



HEAT WAVE
Drum & Bugle Corps

Drum Corps Staff Handbook

updated 12/01/2018

Heat Wave Drum & Bugle Corps
Corps Staff Handbook

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Article I. Mission

Heat Wave of Florida is committed to bringing education to any and all youth with a passion for music and the marching arts. We aim for the betterment of self-confidence, integrity, and continued cultivation of the ability to understand community. These standards are taught in an activity that intertwines physical mastery and artistic potential.

This mission is our purpose for existing. We structure our teaching philosophy, branding, and experience around our mission; we are, indeed, purpose driven in all we do. No decision is made administratively, instructionally, or programmatically without this purpose in mind.

Article II. Who We Are

Heat Wave of Florida, Inc. is a nonprofit 501(c)(3) organization based in West Central Florida providing educations to youth with the desire to grow. Heat Wave of Florida strives to provide a wholesome, family-oriented atmosphere for the members and their family. Heat Wave of Florida will perform for several venues and will eventually be participating in nationally sanction competitions.

Article III. What We Do

Heat Wave of Florida Drum & Bugle Corps is a music and marching educational organization based in Inverness, Florida. Membership is open to anyone 14 yrs. – 21yrs of age. Our goal is to provide a wholesome family organization, which will help the youth of Florida develop the life skills which will prepare them for adulthood while having fun learning music and the marching arts including color guard skills.

Article IV. Values

Our members come to us as leaders in their high schools and colleges. Their parents have already done a great job, and it's likely that they're going to be tomorrow's leaders. To that end, we believe it our primary responsibility to teach these students to live their lives within values-centered framework.



Our values are:

- **Commitment:** By committing fully to one another, the group becomes more important than the individual, and we can accomplish more than what is possible individually.
- **Accountability:** We value personal accountability over criticism of others.
- **Persistence:** Through persistence in the face of adversity, we can achieve the highest level of excellence.
- **Honor:** We recognize the contributions of our current and past members and staff, will engage in behaviors that honor the organization.

Heat Wave is a metaphor for values-centered life. A drum corps isn't successful unless the members and staff embrace a common set of values to achieve a common purpose that is greater than the sum of its individuals. Within this context, our primary job is not to create the best drummers, horn players, and marchers; our job is to help create great people.

Article V. The Drum Corps

Because we have selected the drum corps activity as our vehicle for teaching these values, we accept that there are rules to be credible and successful on the field. In short, the drum corps activity is competitive, and we expect to be taken seriously.

Competitive success is not incongruous with a mission-centered experience. It is and should be, the byproduct of good teaching, preparation, and design. It can't be the end, in and of itself, because we can't control the competition. We can't make the groups above us worse, and we can't control the opinions of the adjudicators. What we can do is be better every day----- better teachers, better performers, better designers, better mentors, better leaders.

Overall Goal: Member Retention and Experience

The drum corps production is an 8:30-11---minute performance on a football field. The "stage" has big white lines and numbers on it; not an intensely artistic medium. This is why the purpose-driven experience is important. If we can't transcend the 8:30-11---minute show, if that show is the end-all of what we do, our best and brightest staff would tire of it soon, and our members' experience would seem hollow. For us, the drum corps activity is an adjunct experience that helps round out our lives. It gives us the opportunity to work some of the most amazing young performers in the state of Florida and beyond, and provide them a life-changing experience they will never forget.

The most powerful way to measure our success is through member retention. Our objective is to retain 50 to 60 percent of our eligible members from one year to the next. We believe that creating a compelling and meaningful experience at Heat Wave will result in that objective.



Article VI. Board of Directors

Name	Position	Contact Info
Jon Otero	Executive Director/ CEO	jonathan.o@heatwavedrumcorps.org
		352-201-5172
Ed Wackerele	President	ed.w@heatwavedrumcorp.org
		585-330-1450
Brian York	Vice President	brian.b@heatwavedrumcorp.org
		850-776-2975
Krystal Corwin	Treasurer	krystal.c@heatwavedrumcorp.org
		727-244-5601
Kim Montalto	Secretary	ed.w@heatwavedrumcorp.org
		954-579-4652
Madelyn Corcoran	Board Member	mugshi@gmail.com
		813-451-9298
Taylor Fox	Board Member	foxta8@gmail.com
		140-740-9099
Matthew Haughey	Board Member	Mthoy@hotmail.com
		317-412-3562
Vic Kulinski	Board Member	victor.kulinski@yahoo.com
		407-520-9051
Tom Peashey	Board Member	Tompeashey@gmail.com
		585-957-5722



Article VII. Job Descriptions - Drum Corps Staff

Program Coordinator

- Manage the design team
- Set rehearsal goals and objectives
- Develop long-range "game plan" for the season
- Direct the work of the designers
- Collaborate with design team to create the program
- Participate in decision-making about the show concept and artistic vision

Designers

- Create the musical and visual program for the corps
- Participate in the development and definition of the show concept and artistic vision
- Create program in conjunction with others on the Design Team
- Submit program to Caption Heads and revise based on feedback
- Provide rewrites of the program as directed

Caption Heads

- Coordinate recruiting, and manage the audition process for their section
- Hire and supervise instructional staff
- Define rehearsal objectives and plan rehearsals
- Manage instruments and/or equipment
- Monitor and enhance member experience

Instructors

- Responsible for the day to day instruction of the members
- Teach members based on defined technique program
- Participate in and provide input during the audition process
- Communicate schedule conflicts with Caption Heads
- Participate in cross caption rehearsal planning meetings
- Listen to judges' tapes and participate in judges' critique, where applicable

A violation of these policies will be determined in the sole and absolute discretion of Heat Wave. In such event, you will be notified and disciplined as deemed appropriate in the sole and absolute discretion of Heat Wave, up to and including the immediate suspension or termination of any contract, employment or volunteer relationship, separation from Heat Wave and the reporting of the incident to law enforcement officials if



Article VIII. Code of Conduct

The Code of Conduct of Heat Wave Drum & Bugle Corps, a copy of which is attached, is primarily for the use and direction of our Members. However, it should be considered a part of this Manual, and its values and principles should also be used to guide your interactions and behaviors.

Section 8.01 PERSONAL DEPARTMENT

Remembering our responsibilities to the youth we serve, it is essential that our staff set a positive and respectful example at all times. We must remember that the unique nature of our organizations and the activity in which we participate – living with our students all day and every day throughout the summer under extreme conditions – give us a powerful influence in the lives of our Members. These circumstances place a special and extraordinary responsibility upon us. In recognition of this responsibility, the following rules and policies have been designed to govern our staff and volunteers.

Section 8.02 GENERAL RESPONSIBILITIES

All staff members are expected to monitor and uphold the rules, policies and philosophies of Heat Wave and be role models for our Members at all times. Therefore, our responsibilities are governed by the highest standards of conduct and professionalism on and off the field. You are expected to teach and set a positive example at all times, not only when actively teaching, but before and after rehearsals, during the set-up, clean-up and inspection of facilities, and during breaks and days off.

All staff members are expected to support the actions of the Board of Directors, the Executive Director, the Executive Director, Tour Manager, fellow staff members, volunteers, office personal and tour staff. Any concerns or grievances must be communicated to your caption heads, the Executive Director or other administrative personnel (depending upon which level you deem most appropriate) and resolved.

Section 8.03 SPECIFIC POLICIES AND RESPONSIBILITIES

Special care must be taken in the operations and governance of youth organizations. The teaching of young people requires us to be consistent in our treatment and discipline of them, and requires us to be vigilant in maintaining a positive and trusting environment. While it is impossible to foresee all possible situations, there are some behaviors that are universally unacceptable.

Section 8.04 NON-DISCRIMINATION AND EQUAL EMPLOYMENT OPPORTUNITY

Heat Wave provide equal employment opportunities to all employees and applicants without regard to race, color, religion, sex, national origin, age, gender identity, sexual orientation, disability, or veteran status, in accordance with applicable federal, state and local laws. This policy applies with respect to all terms and conditions of employment, including hiring, compensation, benefits, layoffs, and termination.



Heat Wave seek to create an atmosphere free of discrimination and harassment in any and all forms. To this end, Heat Wave expressly prohibit any form of unlawful employee harassment based on race, color, religion, sex, national origin, age, gender identity, sexual orientation, disability, or veteran status. All employees are responsible for assuring that this workplace is free from harassment or discrimination of any kind. Improper interference with the ability of Heat Wave's employees to perform their expected job duties in a healthy and safe environment will not be tolerated.

Section 8.05 CRIMINAL VIOLATIONS

The arrest of any staff member for any criminal offense – whether while with Heat Wave or not – is to be reported immediately to the Executive Director. An arrest is grounds for immediate termination of your relationship with Heat Wave in the sole and absolute discretion of the Executive Director.

Section 8.06 TOBACCO, ALCOHOL, AND DRUGS

Smoking and other tobacco use is detrimental to the health of the user and those around them, and sets a dismal example of positive and healthy decision making and behavior. Despite this, it is a legal activity. Heat Wave therefore enforce the following policies regarding the use of tobacco.

- a) Tobacco use is prohibited on school grounds and housing sites at all times. There is to be no tobacco use in or around Corps' vehicles, rehearsal fields and camp locations.
- b) The possession, use, consumption, distribution and/or display of alcohol is absolutely prohibited in and around Corps' vehicles, rehearsal fields, school grounds, housing sites and camp locations. Being under the influence to any degree in the vicinity of the Corps or its Members at any time is expressly prohibited.
- c) The possession, use, consumption, or distribution of any controlled substances, including but not limited to marijuana, cocaine, amphetamines, tranquilizers, crack, barbiturates or "diet pills," is strictly prohibited.
- d) The misuse of otherwise legally prescribed medications, or the distribution of them without a prescription, is strictly prohibited.

These policies on tobacco, alcohol, and controlled substances are in place from your arrival at each Heat Wave event through your departure from each Heat Wave event. They are also in place continuously from the first day of Spring Training through the completion of the season with Heat Wave at Championships.



Section 8.07 CONTRABAND

The possession of contraband by staff members and Corps Members is prohibited. As used here, “contraband” includes any item or material that poses a risk of harm to any individual – whether or not associated with Heat Wave. “Contraband” includes but is not limited to weapons, flammable or explosive substances, firearms or ammunition, fireworks, controlled substances, and toxic substances. Contraband will be immediately seized, and appropriate disciplinary action will be taken in the sole discretion of the Executive Director.

Section 8.08 ATTIRE

With an understanding of the role we play in the lives of our members, it is important we dress in a professional manner. During the heat of the summer it is understood this may mean a clean pair of shorts and a T-shirt (most of the time). However, when we are associated with the Corps in public, it is imperative our staff be viewed in the same image we want for our performing ensemble. We are professionals, and our dress is expected to reflect that status, as well as our pride in our Members. Clean, weather appropriate clothing is expected.

Section 8.09 POLICY STATEMENT ON HARASSMENT

Heat Wave Drum and Bugle Corps is committed to creating and maintaining a positive and healthy atmosphere for its members, staff and volunteers. Essential to this is an environment that is free from any form or threat of harassment. Harassment is a form of discrimination and includes any conduct that adversely affects a positive learning environment, including but not limited to actions or comments that are sexual in nature, violent or threatening violence, hazing, or demeaning, that the perpetrator knew, or reasonably should have known, would be unwelcome. Harassment leads to adverse impacts to the person(s) experiencing harassment as well as those around them, and negatively impacts the camaraderie we value.

Harassment can take many forms, but generally involves conduct, comments, or display that is insulting, intimidating, humiliating, hurtful, demeaning, belittling, malicious, degrading or otherwise causes offense, injury or potential injury, discomfort, personal humiliation or embarrassment to a person or group of persons.

Heat Wave expressly prohibit harassment of any kind under any and all circumstances.



Section 8.10 SEXUAL HARASSMENT

Heat Wave have adopted the definitions and policies of the Equal Employment Opportunity Commission as to sexual harassment. Sexual harassment includes unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when:

- Submission to such is made either directly or indirectly a term or condition of employment or participation;
- Submission to or rejection of such conduct is used as the basis for employment or participation decisions which affects an employee, volunteer or member;
- Such conduct has the purpose or the effect of unreasonably interfering with an employee's, volunteer's or Member's routine performance, or that creates an intimidating, hostile or offensive working or learning environment.

The following are some examples of conduct that may be considered sexual harassment and, therefore, are prohibited by this policy:

- Repeated unwelcome and offensive sexual flirtations, advances or propositions;
- Verbal or written abuse of sexual nature;
- Graphic verbal or written commentaries about a person's body or behaviors;
- Display of sexually suggestive objects or pictures;
- Continued or repeated suggestive sexual comments or remarks;
- Insults, humor or jokes about a person's sex, gender, sexual orientation or traits relating to sex;
- Continued or repeated touching, pinching or brushing a person's body.

Sexual harassment does not refer to occasional, socially acceptable compliments. It refers to behavior that is unwelcome, personally offensive or sufficiently severe or repeated so that it alters the conditions of employment or learning, or creates an abusive or unproductive environment.

Note: When members are not present, not all sexual conduct is considered to create a hostile work environment. For a hostile work environment between instructors to exist, the conduct must be unwelcome and clear notice must be given that the conduct is unwelcome.

Section 8.11 SEXUAL ABUSE POLICY

Heat Wave prohibits and does not tolerate sexual abuse in the workplace or in any organization related activity. Heat Wave provides procedures for employees, volunteers, family members, board members, victims of sexual abuse, or others to report sexual abuse and disciplinary penalties for those who commit such acts. No employee, volunteer, member or third party, no matter his or her title or position has the authority to commit or allow sexual abuse.

Heat Wave has a Zero-Tolerance policy for any sexual abuse committed by any staff member, member, volunteer, board member or third party. Upon completion of the investigation, disciplinary action up to and including termination of employment and criminal prosecution may ensue.



Sexual abuse is inappropriate sexual contact of criminal nature or interaction for gratification of the adult who is a caregiver and responsible for the patient or child's care. Sexual abuse includes sexual molestation, sexual assault, sexual exploitation, or sexual injury, but does not include sexual harassment. Any incidents of sexual abuse reasonably believed to have occurred will be reportable to appropriate law enforcement agencies and regulatory agencies.

Physical and behavioral evidence or signs that someone is being sexually abused are listed below.
Physical evidence of abuse:

- Difficulty in walking
- Torn, stained or bloody underwear
- Pain or itching in genital area
- Bruises or bleeding of the external genitalia

Sexually transmitted diseases Behavior signs of sexual abuse:

- Reluctance to be left alone with a particular person
- Wearing lots of clothing especially in bed
- Fear of touch
- Nightmares or fear of night
- Apprehension when sex is brought up Reporting Procedure

If you are aware of or suspect sexual abuse taking place, you must immediately report it to an Administrator, Executive Director or a Board Member. If the suspected abuse is to an adult, you should report the abuse to the Florida Adult Protective Services at 1-800-962-2873 or Online at: ReportAbuse.dcf.state.fl.us. If it is a child who is the victim then you should report the suspected abuse to 1-800-96-ABUSE or Online at: <https://reportabuse.dcf.state.fl.us/> to the State of Florida Abuse Hotline. If you do not know your state child abuse agency you can call the Child Help's National Child Abuse Hotline, 1-800-422-4453. Appropriate family members should be notified of alleged instances of sexual abuse.

Section 8.12 HAZING

Hazing includes, but is not limited to:

- Any direct or indirect action or inaction that causes or poses a risk of harm to the mental or physical health or safety of one or more people;
- Subjecting or encouraging any person to commit an act or omission for the purpose of causing shame, abuse, insult, humiliation, intimidation or disgrace; or
- Any physical assault or battery, or threat thereof.
- Hazing is expressly prohibited by Heat Wave under any and all circumstances and between and among our members, staff and volunteers



Section 8.13 BULLYING

Bullying will not be tolerated. In this context, “bullying” includes actions, whether threatened or real, towards or against any individual or group, whether by actions, words, gestures, symbols, or verbal or physical intimidation of any kind. It is designed to intimidate, embarrass, coerce, or shame an individual or group. Bullying is utterly inconsistent with who we are and what we strive to be.

Section 8.14 STAFF AND MEMBER RELATIONS

It is the policy of Heat Wave to prohibit any inappropriate interaction between staff or volunteers and members at all times and under all circumstances, as well as the appearance of inappropriate interactions.

One-on-one contact between adults, staff, and volunteers of Heat Wave and the members of the Corps is expressly prohibited. In situations requiring an individual or personal conference, such as a meeting to discuss disciplinary or medical issues, the meeting is to be conducted with the prior knowledge of and in clear view of other adult staff or volunteers.

The prohibition on one-on-one contact between adults, staff, and volunteers and the marching members applies as well to written, digital, and electronic communications. No one-on-one private online communications or engagement in one-on-one digital activities (games, social media, etc.) with youth members will be permitted.

Should direct written, digital and electronic communications occasionally become absolutely necessary and required, and no other readily acceptable method can be used, a parent and another staff member or volunteer shall be included on such necessary written, digital and electronic communications. This safeguard ensures that no private, one-on-one contact takes place in text, social media, or other forms of written, digital and electronic communications.

Romantic and sexual relationships between staff and marching members, or between volunteers and marching members, regardless of their respective ages, are also expressly prohibited.

Further, staff, volunteers, and members should be aware of unintentionally or inadvertently invading the privacy of other individuals with video, picture and audio recording devices. The use of any device capable of recording or transmitting visual images in or near showers, locker rooms, restrooms, or other areas where privacy is expected is not allowed.

All persons involved in Heat Wave must immediately report to local authorities any good-faith suspicion or belief that any member is or has been physically or sexually abused, physically or emotionally neglected, exposed to any form of violence or threat, exposed to any form of sexual exploitation including the possession, manufacture, or distribution of child pornography, online solicitation, enticement, or showing of obscene material. This duty cannot be delegated or passed along to any other person.



Immediate reporting of any such good-faith suspicion or belief, or of any other violation of any policy of Heat Wave shall also be immediately reported to the Executive Director, Assistant Director, Operations Director, Tour Director or member of the Board of Directors of Heat Wave. This duty cannot be delegated or passed along to any other person. Immediate and appropriate action shall be taken for the safety of our members, staff and volunteers, as well as for appropriate notifications and follow-up with appropriate investigating agencies. Any and all actions taken will be in the sole and absolute discretion of Heat Wave.

Any violation of this policy will be grounds for immediate and summary disciplinary action by Heat Wave in its sole and absolute discretion. Such action may include immediate and summary dismissal from Heat Wave.

Section 8.15 DUTY TO REPORT VIOLATIONS

It is the affirmative obligation of all management, staff, volunteers and members to immediately report in good faith any violation of the law or of the policies of Heat Wave to either the Executive Director, Administrator or any member of the Board of Directors. Should circumstances prevent such immediate reporting, any violation shall be reported as soon as possible.

Upon receiving any such report, appropriate action shall be taken to protect the health, welfare and rights of the reporting parties, supervisors, witnesses, and any other individuals involved. The nature of the complaint, the identity of the reporting party, and any other individuals involved shall be kept confidential until the matter is reviewed by the Executive Director or the Board Chairman. Confidentiality shall apply and remain to the maximum degree possible.

Heat Wave shall take any and all measures they feel appropriate to investigate any violation of law or the policies of Heat Wave, including interviews with the individuals involved and witnesses to any conduct, and review of written and electronic communications. Should a complaint be substantiated, disciplinary action in the sole and absolute discretion of the Executive Director or the Board of Directors shall be taken, up to and including termination of the individual's relationship with Heat Wave and reporting the incident to appropriate civil or law enforcement officials.

Similarly, false reporting will also not be tolerated. Should it be determined after appropriate investigation that an allegation was brought based upon revenge, anger, dislike or any other improper motive, the individual or individuals making the false report are subject to immediate disciplinary action as set forth above, in the absolute and sole discretion of the Executive Director or the Board of Directors.

Section 8.16 NO RETALIATION – WHISTLEBLOWER POLICY

Retaliation against any Director, administrator, employee, student, parent, volunteer, agent, contractor or supporter of Heat Wave who raises concerns regarding potential violation of the law or of Heat Wave's standards of conduct is prohibited. Retaliation against any individual for the good-faith reporting of real or potential compliance and policy violations is cause for immediate and appropriate actions, up to and including summary dismissal from Heat Wave in its sole discretion.



No Director, administrator, employee, contractor, subcontractor, or agent of Heat Wave shall discharge, demote, suspend, threaten, harass, or in any other manner knowingly and intentionally discriminate against any individual in the terms and conditions of their relationship with Heat Wave because of any act done by the individual:

- To provide information, cause information to be provided, or otherwise assist in an investigation regarding any conduct which the reporter reasonably believes constitutes a violation of state or federal law applicable to Heat Wave or Heat Wave policies and procedures, when the information or assistance is provided to, or the investigation is conducted by:
 - any state or federal regulatory or law enforcement agency;
 - any lawfully constituted investigative body; or
 - a person with supervisory authority over the individual or such other person working for Heat Wave who has the authority to investigate, discover, or discipline misconduct; or
- To file, cause to be filed, testify, participate in, or otherwise assist in a proceeding filed or about to be filed relating to an alleged violation of state or federal law applicable to Heat Wave.

Reports of real or potential violations of law or violations of the policies and procedures of Heat Wave shall be reported to the Executive Director or the Chair of the Board of Directors, who shall take immediate action as deemed necessary and appropriate in their sole discretion to protect the health and welfare of the members and all individuals associated with Heat Wave, up to and including dismissal and reporting of the incident to appropriate law enforcement authorities.

Section 8.17 BACKGROUND CHECKS

Before you become formally associated with Heat Wave, you will be subject to a criminal record and a background check. This is a mandatory requirement of Heat Wave. Your relationship with Heat Wave will be determined after the criminal record and the background check is completed, reviewed and your association with Heat Wave approved. You have the right to a copy of the criminal record and background check, the right to submit any additional information for consideration, such as a teacher certification, and the right to contest the results of the criminal record and background check.

Upon request, a prospective employee or independent contractor shall complete the attached form entitled "Authorization to Release Information and Records." The release should be submitted to the designated representative of Heat Wave for retention in the prospective employee's personnel file.

The prospective employee or volunteer will be notified by the designated representative of Heat Wave of the results of the background investigation by phone, e-mail, or letter, and a document verifying notification will be placed in the prospective employee's personnel file. The Release and the results of any background check will be kept strictly confidential by the Corps



Section 8.18 Professional Behavior

For the purposes of this policy, the term “staff member” includes all instructors, consultants, and volunteers. Staff members agree to:

- Act in a way that represents the best interests of Heat Wave and its members.
- Act in accordance with our contractual responsibility to our corporate partners.
- Establish and maintain a positive learning environment
- Be sensitive to the local community and to our housing agreements at all times, including rehearsals, warm-ups, and performances. Noise concerns are the primary reason it’s difficult to find rehearsal and camp facilities
 - Amplified metronomes are the #1 complaint of communities that host a corps. Don’t use them too early, too late, too long, or too loudly.
 - Whenever possible, point directional instruments away from homes and businesses.
 - Keep percussion sections as far from homes and businesses as possible.
 - Respect the private property of our host communities.
 - Most neighborhoods don’t follow the time schedule of a drum corps. Reduce the late night and early morning sound levels.
- Behave in a professional manner. Unprofessional behavior includes:
 - Sexual conduct with a member (Refer to Section 7.10,7.13 for details)
 - Insulting or offensive language
 - Participating in or encouraging hazing or other demeaning behavior (Refer to Section 7.11, 7.12 for details)
 - Disorderly or violent behavior
 - Inability to perform assigned tasks due to alcohol or drug use
 - Substance abuse
 - Violation of housing policies regarding alcohol and tobacco use

Section 8.19 Rehearsal Attendance

Rehearsal schedules are set collaboratively by the Staff Coordinator, and Caption Heads, working within the parameters established by the Executive Director. Caption Heads are responsible for assuring that adequate numbers of staff are in attendance at each sectional, rehearsal and performance.

If you’re scheduled for a rehearsal and you’ll be late or you can’t attend, you must, as early as possible, contact your Caption Head, (or Assistant Director if we’re traveling). We can work around nearly any situation if we know about it in advance.



Section 8.20 Staff Conflicts

Passionate instructors will have disagreements. These disagreements should never be apparent to the members. Instructors are expected to resolve conflict through discussion and compromise, or by bringing the topic of disagreement to the appropriate Caption Head, Assistant Director, or Executive Director. Staff should never involve members in any staff conflict.

Section 8.21 Curfew Policy

All staff members and volunteers are subject to a 12:30 a.m. curfew at all times. In extenuating circumstances, a staff member/ volunteer may get an extension from our Staff Coordinator for a waiver to this policy. Staff members/ Volunteers are required to be on rehearsal property no later than 12:30 a.m. Any staff member that is not on property by the designated time will be locked out of the campus. If an emergency prevents a staff member/ volunteer from adhering to curfew, he/she should immediately call our Staff Coordinator. All curfew extensions must receive prior approval from the Staff Coordinator.

Staff members/ volunteers found in violation of this policy are subject to the disciplinary sanctions outlined in this handbook.

Article IX. Social Media Policy

Introduction

Social media are powerful communications tools that have a significant impact on organizational and professional reputations. Because they blur the lines between personal voice and institutional voice, Heat Wave has crafted the following policy to help clarify how best to enhance and protect personal and professional reputations when participating in social media.

Social media are defined as media designed to be disseminated through social interaction, created using highly accessible and scalable publishing techniques. Examples include but are not limited to LinkedIn, Twitter, Facebook, YouTube, Instagram, and Snap Chat.

Both in professional and institutional roles, staff need to follow the same behavioral standards online as they would in real life. The same laws, professional expectations, and guidelines for interacting with students, parents, and other Heat Wave constituents apply online as in the real world. Staff is liable for anything they post on social media sites.

Section 9.01 Policies for all Social Media Sites, Including Personal Sites

- **Protect confidential and proprietary information:** Do not post confidential or proprietary information about Heat Wave, students, staff, or alumni. Staff must still follow the applicable federal requirements such as FERPA and HIPAA. Staff who share confidential information do so at the risk of disciplinary action or termination.



- **Age Inappropriate Content:** Due to participation by students under the age of 18 on personal social networking sites, any sexual or otherwise age-inappropriate content is grounds for termination. Staff is responsible to monitor sites under their control for inappropriate content posted by others.
- **Respect copyright and fair use:** When posting, be mindful of the copyright and intellectual property rights of others and of Heat Wave.
- **Don't use Heat Wave logos for endorsements:** Do not use any of Heat Wave logo/ logos or name on personal social media sites or to promote a product, cause, or political party or candidate.
- **Terms of service:** Obey the Terms of Service of any social media platform employed.

Section 9.02 Best Practices

This section applies to those posting on behalf of Heat Wave, though the guidelines may be helpful for anyone posting on social media in any capacity.

- **Think twice before posting:** There is no privacy in the world of social media. Consider how posts may reflect both on the poster and Heat Wave. If you are unsure about posting a comment or response, ask the Executive Director for direction.
- **Strive for accuracy:** Review content for factual, grammatical and spelling errors.
- **Remember your audience:** A presence in the social media world is or easily can be made available to the public at large. This includes prospective students, current students, parents, etc. Consider this before publishing to ensure the post will not alienate, harm, or provoke any of these groups.
- **On personal sites, identify your views as your own.** If you identify yourself as a Heat Wave staff member online, it should be clear that the views expressed are not necessarily those of Heat Wave.
- **Photography:** Photographs posted on social media sites easily can be appropriated by visitors. Consider posting images at 72 dpi and approximately 800x600 resolution. Images at that size are sufficient for viewing on the Web, but not suitable for printing.



Section 9.03 Institutional Social Media

If you post on behalf of Heat Wave, the following policies must be adhered to in addition to all policies and best practices listed above.

- **Notify the Executive Director:** Captions that have a social media page or would like to start one should contact the Executive Director coordination with all other Heat Wave media. All institutional pages must have an authorized Heat Wave staff identified as being responsible for content.
- **Acknowledge who you are:** If you are representing Heat Wave when posting on a social media platform, acknowledge this.
- **Link back to the Organization:** Whenever possible, posts should be brief, redirecting a visitor to content that resides within the Heat Wave Web environment.
- **Protect the institutional voice:** Posts on social media sites should protect Heat Wave by remaining professional in tone and in good taste.

Article X. ADMINISTRATIVE POLICIES

Section 10.01 YOUR RELATIONSHIP WITH THE HEAT WAVE IS “AT WILL”

Nothing in this Manual, and nothing in any written or oral policy or statement, shall be deemed to create procedural or property rights in, or expectations of continued employment with, Heat Wave. Employment at all staff and administrative levels of Heat Wave is "at will," meaning such employment may be terminated by Heat Wave or the employee at any time, with or without notice, and for any or no reason.

Section 10.02 STAFF PAYMENTS

The Executive Director must approve all expenses in advance. When small items are purchased, for example tape, photocopies, etc., it is best to pay for them yourself and list them on an expense sheet

Section 10.03 MISCELLANIOUS EXPENSES

The Executive Director must approve all expenses in advance. When small items are purchased, for example tape, photocopies, etc., it is best to pay for them yourself and list them on an expense sheet with the receipts attached. No expenses will be reimbursed without receipts. Expense sheets must be submitted to the Business Manager by the 25th day of each month so that your expenses can be reimbursed.



Article XI. DRUM CORPS INTERNATIONAL POLICIES

Section 11.01 DCI Staff Badges for Contest Entry

Badges must be worn to get into corps shows. Heat Wave is allotted a certain number of badges to be distributed to staff and volunteers. The badges are the property of Heat Wave and must be returned to the Tour Manager, department head or caption head before leaving the corps. To be eligible for a DCI staff badge you must be a current member of the instructional team or a “scheduled” volunteer for the current season.

There are a limited number of badges available. Personnel other than instructional staff or scheduled volunteers, including friends, family and significant others must be prepared to purchase full-priced tickets through DCI. Staff badges are not valid for contest entry during the week of the DCI Championships. Instead, a limited number of wristbands in conjunction with badges will be available to current members of the instructional team and scheduled volunteers for the Championship week. Badges and/or wristbands do not necessarily entitle holder to a seat inside the stadium.

Section 11.02 Recording

Due to music licensing and copyright laws, along with agreements with Drum Corps International, Heat Wave Board of Director’s have issued the following statement regarding taping or recording Heat Wave Drum and Bugle Corps: “NO staff member, volunteer or marching member of Heat Wave may make or give permission for any type of recording to be made or broadcast”.

Section 11.03 Photography

No person is allowed to post, sell or distribute still, digital or video photographs of Heat Wave in uniform or behind the scenes to any public internet site, publication or individual without the express written permission of Heat Wave.

Section 11.04 Public Relations

The Executive Director is the only person to authorize public relations activity. This includes any media; i.e. newspaper, internet, television, radio, etc. Staff and volunteers are not authorized to represent the organization without the consent of the Executive Director. Requests of this type, and any questions or concerns about this policy are to be directed to him.



Article XII. DCI Code of Conduct

Drum Corps International is the world leader in producing and sanctioning competitive stadium events for the world's most elite and exclusive marching music ensembles. As "Marching Music's Major League", we share a responsibility to serve as ambassadors for our activity and to uphold the standards of excellence which are expected of us by all of those with whom we interact. Adherence to the DCI Community Code of Conduct and Ethics Guidelines along with the supplemental Codes of Conduct listed below will help to create a fair & equal performance stage upon which all DCI Participating Organizations can continue to grow & excel.

DCI and its Tour Event Partners have made arrangements on the Participating Organization's behalf to utilize facilities in connection with their preparation and participation at events. As a condition of participation, the DCI Participating Organization's staff, volunteers and performers are "ambassadors of DCI" when participating in DCI Tour Events and therefore agree to the following event related codes of conduct:

Section 12.01 Housing Site:

- Abide by local/state/federal rules and regulations including the prohibition of alcohol, tobacco and drug use on the grounds of any facility contracted by DCI or the DCI Tour Event Partner. This includes the discarding of empty containers, ashtrays, etc., on facility property which could be construed as having violated the law.
- Abide by the wishes of the facility administration including respecting those areas which are marked "off limits", either expressed or by basic common sense. Cooperate with facility officials with regards to scheduling around previously scheduled events in the facility.
- Use sensitivity and common sense in dress codes while at schools, especially if summer sessions are occurring. Shirts and shoes that would be deemed appropriate in a school setting should be worn and clothing changes should occur in an appropriate place.
- Be sensitive to public audiences, including utilizing language that is appropriate for professional and student populations.
- Leave the facility better than found. The handling and disposing of waste products, especially garbage and sewage from food preparation, should be in accordance with health codes and facility administration standards.



Section 12.02 Event Site

- Housing Site and Field Care Codes of Conduct as expressed above.
- Parking lot sensitivity, including trash clean-up, members dressing out of direct view of public, and health code regulations if utilizing food service.
- Instructional and support staff are to wear their DCI security credentials/badges, displayed around the neck where name of Participating Organization can be easily seen, at all times while in attendance at any DCI event. Please allow extra time when approaching a gate in order that the event staff can check your badge. Staff should never assume that volunteer or employed stadium event teams know your staff's affiliation and/or that any staff should be in back-stage areas. (Policy 418.4)
- Staff and support are to assist Tour Event Partners in the protection of the gate by asking family and friends not directly working with the corps to utilize public ticketed entrance gates. At no time should a non-credentialed person expect to enter or exit to back staging or sensitive areas of the venue, which varies in each stadium. Please check with the DCI Contest Coordinator for specifics. (Policy 418.4)
- Staff and support should be aware of the paying audiences' enjoyment of the Participating Organization's performance. Those using DCI security badges for entrance are asked to sit outside of the reserved seating area, and if choosing to sit in a staff viewing area during their Participating Organization's performance should seats be available, to be sensitive to voice levels and movement once the Participating Organization's performance begins. (Policy 418.4).
- Staff/member demeanor and language should be professional and non-aggressive in critique and audience situations, and when interacting with event staff.
- After a Participating Organization performs, member-seating is to be in non-reserved and/or non-sold sections of the venue. Seating in aisles or "squeezing in" to reserved areas not only is an infraction to fire codes, but also diminishes the paying audience's experience. (Policy 418.4)
- Dress should be clean and in keeping with the image of the activity.

Section 12.03 Field Care:

- Fields at rehearsal facility should be agreed upon with contact and/or facility administrator before utilizing. Participating Organizations are prohibited to use any field without permission.
- All facilities officials, especially turf managers, are SUPER-SENSITIVE regarding use of their artificial or natural turf field. SPECIAL CARE must be taken at ALL times.
- Be aware that DCI is leasing housing and event venues. Despite detailed explanation of DCI's use of the field prior to the stay or event, at any point, the manager of the facility may decide to prohibit equipment, carts, props, etc.



from going onto the field.

- Please consult the DCI Contest Director in advance of the season or use for any construction concerns regarding scenery (props) utilized on the field.
- Non-permanent paint or other substance that will not kill or burn the grass should be used when marking the field. NO logos or anything other than yard lines shall be painted. (Policy 418)
- Reminder that substances such as liquids (including water), any powder like substance, or anything that would leave debris behind are forbidden. (also reference 4.7.2 in the DCI Rules Manual)
- Care should be taken when moving front ensemble equipment and props on and off the field so as not to cause damage to the field. A minimum of 8" wheels should be utilized on any carts or props pulled onto the field. (Policy 418) Extremely special care should be taken with any type of equipment on the "playing" surface.
- Motorized vehicles must be in top condition and **MUST HAVE A DIAPER IF GAS POWERED**. Some facilities may not permit a vehicle that you have used all season based on the type of tires utilized.
- Tarps or covers and props or scenery of any kind that will hinder the oxygen flow to the grass surface or create high levels of heat that can "burn" the surface are not allowed. (Rule 4.7.4 and Policy 418)
- If utilizing scenery (props) that does not require wheels and can be carried, all parts touching the field surface **MUST** be rounded. Look for anything that could potentially snag or dig into the ground and eliminate it.
- If a field damage should occur, it is the Participating Organization's responsibility to make arrangements for reconciliation prior to leaving the facility.
- DCI strongly recommends that Participating Organization's follow all safety requirements and regulations for all props and equipment, and plan/train/utilize all props and equipment with the utmost of forethought for performer (and others) safety while loading, assembling and performing. The DCI Contest Coordinator has the authority to prohibit the use of any prop or equipment that (s)he believes presents an unreasonable or unacceptable risk of injury or harm to performers, others, and/or property.



Article XIII. OTHER POLICIES RELATED TO STAFF

The following policies (and others) can be found at www.heatwavedrumcorps.com/policies.

Article XIV. Rehearsals: General Guidelines

Section 14.01 Objective and Priorities

Rehearsal objectives and priorities are determined in advance by Caption Heads and Program Coordinator. During the winter and spring, these are typically determined by conference call prior to a camp. During the competitive season lead, staff will meet each night to discuss the next day's rehearsal. It's critical that caption heads communicate rehearsal objectives to their staff in advance of rehearsal.

Section 14.02 Time Management

Rehearsals are expected to begin and end on time. Transition time (from one activity to another) always comes from the preceding block. **So, if a full corps rehearsal follows a sectional, the sectional must end in time for the members to move to the new location and be ready for the new rehearsal.** This includes time for discussion or announcements.

Rehearsals before meal breaks should not run late with the **expectation that the after-meal rehearsal can begin late.**

Section 14.03 Processes

In a full corps rehearsal, ensemble priorities take precedence over section priorities. There will always be a predetermined focus. While some visual comments are expected during a music rehearsal, and vice versa, all instructors, especially on the field, should be aware of and support the focus of the rehearsal.

For the first 10 minutes or so of a full corps rehearsal, on-field instructors may be asked to remain off the field while the tone of the rehearsal is being set.

The initial comments in a full corps rehearsal always come from the primary voice upstairs ("the box" or "the tower"), followed by other upstairs comments. On-field instruction should only be made if/when the tower announces "Field." This will not always happen. Remember that rehearsal pacing is critical. All instructors should be sensitive to the number of instructions or corrections members are given in a short period of time.

Rehearsals should always conclude with a brief summary by the primary voice of the rehearsal.



Section 14.04 Warp-ups

A staff meeting of 20 -30 minutes will follow each camp and regularly during the summer All Days and on tour. **Wrap-up meetings with members after rehearsal should always be brief.**

Section 14.05 Cross-Caption Instruction

Modern drum corps demand that members meet multiple simultaneous responsibilities. Instructors and Caption Heads are expected to ensure that:

- 1) Each individual responsibility is mastered.
- 2) Simultaneous responsibilities are achievable and mastered.

Instructors are expected to collaboratively analyze and address issues as they arise.

Section 14.06 Emphasis on Achievement of Excellence

Excellence has three dimensions:

- 1) **Technique:** Performers must demonstrate identical musical and/or visual techniques.
- 2) **Assignment:** Performers must be in exactly the right place, doing exactly the right thing, at exactly the right moment.
- 3) **Performance:** Finally, performers must have the confidence and context to communicate their roles in the production to the audience and judges.

All three must be mastered to create a successful production that generates the maximum amount of Typically, in the winter, instructional emphasis should be primarily on Technique and secondarily on Assignment. Later, in the spring and early summer, the emphasis switches to Assignment, while always still working on Technique, and developing the Performance. Still later, at the end of the season, the emphasis in rehearsal should switch to Performance, while never neglecting Technique and Assignment.

Section 14.07 A Staff of Bosses

We are fortunate to have a staff with many instructors who run their own successful programs in other contexts. This expertise is invaluable but can sometimes lead to frustration. We can all learn from each other, and open discussion, away from the members, is the key to growth and further success.



Article XV. Rehearsal Types

Types	Description	Purpose	Possible Areas to work on
Sub - Sectional	A rehearsal broken down into the instrument/equipment sections, such as a trumpet sectional or rifle sectional. It can further break down into parts of a section, such as a 3rd baritone sectional.	To teach and refine skills at the individual performance level. teaching strategies should be geared towards the individual member. Instruction should be differentiated depending on the individual's need.	<ul style="list-style-type: none"> • Individual needs • Understanding vocabulary • Fundamental Skill • Quality of tone and expressiveness • Articulation • Pitch and Intonation
Sectional	A rehearsal at the caption level, such as a percussion rehearsal or a guard rehearsal	To teach skill and refine performance at the caption level. This type of rehearsal should address concerns that are consistent from performer to performer or to address wider design/writing/vocabulary concerns.	<ul style="list-style-type: none"> • Clarity and uniformity of style, interpretation, and articulation • Ensemble sonority and intonation • Valance and blend • Quality of expressiveness and musicianship
Visual	A marching/movement rehearsal mainly involving the brass and battery sections.	To teach and refine marching/movement skills with a focus on the individual performance level. While group instruction can occur, there is a heavy reliance on field techs to differentiate instruction to the individual.	<ul style="list-style-type: none"> • Consistency and uniformity • Expression • Timing and articulation of body, form, and equipment • Precision • Concentration, recovery, stamina
Visual Ensemble	A rehearsal that combines battery, brass and guard captions and focuses on the visual program.	To teach and refine visual performance at the ensemble level. Rehearsal should address concerns of visual coordination, ensemble clarity and other visual ensemble categories.	<ul style="list-style-type: none"> • Clarity of form, body and equipment • Quality of orchestration and transitions • Unity of design • Range of expression • Environmental challenges
Music Ensemble	A rehearsal that combines battery, brass and front ensemble captions and focuses on the music program.	To teach and refine music performance at the ensemble level. Rehearsal should address music coordination and ensemble concerns. Could be standing still or on the field.	<ul style="list-style-type: none"> • Clarity • Ensemble sonority and intonation • Uniformity of style and interpretation • Balance and blend • Vertical alignment • Unity of design • Quality of orchestration • Range of expression
Full Corps	A rehearsal that combines all captions and focuses on the overall product, musically and visually.	To refine the overall product at the corps ensemble level. Should address concerns of the design coordination between visual and musical compositions. General effect is the priority.	<ul style="list-style-type: none"> • Engaging the audience • Delivering and sustaining effects • Embody and sustain character, role, identity, style • Communicating artistic qualities • Unified Interpretation of the product

Heat Wave Rehearsal Breakdown



Article XVI. Teaching Philosophy

The Heat Wave Way			
Instill Cooperative Norms	Communicate Clear Expectations	Follow the Process	Know Your Rehearsal
<ul style="list-style-type: none"> You have a duty to help others. You have the right to ask for help. No one is better than all of us together. 	<ul style="list-style-type: none"> Assign homework between camps/rehearsals. Communicate expectations prior to camp. Hold members accountable. Hold yourself accountable. 	<ul style="list-style-type: none"> Walk time comes for the preceding block. "Box" talks first. "Field" makes comments to individuals. 	<ul style="list-style-type: none"> Sub-Sectional Sectional Visual Visual Ensemble Music Ensemble Full Corps
Give Clear Instructions	Build Muscle Memory		Correct and Praise
<ul style="list-style-type: none"> Wait till members are quiet and watching you. Pause after a repetition "rep" before speaking. Be specific when giving feedback/instruction. 	<ul style="list-style-type: none"> Break skills into smaller easily earned units. Teach each dependant skill in the necessary sequence. Nothing "sticks" without 5-7 correct repetitions "Reps" Review in future rehearsals. Multiple responsibilities can't be added to poor fundamentals. <p style="text-align: center;">There's no such thing as multi-tasking.</p>		<ul style="list-style-type: none"> Make corrections to individuals, not sections or groups Follow up after a correction. Tell them what they're doing right. If it's not right after 3 times, you missed a step.
Watch for Diminishing Returns		Motivate and Inspire	
<ul style="list-style-type: none"> No more than 10 repetitions "Reps" Disguise repetitions to prevent boredom e.g. run drill move in reverse. Don't repeat mistakes. 		<ul style="list-style-type: none"> The members aren't trying to make mistakes. Inspire them to greatness. Be a mentor. Make members feel valued. 	



Article XVII. Forms

Section 17.01 Staff Acknowledgement and Agreement

I, _____, hereby acknowledge that I have read and considered the terms and conditions of the **STAFF MANUAL OF HEAT WAVE DRUM & BUGLE CORPS**, have consulted about it with the advisors of my choice or elected not to do so, and have had any and all questions about the Staff Manual answered to my satisfaction.

I understand the obligations contained in the Staff Manual, and hereby agree on this _____ day of _____, 20____, to the responsibilities expected of me as a staff Member of Heat Wave Drum & Bugle Corps.

Contracted Service: ___Brass Staff ___Percussion Staff ___Visual Staff ___Guard Staff ___Admin Staff

Staff Member Signature: _____

Printed Staff Member Name: _____ Date: _____

Executive Director Signature: _____ Date: _____

Your relationship with Heat Wave is "at will." Nothing in this Manual, and nothing in any written or oral policy or statement, shall be deemed to create procedural or property rights in, or expectations of continued employment with, Heat Wave. Employment at all staff and administrative levels of Heat Wave is "at will," meaning such employment may be terminated by Heat Wave or the employee at any time, with or without notice, and for any or no reason.



Section 17.02 Assumption of Risk Form

I, the undersigned Staff Member/ Volunteer of the Heat Wave Drum & Bugle Corps, acknowledge and fully understand that each participant in the Heat Wave Drum & Bugle Corps will be engaging in activities that involve risk of serious injury, including permanent disability or death, which might result not only from the participant's action, inaction or negligence but also the action, inaction or negligence of others and/or the condition of any premises (including but not limited to football fields), risks created by the forces of nature and hazards of travel by air, train, bus, automobile, and other means, including but not limited to walking and/or driving or being driven to and from rehearsals and other activities, and furthermore, that there may be other unknown risks that are not reasonably foreseeable at this time.

Accordingly, I acknowledge, fully understand and agree that I assume all the foregoing risk and accept personal responsibility for the damages following such injury, permanent disability or death, and hereby release, discharge, covenant to indemnify and not to sue The Heat Wave Drum & Bugle Corps, its instructors, managers, employees and associated personnel, officers, directors, agents, members, volunteers and representatives from any and all liability to the undersigned, his/her heirs and next of kin, against any and all claims by or on behalf of the participant as a result of the participant's participation in The Heat Wave Drum & Bugle Corps.

In an event of Staff Member/Volunteer illness, I hereby authorize any of the directors, officers, managers, instructors or chaperones of The Heat Wave Drum & Bugle Corps who are present to consent to whatever x-ray examination, anesthetic, medical, surgical, or dental diagnosis, treatment, and/or hospital care that may be considered necessary for the participant in the reasonable judgment of the attending physician, surgeon, or dentist and to be performed by or under the supervision of a member of the medical staff of the hospital or facility furnishing such medical or dental services. I agree to be financially responsible for the cost of such assistance and/or treatment. I recognize and agree that the directors, officers, managers, instructors or chaperones of The Heat Wave Drum & Bugle Corps consenting to such health care may reasonably and in good faith rely upon the advice furnished to him or her by the attending licensed health care provider(s).

I have read the above waiver/release and understand that I have given up substantial rights by signing this release and sign below voluntarily. I understand that this document may not be altered in any manner without the express written consent of the Executive Director of The Heat Wave Drum & Bugle Corps and that any unauthorized alteration will cause the participant to be removed from The Heat Wave Drum & Bugle Corps.

NOTICE: THIS AUTHORIZATION FOR EMERGENCY MEDICAL TREATMENT MUST BE COMPLETED BEFORE THE MEMBER MAY PARTICIPATE IN THE HEAT WAVE OF FLORIDA DRUM & BUGLE CORPS. TREATMENT FOR INJURY WILL BE BASED UPON INFORMATION PROVIDED HEREIN. IF MEMBER IS UNDER 18 A PARENT OR GUARDIAN MUST SIGN FORM

Staff/ Volunteer Name

Staff/ Volunteer Signature

Date



Section 17.03 CONFIDENTIAL STAFF INFORMATION SHEET

Date_____ Birthdate_____

Last Name_____ First Name_____

Address_____

City_____ State_____ Zip_____

Primary Phone_____ Secondary Phone_____

Work Phone_____ Fax_____

Social Security Number_____

E-Mail address(s)_____

Person to Notify in case of emergency_____

Address_____

Home Phone_____ Cell Phone_____ Work_____

Relationship_____ Email Address_____

Medical Insurance:

Name of Company_____

Address_____ Phone Number_____

Subscriber's Name_____ Subscriber's Date of Birth_____

Policy #_____ Group #_____

Employer of Subscriber_____ Phone Number_____

Address of Employer_____ City_____ State__ Zip_____



Section 17.04 Media Release

I hereby authorize Heat Wave of Florida Inc. a performing arts program, to publish any photographs taken of me, and my name, for use in The Heat Wave of Florida Inc. printed publications, convention style promotions, and websites.

I acknowledge that since participation in publications, convention style promotions, and websites produced by Heat Wave of Florida Inc. is voluntary, I will receive no financial compensation.

I further agree that participation in any publication, convention style promotions or websites produced by Heat Wave of Florida Inc. confers no rights of ownership whatsoever. I release Heat Wave of Florida Inc. and its contractors and its employees from liability for any claims by me or any third party in connection with my participation.

Signature: _____

(Staff Member/ Volunteer)

Date

