

Operations Manual



**Association of eXtreme
Quartetting Harmony
Brigades, Inc.**



This Operations Manual is dedicated to all future Brigade Starters whose vision and commitment to start a Brigade is challenged by them having to answer the question: "If not you, then who?"

The Barbershop Harmony Society (SPEBSQSA, INC) was founded to preserve the barbershop style of singing and many of its members have enjoyed quartet and chorus experiences over the years. Many BHS programs have been developed and introduced over the years in hopes of providing greater satisfaction and personal development in our hobby as quartet singers. Our vision is that the Harmony Brigade movement will grow and greatly add to the enjoyment of quartet singing throughout the Society.

The recently formed "Association of eXtreme Quartetting Harmony Brigades, Inc." is the umbrella organization whose member organizations are the Barbershop Harmony Brigades - NCHB, IHB, AHB and HUXQ. Several new Brigades are currently being formed (many more in the near future) and this is the reason for the development of this Operations Manual.

Please read and reread the Statement of Mission and Purposes of the "Association of eXtreme Quartetting Harmony Brigades, Inc." and the important role of its member Harmony Brigades.

It is very important that Brigade Starters fully understand and grasp the history and core elements of starting a Brigade. The Operations Manual has been compiled by Duane Henry with support from the following Founding Brigade Leaders:

Charles F. Rose	North Carolina Harmony Brigade
Duane Henry & Terry Silke	Indiana Harmony Brigade
Neal Siegal	Atlantic Harmony Brigade
Chuck Green & Larry Triplett	Harmony University XQ Brigade

Best wishes for a most successful and wonderful quartet weekend because you made the personal commitment and inspired so many others to rise to the challenge.

Charles F. Rose, President/Founder
North Carolina Harmony Brigade

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Statement of Mission and Purpose

The Mission and Purposes of the Association of eXtreme Quartetting Harmony Brigades [hereinafter "Association"] shall be:

- to encourage and support the formation and operation of eXtreme Quartetting Harmony Brigades in order that the joys and benefits from eXtreme Quartetting become known, valued and available everywhere;
- to provide guidance and service in issues common among Member Brigades;
- to own the eXtreme Quartetting [XQ] brand, to define its character, and to establish, maintain and protect its reputation;
- to act as the public face for Member Brigades collectively.

In support of the Mission and Purposes, the Association embraces these responsibilities:

1. Maintenance of a public access for XQ Brigade information and related opportunities including promotional XQ Brigade literature, an XQ Brigades calendar, a listing of FAQ answers, and links to individual Brigades, the Barbershop Harmony Society and other suitable associates
2. XQ brand descriptions and ownership, related Trademark, Service Mark and Copyright protections and governance in XQ brand usages
3. Determination of qualifications and classes of membership for Association Member Brigades
4. Association growth, sustainability and brand consistency through marketing, through education, training and tools for Brigade starters and Brigade leaders, and through other strategies that maintain and enhance the value, quality and reputation of XQ Brigades
5. Storehouse of centralized knowledge, administrative records, historical data and archival music arrangements and learning recordings
6. Inter-Brigade central communication clearing house for disseminating information on issues of common interest to Member Brigades and their members and other constituencies
7. Preservation and encouragement of Barbershop quartetting in concordance with Barbershop Harmony Society tenets

What is A Brigade?



Brigade is an invitation for good quartet-level singers that provides a high-quality, eXtreme Quartetting weekend for men who are vocally capable, committed to learning challenging arrangements and who are prepared to enjoy thrilling success in rally activities. Participants expect charts that are of championship caliber, are somewhat challenging, and that would be beyond the ability of less experienced men. It's an event for committed ambitious quartetters looking for a challenge; it is not a chorus-oriented event.

"Brigade is the most exciting thing to happen to quartet singing since O.C. Cash decided it might be fun to have a quartet contest!" - an active Brigader

What Happens at a Brigade Rally?

While all brigades share commonalities, scheduling of specific events before and during a weekend rally is left to the discretion of the local brigade leaders, providing them flexibility to develop the weekend's schedule based on attendance, hotel/motel contractual agreements and venue considerations.

Approximately four months before a Brigade rally, participants receive music and a part predominant learning CD (the Music Package) for the songs that will be used in the rally. The arrangements are by some of the best in the craft i.e. Aaron Dale, Mark Hale, Clay Hine, Ed Waesche, and David Wright, to name a few. These songs are to be learned "quartet ready" for the Brigade weekend. Some Brigade members and guests participate with 4 to 12 men in one or more local run-throughs of the songs to better prepare themselves for the rally weekend.



Brigade typically begins on Friday. For those who can arrive early, the organizers arrange with local music educators for Brigade members to perform in quartets and/or mini choruses for middle school and high school music classes, senior housing or community groups and organizations during the day on Friday. This can also be used as an opportunity to promote the Saturday show.

Brigade activities begin around 3:00 p.m. After first checking into the hotel, the next point of business is to register and receive name badges that list name, vocal part, each song with the key signature, dance card, and riser/stage pass. After registration it's pure pick-up quartetting in as many different quartet combinations as possible.



The dance card provides a way to record the names of men with whom a participant sings in various quartet combinations. Some Brigades award a prize to the man who sings with the most others

during the weekend. The dance card can also be used to network by helping participants locate and contact other participants after the rally. A riser/stage pass assigns a random draw of four or five songs from the total list, which a participant must sing, before the show, with or for a "preparedness checker." This is required to certify preparation so a participant may sing on the Saturday show. Obviously, this must be completed before the show. Some Brigades use the riser/stage pass as a basis for re-inviting the participant the following year and recertifying members. Preparation is taken very seriously.

Dinner is served around 6:00 p.m. This is an excellent time to fellowship with old friends and meet new friends. At a brief meeting after dinner each man is assigned to a quartet by random selection. It is then that he learns which three singers will complete his quartet. After selecting a quartet name, another random draw assigns each quartet's contest song. Quartets have approximately thirty minutes to an hour to hone their skills on the assigned song.

About 30 quartets will cross the stage, each singing one song for a panel of judges. After the preliminary round that runs from around 9:00 to 11:30 p.m., the finalists are announced. The finalists will advance to the Saturday evening quartet finals. After the contest, it's quartetting into the night.

Saturday morning a business meeting provides the opportunity to disseminate information, present awards and recognize those who have made a substantial contribution of time and/or effort to Brigade. A Society or District dignitary may be present who would like to address the group. At about 1:00 pm. everyone leaves for the performance venue for a two-hour rehearsal as a chorus. Each song is rehearsed in preparation for the Saturday evening show that is open to the public and held in a local auditorium.



Dinner is served at 5:00 p.m. after which everyone returns to the auditorium for the Saturday evening show. The show is the equivalent of a chapter annual show, combining the Brigade songs, attending registered quartets, and other performers whom the organizers may invite to perform. There is generally a headliner quartet. While the chorus is not the focus of the Brigade, there is no escaping the thrill of this large, wonderfully prepared gathering that many men don't otherwise get to experience. The principle purpose of the show is to provide revenue to offset some expense of the Brigade weekend.

After the show, it's back for the quartet finals where the finalists from Friday evening once again sing a randomly selected song, often determined only in time to blow pitch and sing. After the contest, there is an awards ceremony to announce the top three quartets and those who have the bragging rights as winners of the Brigade quartet contest. Additional awards, such as the guy who sang in the most pick-up quartets and the guy who was voted "most fun to sing with" may also be given at the end of the rally. Things usually wrap up with a pizza party (funded by contributions) and quartetting until the "wee hours of the morning."

Sunday morning, it's time for good-byes and a safe trip home.

See Exhibit B

History of the Harmony Brigade



The genesis of Brigade began as the Confederate Harmony Brigade. The first meeting of the CHB was in Fort Morgan, AL on September 19, 1958. It was started by four men who wanted to keep the leaders of the Sunshine/Dixie Districts together following the formation of Sunshine District from a Dixie split. It was determined that the CHB would meet annually on the weekend following Labor Day. Members must be Society and Sunshine/Dixie members and members of local chapters or Frank Thorne. They must also be involved in administration at any level of the Society, and they must be willing and able to sing. Currently active membership is limited to 50. The rally format is similar to the other three Harmony Brigades. Over the last ten years or so they have scheduled their annual rallies in towns with chapters who would like to have them on their community shows. They basically supply their quartets and chorus to entertain during the second half of the show and then do a couple of joint songs with the chapter. The CHB is not an eXtreme Quartetting Harmony Brigade.

In January of 1993 the North Carolina Harmony Brigade held its first rally in Pinehurst, North Carolina. It was the vision of Charles Rose, a member of the CHB. Charles' idea for the NCHB was a weekend rally based on the CHB concept that would attract good quartet men from North Carolina interested in learning more difficult and interesting arrangements and provide two days of unlimited quartetting opportunities.

For the first few years, NCHB membership was limited to North Carolina chapter members. In 1996, the first of a few "outsiders"

(brothers Alan & Neal Siegal, from New York) managed to garner invitations to the NCHB. Eventually other outsiders included Duane Henry and Terry Silke from Indiana. The secret was now out of the bag! These three men quickly realized the value of such a quartet program and envisioned developing a Brigade in their home states. After a few years of "apprenticing" under the NCHB leadership the dream of the Indiana Harmony Brigade became a reality in October of 2003 in Indianapolis, Indiana, followed by the Atlantic Harmony Brigade in August of 2006 in Wilmington, Delaware.

With the advent of two additional Brigades, word suddenly began to spread. Men from 23 states, Canada, Germany, and Sweden have attended one or more of these three Brigades. This participation, along with the exposure received at the 2006 International Convention, where a chorus made up of the three Brigades performed as mic-testers for the chorus competition and performed on World Harmony Jamboree, plus articles in the Harmonizer, has led to a groundswell of interest in starting other eXtreme Harmony Brigades. In June of 2010 the Great Lakes Harmony Brigade held its inaugural rally under the leadership of Mike O'Donnell. By 2011 the Ontario Harmony Brigade under the leadership of Denis Laflamme, and the High Sierra Harmony Brigades under the leadership of David Queen and Tony Kruk would hold their inaugural rallies.

The format of the Brigade rally has evolved over the years to what it is today with each Brigade contributing ideas that have improved and strengthened Brigade, yet holding true to the original concept.

Starting a Brigade

The task at hand for those planning to start a Brigade must be one of commitment, determination, excellent planning, and follow thru.

Charles Rose, Original Founder

Core Elements of an Extreme Quartetting Brigade

For a rally to be considered an eXtreme Quartetting Harmony Brigade and to use the eXtreme Quartetting Harmony Brigade branding, it must conform to the following seven core elements.

- 1) A Brigade rally is a 3 day event.
- 2) A minimum of 2 nights lodging and 3 meals are provided to participants.
- 3) A Brigade rally consists of a minimum of 10 songs. Brigade arrangements are selected annually by a music team comprised of equal representation from all Brigades. A core of 6 to 8 songs is selected by each Brigade to be used in their rally. The number of core songs may vary between brigades but the number shall be subject to the approval of the association
- 4) Friday evening Brigade activities include a random draw quartet contest.
- 5) A business meeting is held to disseminate information, present awards and recognize those who have made a substantial contribution of time and/or effort to Brigade.
- 6) A Brigade show that is open to the public features the Brigade chorus and selected or auditioned quartets.
- 7) A quartet contest is held for the finalists who have advanced from the previous random draw quartet contest. Optionally, a "Wildcard" quartet may be selected by random draw from among non-finalist to compete in the finals. A "Wildcard quart is at the discretion of each hosting brigade.

Starting a Brigade

The most important step in starting a Brigade is to be invited, attend, and fully participate in one or more of the established member Brigade rallies. Participating in their administration is also strongly encouraged. Administrative mentoring is available to those who actively apprentice and participate in the operation of one of the established member Brigades.

It is imperative that the event be experienced first-hand by anyone who wishes to start a Brigade.

The second most important step is to determine who will sell and promote the concept. Whether you or someone else, that person(s) must be well known and respected as an excellent quartet man.

District champions and International qualifiers are the best to promote and lend their name to the event. We call these men "Cheerleaders." This is a very important step in the process as it gives credibility to what you are doing. The first time may be a difficult sell because few people may be familiar with the concept of Brigade. Well selected, articulate cheerleaders can be very instrumental in making it happen.



There are several jobs to be accomplished which will determine the number in the management staff:

- A point man who will orchestrate everything and work the email list
- Someone to research a venue for the Brigade rally and the auditorium for the show
- Someone in charge of the music package and who will keep the music legal
- Budget and treasury
- Registration and membership management
- Cheerleaders who will be relentless in the defining and promoting the rally
- Non-singing support people i.e. ticket sellers, ticket takers, registration, etc.

It may take up to a year to successfully plan and develop the first Brigade.

- Approximately four months to develop interest and get a commitment.
- Approximately two months to prepare the music package using existing Brigade songs, longer if new arrangements must be recorded.
- Allow no less than four months for participants to learn the music.

See Exhibit C

Contact Person

Before promotion of the Brigade can begin it is necessary to compile a database (email addresses) of prospective singers. The score sheets of previous district contests is a good place to start as they provide the name and chapter of potential participants. Email addresses can then be found on the Society website under the "Members Only" section. Make personal contact with as many men as possible. It is beneficial to develop a rapport with chapter chorus directors, district and chapter officers. Don't overlook the power of the Harmonet, but be prepared to check references to ensure that you are attracting quality quartet men.

It is not necessary that participants be in a registered quartet, just that they have quartet experience or excellent potential, and are able to hold their part in a quartet. There are many good prospective men who are not presently singing in a quartet.

Promotion

Once a substantial contact list has been assembled, an email campaign can begin explaining the concept of Brigade and asking those men who have an interest to contact you by a certain date. You are not asking for a commitment at this time, just interest. Ask them to provide names and contact information on any man they believe would be an asset to this event. It is important to mention the name of your cheerleaders in the email message. Continue to send emails to the men in the data base listing the names of those who have expressed an interest as well as the name of the registered quartet they sing in (if any). Continue to emphasize this is not a "Joe Barbershopper event." Once people begin to see district champs and men who have been on the International stage show interest, they will more than likely begin to jump on the bandwagon.

One email message received: "I'm not sure what this is all about, but looking at the names on your list, I want to be a part of it!"

It is important to get the cheerleaders involved by having them personally contact people. Ask the cheerleaders to email you promoting the rally so you can then forward their message to your mailing list.

Registration

Once enough interest has been developed it's time to get a commitment. That means establishing a firm date for the Brigade rally, a date that the music package would be mailed, sending out registration forms and collecting deposits. Things should be timed to a point where if the required number of registrations are not received by a certain date, the plug can be pulled and everyone's deposit returned with minimal expense incurred if any. There still needs to be time allowed to publish and distribute the music package and to lock-in the hotel and auditorium. This is another reason to use arrangements that have already been recorded and used by the other Brigades.

If you are fortunate enough to have an IT person on your team, many if not all of the registration process including payment can be accomplished online.

The cheerleaders are again very important as they write messages of encouragement that can be forwarded to the email list. As men register, continue to let everyone on the list know who has registered (a little peer pressure). At this point about all you can do is keep your fingers crossed that every one who committed will register for the rally.

Make sure it is indicated on the registration form that the registration fee is non-refundable. After all, they are getting the music package for the cost of the registration fee. Once everyone receives the music package, a few will drop out because they may feel the songs are too difficult, or they decide they don't want to spend the learning time. That's okay because if they are not committed they probably shouldn't attend anyway.

Rally Location & Meals

Locate a hotel/motel that is suitable to hold the event at a reasonable cost for the meeting room, meals, and guest rooms. Brigades typically provide dinner on Friday, Saturday breakfast and dinner, and Sunday breakfast as part of the registration package. There will need to be a general meeting room large enough to accommodate the expected number of participants with a performance area and nooks and crannies where quartets can break-out and sing. It's very important that the hotel management understands that there will be a lot of singing, perhaps throughout the facility and late into the night. Also, you do not want to be competing with live or recorded music in a bar or a wedding party close by. It may take some time to find just the right venue, but compromise here is not recommended.

Meals will need to be available on site. Buffet style seems to work best and be the most efficient.



Auditorium for Show

Locate an auditorium somewhat close to where the Brigade rally will be held, preferably no more than 15 to 20 minutes away. Because of the limited time between lunch, rehearsal, dinner, and the show, the travel time to and from the auditorium is important. Be sure the stage is large enough for the expected number of performers. There should be an adequate sound system or be prepared to provide one. It's best to choose an auditorium appropriately sized to the audience you expect.

Both the audience and performers will feel more comfortable in a hall that seems to look full. Don't forget to arrange for risers.

Music

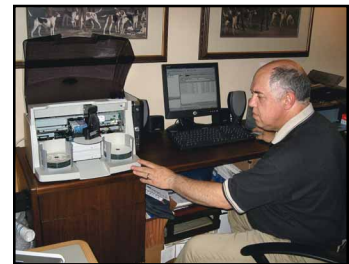
The Association of eXtreme Quartetting Harmony Brigades [AXQHB] assembles a music committee composed of members from all Brigades. This body selects 12 arrangements for the North Carolina Harmony Brigade a year or more in advance of the NCHB rally which begins the Brigade calendar year in January. (*See Exhibit D*)

From these arrangements, other Brigades select six to eight songs as the core of their repertoire. The remaining two to six songs are at the discretion of each individual brigade. It is also common practice to repeat one to three selections from previous years to round out the 10 to 12 song selection. This commonality in music reduces the cost of having arrangements recorded, allows members to attend each Brigade without having to learn an entirely new repertoire, and ensures that members of different Brigades can sing common material whenever and wherever they meet. Having members attend multiple Brigade rallies also promotes camaraderie and good will among the Brigades.

After songs are selected, arrangements are compared to the recordings made by champion or medalist quartets. Differences are legally notated and edited if permitted.

(Note: some arrangers, e.g. David Wright, do not allow modifications to arrangements). Once modifications are made, music is sent out for custom learning tracks (unless tracks are already available). Some preferred recording artists are Tim Waurick, Jordan Litz, Tim Brooks, Simon Rylander, Sean Milligan, and Ryan Griffith

Quality learning CDs are essential for participants to reliably learn the repertoire. If you need production services for these, Jon Vickers (sing4parts@triad.rr.com) can provide this service. Jon is a member of all current Brigades and maintains a library on disk of all music used by the Brigades.



NOTE: each Brigade is responsible for paying fees to the vocalists who originally recorded tracks for the learning CDs. Use by one Brigade does not satisfy the financial responsibility of any other Brigade. All music must be legal! Therefore, arranger's fees, copyright fees, mechanical licensing fees, BMI and ASCAP fees must be paid by each Brigade separately.

Budget

Costs will be determined by:

- The number of participants
- Participant hotel rooms and meeting room cost
- Meals
- The songs selected and number of songs
- Printed music production costs
- CD production costs
- Auditorium rental
- Miscellaneous items such as postage, envelopes, show flyers, name tags, lanyards & holders, show tickets, etc.
- DO NOT UNDERESTIMATE THE COSTS!

Each Brigade is expected to be economically self-sufficient and operated with the utmost integrity. New Brigades are strongly advised to be financially conservative by making sure all anticipated expenses and contractual obligations will be covered. This is based on years of Brigade experience and important to protect the health of all the Brigades in the association.

In the interest of maintaining a manageable brigade, the NCHB has a limit of 34 men per voice-part, the IHB and AHB 30 men per voice-part. Contest duration, chorus staging, and overall costs dictate these limits. Participation fees, dictated by local costs, vary among the Brigades (AHB \$269, GLHB \$200, IHB \$200, HSHB \$200, NCHB \$170, OHB \$250 as of 2011).

Each participant receives music and a part-specific learning CD for the rally repertoire, two nights lodging, dinner Friday evening, Saturday breakfast and dinner. The NCHB and AHB also provide breakfast on Sunday. Because registration fee typically will not cover all Brigade rally expenses, a Saturday evening show is routinely produced. After show production costs are met, the balance of show revenue goes to cover additional cost over and above registration fees. If you aren't confident there will be sufficient show ticket sales to offset all the show's expenses (particularly in the first year) it is advisable to err on the conservative side by including the projected show costs into the price of the participant's registration.

After you have estimated the number of participants and the costs you can then set a goal for the number of show tickets you must sell at X dollars each in order to cover costs. The secret to financial success beyond keeping expenses down is the sale of show tickets.

See Exhibit A

Business Entity

All Brigades are individual entities and, may formally request be subsidiaries of the Barbershop Harmony Society subject to Society rules and regulations if so desired. Brigades are not chapters and are not governed by any District. Each Brigade is independent regarding finances and operation. By becoming a Society subsidiary a newly formed Brigade is automatically granted 501 (c) (3) status. 501 (c) 3 status provides limited liability for the organizers and tax exempt status. This may also allow full or partial exemption from sales tax in some states.

Steps that must be taken in order to become a subsidiary of the Barbershop Harmony Society:

- Creation of qualifying bylaws
- Request that your district representative to the International Society present, to the International Board, your bylaws and a written request to become a subsidiary
- Approval of those bylaws by the Society Governance and Bylaws Committee
- Adoption of the bylaws by the brigade organization
- Approval of the brigade as a subsidiary of the Society by the Society Board;
- Filing of incorporation papers with the state/province.

Not getting these steps done in a timely manner or doing them out of sequence will make the process longer and more complicated than it needs to be.

Consult your attorney (hopefully a barbershopper or close friend working pro-bono) for the

proper steps for incorporation and preparation of bylaws. The Society is strict on the language of the bylaws; therefore you may wish to request assistance from one of the existing Brigades regarding the language.

Jim Warner, Society legal counsel and Charles F. Rose, CPA can assist in accomplishing the legality and 501 (c) (3) nonprofit status.

Brigade Day

Brigade management needs to be proactive and credible. That credibility and integrity is crucial to its success. Follow-up and follow-through is everything. The management must lead by example. If the management is going to expect the guests to "be 100% prepared" so must they be. This means the management must set the standard and create the ethic in everything it does before, during, and after the event.

Neal Siegal, AHB Co-founder

You've done it! You have started your first Brigade! Now, let's make sure it is a successful one. So, what are the elements of a successful Brigade? First and foremost it's excellent preparation by the management team and qualified singers who will learn the music and take the rally seriously.

A Participant must:

- a) Be vocally qualified (a good singer) and someone others will want to sing with.
- b) Be rock-solid on his part in a quartet.
- c) Take the weekend seriously and be prepared on all of the songs.
- d) Realize the purpose of Brigade is quartetting and not a chorus or gang-singing activity.

We say *"You be the guy everyone wants to quartet with." "Coming unprepared is not an option." "You be the reason that others want to come back next year."*

Encourage everyone to please be flexible, cooperative, and in good spirit. Emphasize that each man is important to the weekend and everyone's attitude will make this a successful quartet weekend. Participants should be encouraged to sing with everyone in attendance. Also, this is not show time or rehearsal time for registered quartets. Men should share their good will, talents, and quartet experience with others, picking no favorites and embracing all.

Membership

Brigade Members who know the quartetting ability and preparation capacity of a prospect may nominate him to be a guest. Only the Brigade Membership Committee can *invite* someone to be a guest (based on the member nomination). A participant is considered a guest the first two years he attends a Brigade. Only after the second consecutive Brigade rally may a guest be considered a candidate for membership. If accepted, he becomes a member of that particular Brigade. Membership in a Brigade does not automatically assign membership to the other Brigades. Each individual Brigade handles its membership separately. A member missing two consecutive Brigade rallies will forfeit his membership in that Brigade. A return to the Brigade requires a new nomination and invitation from the Membership Committee. Participants who

are unprepared will likely not be invited back to subsequent Brigade rallies.

To become or remain a member of a Brigade a candidate must be a member in good standing of the Barbershop Harmony Society.

Miscellaneous

With continued interest in the eXtreme Brigade movement, it possible that multiple Brigades may likely develop in large districts and/or states. Therefore, careful thought should be given to the name that is selected for a new Brigade.

No Brigade shall form as a year-round activity similar to a chapter or chapter chorus. A Brigade shall never compete or perform as a chorus in any Barbershop Harmony Society contests, nor shall it accept any associated choral performance opportunities that would otherwise have been given to a Chapter chorus.

External Brigade Benefits

The external benefits of Brigade are numerous. The camaraderie that develops among Brigade men is fantastic! Singing together is a great bonding experience and the geographic breadth of Brigade participants makes for a diverse and expansive fraternity of good friends. They routinely earn the respect of their brothers through excellent performance born of cordial goodwill and total preparation. Brigade participation provides a body of songs, common among the several Brigades, more exciting and challenging than traditional Polecats, which Brigaders share and perform at any and all occasions such as District and International conventions. Perhaps the greatest benefit of our eXtreme Quartetting Harmony Brigades is that these Brigades provide a structure, resources, and ability for individual barbershoppers to reach for excellence beyond what might be embraced in their individual chapters. It is the epitome of *"be all you can be"* in which singers are empowered to accomplish far more than they likely would absent such an infrastructure. The satisfaction of accomplishment is especially sweet!

Additional Benefits Include:

Expanded Quartet Repertoire

- Access to legal charts and matching learning tracks for 10 to 12 excellent songs each year

Quartet Development

- Crescendo (2003 Dixie District Champions)
- Village Green (2007, 2008, 2010 Dixie District Seniors Champions and Seniors International representatives in 07 and 08 and 11. 7th place in 08)
- Anthem (2009 Cardinal District Champions)
- BLacKJack (Seniors International 4th place in 2011)
- Brigaders
- Quick Draw
- RipChord
- Smilin' Through
- Stage Struck
- Timeless

Quartet Networking & Substitutes

- Ability to temporally substitute a quartet member as a result of common repertoire
- Provides direct and personal contact with superior local quartetters from which new registered quartets form

Performance Opportunities

- Chapter Shows
- District All Star Shows
- District Conventions
- Mic-Tester Chorus 2006 International
- World Harmony Jamboree 2006

Chapter Development

- Brigade compliments and supplements the vocal and musical education and ability of chapter chorus singers without compromising chapter rehearsals or gatherings

Exhibit A

Proposed Brigade Budget for 100 Participants

Income

100 Registrations at \$200.00	\$20,000
6 Registration Deposits Forfeited at \$100.00	600
250 Show Tickets at \$15.00 each (see footnote *)	3,750
2 Legal Surplus Music Package Sales at \$100.00	200
10 Extra CD Sales at \$15.00 each	150
50 Raffle Tickets for Next Year's Registration at \$5.00 each	250
Miscellaneous Income - Pizza, Water, Buttons etc.	500
75 Brigade Uniform Shirts	2,250
Charitable Contribution & Other Miscellaneous Income	200
Total Income	<u>\$27,900</u>

Expenses

50 hotel rooms (double occupancy) at \$95.00 per night x 2 nights	\$9,500
100 Friday evening meals at \$22.00 each	2,200
100 Saturday morning meals at \$11.00	1,100
100 Saturday evening meals at \$22.00 each	2,200
100 Sunday morning meals at \$11.00	1,100
120 Music Packages at \$50.00 each (see footnote **)	6,000
75 Brigade Uniform Shirts at \$25.00 each	1,875
Auditorium rental	1,300
Printing of 400 show tickets	100
Printing of 1500 show mailers	225
Mailing of 1500 show mailers	660
Pizza, beer, soda, etc.	500
Miscellaneous Fees BMI, ASCAP, etc	250
Miscellaneous expense i.e. name tags, contest awards, etc.	300
Total Expense	<u>\$27,310</u>

Net Income \$ 590

* Ticket sales and show expenses are very speculative. Projecting them depends on the marketing skill and the local experience of the show's management and their contact in the community.

** Music Package includes: arranger's fees, copyright fees, mechanical licensing fees, learning tracks, learning CDs, mailing envelopes and postage

Exhibit B

Sample Brigade Rally Time Table

Friday's Agenda:

- Sing-outs at schools and/or retirement centers begin Friday at a time determined by the coordinator.

Registration between 3:00 and 6:00 p.m.

- Register at the hotel front desk. A roommate will be assigned unless a single room has been previously arranged and paid for.
- After registering at the front desk, come to the Brigade registration area and pay the balance or the registration fee and receive a name badge.
- Begin freelance quartetting.
- The Friday evening dinner buffet will begin promptly at 6:00 p.m.
- There will be a short general session at 7:00 p.m. when quartet assignments are made. quartet names must be submitted to the contest administrator to receive song assignment.
- Friday evening random draw quartet contest begins around 9:00 p.m.
- Quartets vacancies due to late cancellations are filled by a random draw.
- A panel of non-singing judges will choose the top quartets. Those quartets will then sing in the Saturday evening contest.
- Freelance quartetting will continue after the quartet contest.

Saturday's Agenda:

- A breakfast buffet begins at a time determined by the Brigade organizers.
- There will be a member and guest meeting at a time determined by the Brigade organizers.
- Rehearsal for the Saturday evening show will begin at a time and place to be announced.
- Return to the hotel after chorus rehearsal to relax and dress for dinner.
- The Saturday evening dinner buffet will begin promptly at 5:00 p.m.
- Arrive at the auditorium no later than 6:30 p.m.
- Show time 7:30 to 9:30 p.m.
- Return to the hotel for the quartet finals.
- Judge's scores are tallied and awards are given to 1st, 2nd, and 3rd place quartets.
- Pizza and beverages are available after the quartet contest followed by freelance quartetting.

Sunday's Agenda:

- Breakfast and a safe trip home

Exhibit C

Tasks

(Designed and submitted by the Atlantic Harmony Brigade)

1. Creating e-mail inquiries [Requires networking and communications skills- by e-mail and in person. Requires tenacity and forward thinking]
 - A) By promoting at District & Division conventions
 - i) Arranging for announcements from the podium by MC
 - ii) Displays at registration area w/ printed material
 - iii) Securing AHB rooms
 - B) By publishing notices in:
 - i) Midl' Antics
 - ii) Hi Notes
 - iii) The Harmonizer
 - iv) On the Harmonet
 - v) On our web site
 - C) Contacting Chapter and District leaders directly
 - i) By E-mail
 - ii) In person (at rehearsals, shows, glows or conventions)
 - a) To enlist their participation
 - b) To recommend candidates
 - c) To make chapter announcements
 - d) To post info on their web sites
 - D) Contacting quartets
 - i) By E-mail
 - ii) In person (at rehearsals, shows, glows, or conventions)
- 2) Sending out first replies to inquiries- requesting confirmation about interest
- 3) Processing confirmed inquiries [Requires data processing]
 - A) Initiating the master data base with entry onto spread sheet (Name, address etc)
 - B) Creating list of applications to be snail mailed
- 4) Designing applications (content and layout) Graphics, writing]
 - A) For returning participants
 - B) For sponsored nominees of past participants
 - C) For fist time un-sponsored prospective participants

- 5) Sending out applications by snail mail [Print capability]
 - A) Labels made from list
 - B) Applications printed
 - C) Stuffed, stamped, mailed

- 6) Receiving, reviewing and classifying returned applications (by committee)

- 7) Entering data on master spreadsheet from applications to record and track applicant's status, (e.g.: sent app, received back w/ deposit, approved (or not) by committee.

- 8) Music Committee

- 9) Music Duplication and Distribution
 - A) Clearance for printing music, duplicating CDs, arranger fees, show fees.
 - B) Mastering CD with key blown etc.
 - C) Duplication
 - D) Labeling
 - E) Sheet Music Printed, Collated
 - F) Packaged, Labeled, Mailed
 - G) Mailing Status reported back for entry

- 10) Run Throughs
 - A) Coordinating hosts, locations, and dates.
 - B) E-mailing notices to participants.

- 11) Advanced Show promotion
 - A) To the BHS community
 - i) Hi Notes
 - ii) Midl' Antics
 - iii) Area Chapters
 - a) In person
 - b) by e-mail

 - B) Area Web Sites
 - C) Area News papers
 - D) Local Talent draw
 - E) To the BHS & SAI community
 - F) To local community organizations

12) Prep for On site registration

- A) Welcome packages
 - i) Name tags / song card
 - ii) Neck band & Ribbons
 - ii) Dance Cards
 - iii) Riser Card
 - iv) Donation Letter
 - v) Questionnaire
 - vi) Schedule of activities w/ map to show

13) Sing out

- A) Sights secured with promotional value
- B) Early arrivals identified
- C) Quartets assigned and instructed (Uniformed and with tickets)

14) Housing and hospitality

- A) Room mate list
- B) Banquette liaison

15) On site event management

- A) Registration check-in, payments and welcome package distribution
- B) Schedule management
- C) Contest admin
- D) Insurance

16) Web site Mastering

- A) Graphic design
- B) Editorial content
- C) Photographs
- D) Replying to inquiries

16) The Show

- A) Ticket pre show sales management
- B) Ticket printing
- C) Venue secured
- D) Ticket sales on site
- E) Riser management
- F) Sound
- G) Lighting

16) Post event reconciliation

- A) Collections
- B) Thank yous
- C) Accounting

There are two main things that are required.

- 1) Following through on time and in sync with the others who are a part of the chain on a project
- 2) Keeping in touch and replying to messages in a timely fashion

The only other major issue is that if your part of the project is going to be late that you notify someone in time to pick up the pieces.

Exhibit D

Music Team Music Selection Process

Sounds easy, but it takes approximately one year from the beginning of the music selection process until the learning tracks and music books are available to be produced. The goal is for a balance of no more than 20-25% ballads and a majority (75% of the songs) appropriate for the contest stage. However, Brigades offer a great opportunity to include a few songs that are on, or over the edge of traditional barbershop.

Tracking down the legal arrangement may often take extra effort. It cannot be assumed that a chart is legal just because a famous quartet recorded it. In most cases the process of making a renegade arrangement legal is not expensive, just time consuming. A few useful sites, in addition to the Barbershop Harmony Society catalog and email requests to the Old Songs Library, are:

<http://www.rc-music.com/mens.asp> - multiple arrangers
<http://www.dalearrangements.com/> - Aaron Dale
<http://www.harmonize.ws/DavidWright/> - David Wright
beckihine@comcast.net - Clay Hine
<http://www.harmonize.ws/tgentry/> - Tom Gentry
<http://www.gsbmedalmusic.com/> - Jay Giallombardo
<http://www.studiodh.com/> - David Harrington
<http://www.larrywrightmusic.com/> - Larry Wright

A preview copy of each song selected is ordered and compared to the recording. There is a 99% chance there will be differences. Copyright law permits us to make minor modifications, though it is good practice to ask the arranger's blessing (*David Wright does not allow modifications to his arrangements*). If necessary and permitted, publication-quality music that matches the desired recording is created.

There is a search for existing learning tracks or contract must be made to have custom tracks recorded. If existing learning tracks are available, they must be carefully checked against the chart for differences. Rarely will differences be so minor that it's advisable to modify the music to match. More often, new recordings are the better solution. Here are some sources used for learning tracks:

<http://www.timtracks.com/> - Tim Waurick
<http://www.sunshinetracks.com/> - Simon Rylander
<http://www.vocalcuts.com/> - Ryan Griffith
<http://shawngthomas.com/> - Shawn Thomas
<http://www.learning-tapes.com/> - Sean Milligan (mostly for existing tracks)
<http://www.qsvp.com/> - Chris Arnold (only existing tracks)

Compare custom tracks with the music for any final adjustments.

The music that each Brigade orders from the Barbershop Harmony Society or other sources as previously listed, will become the archive copy for legal purposes. The modified copy will be used for music book publication.

Learning Track CD duplication is available from Jon Vickers (sing4parts@triad.rr.com), and sheet music books may be produced by Larry Triplett (larrycfc@apcoweb.com).

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