenor, baritone, and bass sax but is most often formed as a quartet of alto, alto, tenor, bass. Currently this ensemble is not meeting on a regular basis.

- **The Brass Choir** is among the newest of the PICB small groups having formed in response to the 2020 shutdowns as a way to bring our brass players together. They rehearse regularly as a double quartet of trumpet, horn, trombone/euphonium, and tuba. The repertoire comprises classical, patriotic, religious, and jazz genres ideally suited for outdoor performance but able to fill a medium indoor venue as well. The Brass Choir rehearses on Wednesday mornings at 8:45 under direction of Cheryl Polenic.
- **The PICB Tuba-Euphonium Ensemble** has been the host of the area's Tuba Christmas celebration for several years and plans to maintain that tradition in the South Strand. While the regular complement of players come from within The Pawleys Island Concert Band, the Tuba Christmas performance welcomes all players of instruments within the tuba family and draws players from area school and community Bands as well as from around the state and from neighboring states. The Tuba-Euphonium enjoys the leadership of Band president Dwayne Graham.
- **Carol Bands** of four to eight players mixed instrumentation with traditional music of the Christmas season throughout the area. These rehearse in season when a performance has been accepted using a standard set of flexible instrumentation books under leadership of whichever board member or conductor formed the group. Similarly, the Pawleys Island Concert Band has formed small groups for Oktoberfest, Dixieland, trio-jazz, woodwind quintet, and the like as need and interest arises. None are regularly formed and actively rehearsing but can be reformed at any time interest demands.
- **The Woodwind Quintet** is one of the most recently formed groups and is comprised of the traditional five instruments of this ensemble: Flute, Oboe, Clarinet, French Horn, and Bassoon. Participation is restricted to one person on each part. The group is available to perform in any environment conducive to a small wind chamber group. This group has also broken down into smaller ensembles such as Woodwind Quartet (quintet minus the French Horn) and Woodwind Trio (any combination of the four woodwinds, but usually Flute, Clarinet and Bassoon). The group generally meets for rehearsals on Friday mornings at 9:30 am and is under the leadership of Charles Mayhew.

THIS IS A WORKING DOCUMENT SUBJECT TO CHANGE AND FLEXIBILITY