

Bellingham Symphony Orchestra

POLICIES AND PROCEDURES

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DEFINITIONS:

“We” means the Bellingham Symphony Orchestra (BSO) Board of Directors.

“Board” means the Board of Directors of BSO.

“Player” means a person who plays with the BSO, see policies are further provided herein..

BOARD OF DIRECTORS AND COMMITTEES

We are governed by the Board of Directors and its Officers. The Board has the legal responsibility for the operation and preservation of BSO.

Section 1. Duties of Officers and Advisors

A. President duties include:

- 1) Presiding at Board meetings.
- 2) Appointing all committee chairpersons, except the Players Committee.
- 3) Working closely with the Executive Director, the Operations Manager, and the Music Director.
- 4) Meeting with committees.

B. Vice-President duties include:

- 1) Chairing the Governance Committee.
- 2) Presenting Board and Officer candidates for election to the Board.
- 3) Assisting the President in meeting with all committees.

C. Secretary duties include:

- 1) Maintaining official records of the organization in a fiscal year BSO Board binder:
 - The current Articles of Incorporation duly certified by the Secretary of State of Washington.
 - The IRS letter showing BSO to be a non-profit under the regulations of the IRS.
 - The current Annual Report of BSO, filed with the Secretary of State of Washington.
 - The current Bylaws and the Policies of the Board, showing they have been adopted and certified by the Board.

- The minutes of proceedings and meeting materials of BSO organized by month.
 - Electronic copies of internal staff contracts.
 - Accurate rosters of Directors and Board-Staff members.
 - Board meeting attendance records.
 - Official list of term dates for Board Members and notifying the President of upcoming openings.
- 2) Preparing minutes of the meetings and other documentation as needed by the Board.

D. Treasurer duties include:

- 1) Chairing the Finance Committee
- 2) Reviewing the annual budget prepared by the Executive Director.
- 3) Reviewing payments to employees, contractors and vendors and signing checks as required.
- 4) Reviewing and approving the monthly reconciliations for all financial accounts, including checking accounts, savings accounts, money market accounts, certificates of deposit and investment accounts.
- 5) Reviewing the monthly financial results in Quickbooks and preparing an Executive Summary and related financial statements for presentation to the Board of Directors.
- 6) Evaluating the liquidity needs of the organization and recommending changes as required.
- 7) Evaluating third party financial institutions for safety and soundness when funds on deposit exceed FDIC insurance limits.
- 8) Overseeing third party firms hired to manage investment accounts and endowment funds, including evaluation of performance, risk assessment, staffing, portfolio management and regulatory issues.
- 9) Reviewing the annual Form 990 filing and presenting to the Board of Directors for approval.
- 10) Evaluating the adequacy of the organization's insurance policies.
- 11) Evaluate the adequacy and effectiveness of the organization's internal control environment and recommend changes to the Board of Directors.

E. Advisors (non-voting)

- 1) Counsel duties include:
 - Reviewing contracts with all outside parties.
 - Advising the Executive Director and/or Board.
- 2) Certified Public Accountant duties include: Providing financial and insurance advice as deemed necessary and appropriate by the Executive Director and/or Board.

Section 2. Standing Committees

A. The Board establishes Standing Committees and defines their work.

B. The Standing Committees are:

- 1) Finance
- 2) Development
- 3) Governance
- 4) Community Engagement
- 5) Artistic Planning
- 6) Strategic Planning
- 7) Players Committee

C. Unless otherwise stated in Bylaws or elsewhere in policy, the following apply:

- 1) The President appoints committee chairs selected from the Board membership.
- 2) Committee Chairs recruit committee members.
- 3) The Executive Director or delegate provides support to the committees.
- 4) Committees are advisory and/or implementers.
- 5) Committees develop and propose a budget for their work to the Treasurer during the budget development process; and committees report regularly to the Board to inform, recommend decisions, share and generate ideas.

D. Finance Committee

- 1) Reviews the annual budget prepared by the Executive Director.
- 2) Approves the addition or deletion of third party financial firms.
- 3) Monitors the liquidity management of the organization.
- 4) Monitors the financial institutions used by the organization for safety and soundness.
- 5) Reviews the annual Form 990 filing.
- 6) Assists the Treasurer in projects as required.

E. Development Committee

- 1) Develops BSO's plan for raising the contributed revenue required by the annual operating budget.
- 2) Organizes and mobilizes volunteers to assist with development plan activities such as:
 - Sponsorships;
 - Individual giving/underwriting;
 - Special events; and
 - Other fundraising activities.
- 3) Provides a record of activities and events or efforts for future reference.

F. Governance Committee

- 1) Is chaired by the Vice President.
- 2) Recruits Board members by:
 - Soliciting recommendations and applications;
 - Screening, interviewing, and recommending prospective members for election; and
 - Preparing new Board Members for their role by providing a packet of essential BSO documents and an opportunity to meet with staff and Board members.
- 3) Provides for Board training and development.
- 4) Develops and/or reviews by-law and policy proposals for submission to the Board.

- 5) Carries out other activities to enhance the functioning of the Board.

G. Community Engagement Committee

- 1) Is chaired by a member of the Board and staffed by the Operations Manager.
- 2) Recommends, develops and nurtures programs for musical participation by children, youth and families throughout Whatcom County including:
 - Beethoven in the Schools
 - Musicians in the Schools
 - Play It Forward chamber music residency
 - Instrument Loan Program for advanced student musicians
 - Free Take-a-Teen tickets for concert performances
 - Annual Family Concert
 - Other programs in the community as may be developed.

H. Artistic Planning Committee

- 1) Is co-chaired by the Music Director and Board President, or his/her designee.
- 2) Provides advice and consultation on concert repertoire to the Music Director who:
 - Gathers Player input through the Players Committee.
 - Decides the Artistic Plan to be recommended to the Board.
- 3) Typically provides input to the Music Director about:
 - General repertoire.
 - Guest artists.
 - Marketing of the plan.
 - Fundraising potential in the plan.
 - Feedback from patrons.
- 4) Meets with the Music Director:
 - At the development of the first draft Artistic Plan,
 - To review the final draft before it goes to the board for approval.

I. Strategic Planning Committee

- 1) Assists the Board in establishing long-range goals and objectives.
- 2) Develops the Strategic Plan Document for Board approval.
- 3) Develops, in coordination with the other Board committees, specific annual and measurable goals and objectives that support the Strategic Plan.
- 4) Following each quarter, meets with the Executive Director and committee chairs to assess the status of annual goals and objectives.
- 5) Provides quarterly reports of progress and status of annual goals and objectives and recommends adjustments as necessary.

J. Players Committee

- 1) Players Committee officers are permanent members of the BSO (as defined in Section 7C; see also Section 12C(1)), but represent the needs of all musicians that play in the BSO.
- 2) Is made up of five (5) officers elected by the BSO players following the nomination and election process outlined in the Players' Handbook: Chair, Vice-Chair, Immediate Past Chair, Secretary, and Orchestra Representative. (See Section 12. Players Committee for details of committee selection, meetings, roles, and duties.)
- 3) Is chaired by the Players Committee Chair (see Section 12).

- 4) Selects two (2) voting directors to the BSO Board of Directors (Chair and Orchestra Representative), who are approved by the Board.
- 5) Uses the insights of the Players Committee members, along with input from players where reasonable, to make or contribute to decision making that impacts BSO players.
- 6) Supports the BSO players in providing the community with high quality of art in music, including focus on the following areas.
 - Motivating players to strive for excellence in performance and conduct.
 - Fostering positive and supportive communication between players, Music Director, Executive Director, staff, and Board of Directors.
 - Representing the needs and concerns of the orchestra, and of individual players throughout their BSO experience, including recruitment, audition, rehearsals, performances, leave, discipline, and probation.
 - Engaging players to provide input and feedback in planning and governance, while helping communicate BSO needs and actions to players.

Section 3. Special Committees

The President appoints other committees as needed for special projects or on an ad hoc basis and provides:

- 1) Goals and objectives, and
- 2) Timelines and reporting requirements.

FINANCIAL POLICIES

Section 1: Definitions

Fiscal Year: July 1 through June 30.

Annual Budget: The budget approved by the Board for the fiscal year.

Excess Funds: Revenues received within the fiscal year that are projected to be above the annual operations budget by \$10,000 or more.

Section 2: Accounting Procedures

A. We use a modified accrual basis of accounting.

- 1) Expenses are accrued in the month in which they are incurred, and,
- 2) Revenues are recognized when earned, except concert revenue and expenses passed through the Mount Baker Theatre are treated as cash-based transactions. It is recorded as of the date received by BSO.

B. We use a computerized financial system for recording and reporting financial information.

C. Treasurer Presents Reports to the Board.

- 1) BSO Bookkeeper, under the guidance of the Executive Director, enters all accounting transactions and produces monthly reports.
- 2) Reports are reviewed by the Executive Director and the Board Treasurer.
- 3) Once approved, the Treasurer presents a monthly financial package, consisting of the appropriate financial reports and an executive summary, to the Board of Directors.

D. Depreciation. We depreciate tangible personal property assets of \$1,000.00 or more using a 7-year amortization period.

Section 3. Bank Accounts and Authorized Signatories

A. We maintain an Operating (Bank) Account.

We maintain funds in a depository account with immediate access in order to meet budgeted expenses for the fiscal year. Normally, we maintain the account at a level equal to or greater than three months of budgeted expenses (derived as the total annual budget divided by four).

B. We maintain a Reserve (Bank) Account.

We maintain a Reserve Account for deposit of undesignated funds beyond those needed for regular operations. Funds in this account may be:

- 1) Invested in money market accounts or certificates of deposit
- 2) Designated to capital or other special projects, or,
- 3) When recommended by the Executive Director or Treasurer and approved by the Finance Committee, moved to the Operations Account.

C. We establish Restricted Funds for special uses.

We maintain Restricted Funds either in a separate bank account or within the Reserve Account. Restricted Funds are those funds budgeted and established for a special, limited use.

D. We limit the individuals authorized as signatories for our bank accounts.

We authorize only the President, Treasurer, and Executive Director as signatories for our bank accounts. However, we may approve additional or different signatures when recommended by the Finance Committee.

E. We require two authorized signatures for checks or withdrawals over \$5,000.

F. We do not allow checks to be signed by payee.

G. Treasurer reviews monthly bank account statements.

- 1) The bank account statements are received in the BSO office and reconciled by the Bookkeeper.
- 2) The Executive Director reviews the reconciliation of the bank statements and then presents to the Treasurer for final review.

- 3) Evidence of the review consists of the signature or initials of the authorized person as well as the date reviewed.

Section 4. Disbursements of Payments & Business Expenses

A. Executive Director approves payment of invoices.

The Executive Director, or his/her designee, reviews and approves invoices prior to payment.

B. We reimburse “out of pocket” business expenses if properly approved in advance and appropriate support is provided.

C. We reimburse employee, board, or volunteer business expenses only when:

- 1) Approved in advance by the Executive Director or designee, and,
- 2) Provided for in the annual budget, and,
- 3) Submitted on a designated Reimbursement Request Form with attached receipts and other proof of payment, and
- 4) Reviewed and approved for payment by the Executive Director.
- 5) Those with signing authority on BSO bank accounts may not sign a reimbursement check to themselves.

Section 5. Contracts

A. The Executive Director negotiates contracts.

- 1) The Executive Director negotiates, prepares and/or reviews, and signs all contracts; except contracts over \$10,000 must also be signed by the President or his/her designee from the Executive Committee. The \$10,000 limit is determined based on the total cost of the contract over the agreed upon lifetime.
- 2) We allow the Executive Director to enter into Guest Artist contracts
 - Up to two years beyond the current fiscal year budget, and,
 - In consultation with the Executive Committee.

B. The Executive Committee authorizes contracts in special circumstances.

When a contract is needed to meet an unexpected and serious circumstance but is unbudgeted, the Executive Committee may approve the contract but must advise the Board and discuss it at the next board meeting.

C. We require contracts or commitments involving a total payment of \$10,000 or more be reviewed by legal counsel prior to execution.

D. We require a bidding process for the purchase of certain capital equipment.

We require a bidding process of at least 3 bids for capital equipment over \$5,000 unless the Board of Directors specifically approves a lower number of bids due to (i) the inability to obtain 3 viable bids or (ii) the cost/benefit of obtaining 3 bids is unduly burdensome.

Section 6. Stipends

- A. We pay principals, assistant principals, and certain designated players a stipend. The amount of the stipend is based on:**
 - 1) The player's position (principal and/or assistant principal), and
 - 2) The number of services, e.g., rehearsal, performance, provided.
- B. The stipend is not related to or dependent upon the donation for underwriting a principal or assistant principal chair position.**
- C. We will establish the amount of the stipends annually as part of the budget process after consultation with the Players Committee and publish the schedule in the office and electronically.**
- D. Payment of a stipend does not create an employer-employee relationship.**

Section 7. Financial Reporting

- A. We require monthly financial reports from staff.**
- B. The Treasurer reports on the organization's finances at each regular board meeting.**

The Treasurer reviews monthly financial reports produced by the bookkeeper and reviewed by the Executive Director before approving for presentation to the Board of Directors.

The Monthly Financial Reports include:

 - 1) An Income Statement detailing the revenue and expenses for the organization. A Statement of Financial Position detailing the assets and liabilities of the organization.

Section 8. Designating and Using Excess Funds

- A. The Board carries Excess Funds to the following fiscal year when needed:**
 - 1) To cover anticipated revenue shortfalls;
 - 2) To build Cash Reserves to identified funding levels; or
 - 3) To fund a one-time only event or project.
- B. We declare Excess Funds only when:**
 - 1) During the fourth quarter of the fiscal year, the Executive Director submits a budget projection showing Excess Funds; and
 - 2) Unrestricted cash reserves total six months of the annual operating budget; and
 - 3) A major shift in financial health for the coming fiscal year is not anticipated, such as a decrease in earned or contributed revenue or a significant increase in expense.

C. The Board approves and obligates the use of Excess Funds for the current fiscal year expenses only after:

- 1) The Executive Director submits a proposal for the use of Excess Funds, and identifies unbudgeted spending priorities such as:
 - Building a major capital expense reserve
 - Minor capital expenses such as instrument purchase, music library acquisitions, office equipment, etc.
 - One time only special projects, initiatives, or events including staff or consultant requirements
 - Performance Recognition
 - Other unbudgeted expenses that should advance the mission of the organization
- 2) The Executive Committee reviews and forwards the proposal to the Board.

D. If approved, the Board amends the fiscal year budget to account for Excess Revenues and determine its use(s).

Section 9. Financial Exigency

We strive to maintain liquidity equal to 50% or more of the average of the previous three years' annual operating budgets. Should the ratio fall below 35%, the Finance Committee will prepare a plan of action for presentation to the Board of Directors.

Section 10. Endowment Policy and Fund

See attached.

PLANNING POLICIES

Section 1: Development of the Fiscal Year Artistic Plan

- A. The Music Director drafts a preliminary Artistic Plan with the participation of the Artistic Planning Committee.**
- B. Music Director presents the preliminary Artistic Plan to the Board at its September meeting.**
- C. The Fiscal Year Artistic Plan is developed by the Music Director, Executive Director, and Operations Manager.**
- D. Board approves the final Artistic Plan by the November meeting.**

E. This final plan addresses the following:

- 1) Description of the major compositions to be presented at each concert.
- 2) Identification of all guest soloists by concert and information on contract status and guest artist fees.
- 3) Cost estimates for all direct accounts included in the Artistic Departments.

Section 2. Developing the Fiscal Year Budget

A. The Artistic Plan is developed in October.

B. The Executive Director develops the budget and submits it to the Finance Committee in April.

C. The Finance Committee recommends a budget to the Board at the May Meeting.

D. The Board reviews, may revise, and adopts the budget at their June meeting for the following fiscal year.

Section 3: Development of BSO Business Plan

A. The Executive Director develops the business plan and presents it to the Finance Committee in April. This Plan is:

- 1) Updated each year to encompass the upcoming season.
- 2) Presented to the Board at a regularly scheduled meeting not later than May of each year for review and approval.
- 3) Is developed after integrating and coordinating information from other Board Committees and staff.
- 4) Addresses the following BSO activities:
 - External relations plan, with budget for marketing the concert series including programs, posters, season brochure, advertising in radio, web, and print media.
 - Fundraising plan including grants, corporate sponsors, chair underwriters, and private donations.
 - Strategies for community engagement including education programs, children's concert, and other possibilities.
 - Recommendations and suggestions for next season's ticket prices, any special events, and social events.
 - Recommendations and budget for the maintenance and operation of the office.

Section 4: Conduct of Business Timeline

The Board and Staff observes this timeline:

July 1	• Fiscal year begins and new Officers seated
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	<ul style="list-style-type: none"> Authorized signatories changed with financial accounts to reflect new officers.
	<ul style="list-style-type: none"> Conflict of Interest Forms and Board Member Pledge Forms completed
September	<ul style="list-style-type: none"> Preliminary Artistic Plan presented
October	<ul style="list-style-type: none"> Financial Review (semi-annually)
November	<ul style="list-style-type: none"> Federal taxes filed
	<ul style="list-style-type: none"> Final Artistic Plan presented and approved
April	<ul style="list-style-type: none"> Budget presented to Finance Committee
	<ul style="list-style-type: none"> Nominating Committee appointed
May	<ul style="list-style-type: none"> Budget and Business Plan presented to Board
	<ul style="list-style-type: none"> Staff evaluation questionnaires/self-reviews completed
	<ul style="list-style-type: none"> Officer & Board Nomination Committee report presented
June	<ul style="list-style-type: none"> Budget and Business Plan approved by Board
	<ul style="list-style-type: none"> Election of new officers and directors
	<ul style="list-style-type: none"> Staff evaluations and contracts completed and signed
	<ul style="list-style-type: none"> Publish player stipends

PERSONNEL POLICIES

Section 1. Definitions

Employees:

Regular Full- time: An employee in an ongoing position budgeted for the full fiscal year at 35-40 hours per week.

Regular Part-time: An employee in an ongoing position budgeted for the full fiscal year at 5-35 hours per week.

Extra Help: An employee hired to work on a short term or occasional basis. Such help is entitled only to the pay and benefits specified under federal and state wage, withholding, and tax regulations.

Non-Employees and Players:

Independent Contractor: Individuals who work independently, under an agreed contract for services, but not exclusively for BSO. The Music Director, Concertmaster, and Guest Artists are examples of Independent Contractors. Independent Contractors are not employees and are not subject to the Personnel Policies.

Volunteers: Individuals who provide services to BSO with no expectation of compensation. Examples are ~~musicians~~ players, Board, committee, and event volunteers. Volunteers are not employees and are not subject to the Personnel Policies.

“At Will”: Serving at the sole discretion of BSO.

Section 2. Staffing

A. Employees are “At Will” employees unless otherwise specified in a legal written contract.

B. Legal and Ethical Policies apply to all categories of employees, contractors, and volunteers.

C. The Board of Directors reviews and approves hiring agreements for the Executive Director and Music Director positions.

D. Executive Director Manages and Supervises Employees.

Under the guidance of the President of the Board, the Executive Director:

- 1) Recruits, selects, trains, supervises, evaluates, and terminates BSO employees.
- 2) Arranges and approves work schedules.
- 3) Drafts a position description for each staff position and submits to the Executive Committee for
 - Review and comment, and,
 - A decision to recommend funding in the annual budget.
- 4) Maintains a copy of all job descriptions at the BSO office.
- 5) Assigns and reviews work.
- 6) Provides each regular employee an annual performance review.
- 7) Approves leaves.

E. The Executive Committee Oversees Personnel and Staffing Planning.

The Executive Committee:

- 1) Reviews the Executive Director’s staffing proposals before inclusion in the budget, including position definition, work hours, and salary/pay.
- 2) Reviews any proposed changes to BSO’s general compensation and benefit program.
- 3) Reviews confidential personnel matters such as employee performance and conduct issues as referred by the Executive Director.
- 4) Acts as the final arbiter of employee grievances not satisfactorily resolved by the Executive Director.
- 5) Provides annual performance review and work plan for the Executive Director and Music Director.
- 6) Handles recruitment and selection of the Executive Director and Music Director positions.
- 7) Reviews schedules and approves leaves.

F. We provide a defined compensation package in the annual budget.

Section 3. Leave Benefits

A. We close BSO offices on legal holidays.

We observe all legal federal, state, or local holidays by closing our office on the holiday. We prorate holiday leave pay for all regular employees. Holiday leave may be traded for another day of leave with prior approval from the Executive Director.

B. We provide paid vacation leave.

- 1) We provide Regular employees with vacation leave for each full month of employment.
 - beginning on the first full month following date of hire, or,
 - if the date of hire precedes this policy, then beginning with the first full month following the date of adoption of this policy.
- 2) Employees accrue vacation leave as follows:

Length of Service	Annual Vacation Accrual	Year-End Maximum Carryover
Less than 8 years	10 Days	10 Days
8 years but less than 12 years	15 days	10 Days
12 years or more	20 days	15 Days

Employees may take accrued vacation only after 6 months of regular employment.

- 3) At separation from employment, occurring at least six months after hire, we pay accrued but unused vacation to a maximum of 20 days.
- 4) The Executive Director reviews and approves or denies leave requests. Unless urgent or emergent, we expect employees to request their vacation leave at least one month in advance.

C. We provide paid and unpaid sick leave.

Sick leave may be used for (i) an absence resulting from an employee's mental or physical illness, injury, or health condition; to accommodate the employee's need for medical diagnosis, care, or treatment of a mental or physical illness, injury, or health condition; or an employee's need for preventive medical care; (ii) to allow the employee to provide care for a family member (as defined below) with a mental or physical illness, injury, or health condition; care of a family member who needs medical diagnosis, care, or treatment of a mental or physical illness, injury, or health condition; or care for a family member who needs preventive medical care; and (iii) when the BSO has been closed by order of a public official for any health-related reason, or when an employee's child's school or place of care has been closed for such a reason. Sick leave may also be used for absences that qualify under the Washington Domestic Abuse Leave Act. At the discretion of the Executive Director, sick leave may be used for other conditions under which the employee cannot effectively carry out their duties.

A "family member" for the purpose of this policy means: a child (including a biological, adopted, or foster child, stepchild, or a child to whom the employee stands in loco parentis, is a legal guardian, or is a de facto parent, regardless of age or dependency status); a parent (including biological, adoptive, de facto, or foster parent, stepparent, or legal guardian of an employee or the employee's spouse or registered domestic partner, or

a person who stood in loco parentis when the employee was a minor child); a spouse or registered domestic partner; a grandparent; a grandchild; or a sibling.

Sick leave may be taken in any increment.

Each non-exempt employee accrues one (1) hour of sick time for every 40 hours worked. Sick leave shall accrue over the year or portion of the year the employee is employed. Employees are not entitled to payment for unused sick leave and are required to reimburse the BSO for any sick leave taken in excess of accrued sick leave at the date of separation.

Each employee may carry over up to forty (40) hours of sick leave into the following calendar year.

In the event of a foreseeable absence, such as for a scheduled appointment, the employee should make arrangements with their immediate supervisor and the Executive Director at least ten (10) days prior to such event. In the event of unscheduled absences, the Executive Director should be notified as soon as possible.

Employees will not be retaliated against for the use of sick time. If an employee's employment with the BSO terminates and the employee is rehired within twelve (12) months, any sick time remaining and unused on termination shall be reinstated on rehire.

D. Paid Family Medical Leave

Paid family and medical leave is a statewide insurance program administered under the Washington Family and Medical Leave Act that provides most employees with paid time off if they experience a serious health condition, need to care for a family member with a serious health condition, welcome a child into their family (through birth, adoption or foster placement), or need time to prepare for a family member's pre- and post-deployment activities, as well as time for childcare issues related to a family member's military deployment. "Family member" for the purpose of this policy means a spouse, child, grandchild, sibling, parent, or grandparent.

In order to take paid time off under this program, employees must file a claim with the Washington State Employment Security Department (ESD) and follow the applicable rules and procedures required by ESD. If the claim is approved, ESD will pay the employee directly. The BSO does not pay benefits to employees under this program. Although eligibility is determined by ESD, employees may consult with the [human resources manager] to determine whether they are eligible for leave under this section and the scope of the benefits they may expect to receive.

When taking leave under this section for foreseeable absences, employees must provide the BSO with at least thirty days' written notice in advance. For absences that are not foreseeable, employees (or someone on the employee's behalf) must notify the BSO as soon as it is possible and practical to do so. The notice must contain at least the anticipated timing and duration of the leave. Note that providing notice to the BSO will not, on its own, entitle an employee to the benefits of paid family or medical leave—the employee must also file a claim with ESD and follow ESD's rules and procedures for such

claims. However, if an employee fails to provide the BSO with the required notice, it may affect the employee's eligibility for benefits.

Employees returning to work from a medical leave may be required to provide certification from their healthcare provider demonstrating that they are able to return to work.

The BSO will not discriminate or retaliate against employees for requesting or taking paid leave in compliance with the terms of this policy and the applicable provisions of the Washington Family and Medical Leave Act.

E. We provide bereavement/compassionate leave.

- 1) We provide regular employees up to 3 days of bereavement/compassionate leave with the first day being paid leave.
- 2) We define immediate family as **an** employee's spouse, or spousal equivalent or their grandparents, parents, brothers and sisters, aunts and uncles, children, and grandchildren.

F. Executive Director may grant leave without pay.

The Executive Director may grant up to one month of leave of absence without pay to regular employees, except the Executive Committee must approve requests for a leave of absence for more than one month, unless required by law.

G. We grant time off for jury duty or witness service.

- 1) We grant time off at regular pay for an employee to screen for or serve on a jury, provided that,
 - The employee signs over to us any monetary compensation received for jury services.
 - The employee requests a waiver from jury duty when summoned during a critical work period.
 - The employee reports to work if a break in jury duty occurs and the court does not require the employee's immediate presence.
 - On any day or partial day that an employee is not required to serve, the employee returns to work.
- 2) We grant time off (vacation leave or leave without pay status) to an employee to serve as a court witness pursuant to a valid subpoena, unless witness service is for purposes directly related to our business, in which case, we provide leave with pay.

H. We provide military leave for members of the National Guard, State Militia, or United States Armed Forces Reserves.

We consider regular employees on military leave to be on excused leave of absence and return them to their regular position at the end of their duty period per law.

- 1) For ordered active duty training,
 - We provide paid leave up to fifteen calendar days per year
 - For training exceeding fifteen (15) calendar days, the employee takes any accrued vacation, and then leave without pay.
- 2) For Active Duty Military Service, whether called or volunteer, we consider such regular employees on an indefinite unpaid leave of absence.
 - We allow the employee to

- i. Use any or all of accrued vacation leave prior to moving to unpaid status, and,
 - ii. Retain any unused leave accruals remaining until the employee returns to active employment, and,
- During such leave, the employee
 - i. Will not earn additional vacation or sick leave
 - ii. Will not be entitled to health insurance benefits.
- 3) We restore the employee on military leave to their position or an equivalent position upon their return from active duty.
- 4) We consider an employee filling the position or vacancy created by a person serving in the armed forces as an extra help employee.

Any employee requiring medical leave may contact the Executive Director.

Section 4. Health Insurance

We do not provide for health insurance benefits unless provided for in a written contract.

Section 5. Staff Training

A. We provide staff training to employees when approved by the Executive Director.

When time and budget allow, we:

- 1) provide training opportunities to employees to maintain and improve knowledge, skills, and abilities, and
- 2) pay or cost-share tuition and travel expenses.

B. We reimburse or pay employee business expenses.

We reimburse employee business expenses. *See Disbursement of Payments and Business Expenses in Financial Policies.*

Section 6. Other

A. We are an equal opportunity employer. *See Legal and Ethical Policies, which apply to employees as well as non-employees associated with BSO.*

B. We require a drug free workplace. *See Legal and Ethical Policies, which apply to employees as well as non-employees associated with BSO.*

C. We preserve and protect the privacy of employee personnel files.

We maintain employee personnel records securely and confidentially and allow access only to the employee, the Executive Director or delegate, and as legally required.

D. We allow remote work schedules.

The Executive Director may schedule work to be performed out of the normal office or theatre venues, provided,

- 1) There is a means to ensure accountability for work time and work product.
- 2) The use of computer files and documents is protected.
- 3) Files and documents are stored only in the BSO “cloud” files and are accessible to the Executive Director or delegate.

Section 7. Player Definitions

A. Concertmaster

The BSO Concertmaster is chosen by the concertmaster selection committee, which includes the Music Director. This position is contracted by the BSO Board and reports to the Music Director. The salary for this position is reviewed on a yearly basis by the BSO board.

B. Provisional Members

Following a successful audition and agreement to follow the guidelines in the Players’ Handbook, a musician is accepted into the BSO as a provisional member. At the conclusion of the season, the Music Director, Operations Manager, and appropriate section leader will meet to discuss the performance of the provisional member throughout the season. Upon approval from these individuals, a provisional member will become a Permanent Member of the BSO.

C. Permanent Members

Any musician who successfully auditions, completes provisional membership, and agrees to follow the guidelines in a contract and the Player Handbook becomes a member of the BSO and has the right to vote for and be voted into the Players Committee. Membership is automatically terminated when a musician resigns or is terminated.

D. Section Leadership Positions

Leadership positions among players include: principal winds, brass, percussion, and principal and assistant principal strings. Players accepted into these positions must sign a contract that details their additional responsibilities.

E. Substitute Players

Substitute players are those who have auditioned for the BSO and been accepted to the substitute list, or others who have been asked to play with the BSO on a temporary, as-needed basis.

F. Extra Players

Extra players are those who have been asked to play with the BSO to fill a specific need, such as for unusual instrumentation, auxiliary instruments, or section size and balance requirements.

G. Chamber Orchestra Players

The BSO Chamber Orchestra performs music which is better matched to smaller ensembles. Chamber Orchestra players are determined by audition and is contingent on membership in the BSO. Existing members of the BSO are eligible to audition at the time of annual auditions. New players may audition for the Chamber Orchestra at the time of initial audition.

Section 8. Open Player Positions and Auditions

A. Standard Open Auditions

- 1) Standard open auditions for available permanent member positions, chamber orchestra positions, and substitute players positions will be held at least once a year.
- 2) Additional auditions to fill positions can be scheduled at the discretion of the Music Director.
- 3) The number of positions in the BSO will be: 3333/4331 timp +3, harp, piano, Strings: 16,14,12,10,8
- 4) Players whose auditions meet a high standard for a full string section may be added to the Reserve List and participate in the orchestra as substitutes. If a string section position becomes open, players may be admitted as BSO members upon agreement of the principal and the music director. Players admitted from the Reserve List may be immediately granted Permanent Membership if they have participated in at least 5 concert cycles; otherwise, they are admitted as Provisional Members.

B. Principal and Assistant Principal Position Openings

- 1) The auditionee will present a resume in advance of the audition, which may be reviewed by the audition committee as part of the selection process.
- 2) The auditionees will play their auditions to an audition committee consisting of the standard audition committee plus four principals (or their designees) of adjacent sections as invited by the Music Director.
- 3) The winner of the audition will play with the BSO for a minimum of 2 and a maximum of 4 concerts before it is decided whether they have won the position. This decision will be made by the Music Director in consultation with principals from adjacent sections. If no auditionee is qualified to fill the position, then it will remain open. The Music Director may appoint someone as interim until the position is filled.
- 4) An Assistant Principal player may be appointed to an open Principal position under the following conditions:
 - The Principal player has been on leave and the Assistant Principal has been the acting Principal
 - The Assistant Principal has been the acting Principal for at least one season.
 - The regular auditions have been held for the following season and no acceptable candidate was chosen
 - A committee made up of the Music Director and all section principals meet to decide on appointment of the Assistant Principal to the Principal position.

C. Violin Section Openings

When there is an opening in either of the BSO violin sections, auditions will be held to fill the opening. If there is an opening in the First Violin Section, that position shall be announced to current BSO members so that members of the Second Violin Section who would like to move to the First Violin Section would have a chance to audition.

D. Audition Process and Committee

1) Audition Committee

- The Audition Committee is composed of three player representatives, one appointed representative, the Music Director, and the principal player of the instrument being auditioned.
- The three player representatives include one permanent member of the BSO from each of the following orchestra sections: strings, woodwinds, and brass/percussion. Player representatives will be suggested by the players of the relevant section.
- The appointed representative will be selected by the Music Director and may be from any section of the orchestra.
- In the event that the section principal for a specific opening is also a player representative of the audition committee, then that principal shall appoint a member of their section to sit as section representative when auditions for their section occur.

2) Audition process

- Prior to hearing auditions, the Audition Committee will have a briefing to review the audition process, policies, and the scoring system.
- The committee, after hearing the auditions, will vote whether each auditioned player should be: (a) accepted into the orchestra, (b) accepted on the reserve list (c) accepted to the substitute list, or (d) not accepted into the orchestra. In the event of a tie, the Music Director may cast the deciding vote.
- The principal player for each section of the orchestra provides excerpts to be performed by the applicant for that section. In addition to these excerpts, the applicant will be asked to play a solo selection.
- Auditions are blind, eliminating any personal identification of candidates throughout the audition to ensure fairness. A proctor will relay any questions the auditionee may have for the committee so that the auditions can remain truly blind. The Operations Manager is responsible for ensuring blindness.

E. Substitute Player Selection

- 1) The principal player of each section, in consultation with the Music Director, will provide the Operations Manager a ordered list of substitute musicians. These musicians are not considered Provisional or Permanent members, but may be called upon during the season if there is an open position and the Music Director and principal feel they are qualified for the available part.
- 2) If there is a shortage of players on the substitute list for a given section the Orchestra, in consultation with the principal player and Music Director, may ask a willing and qualified player to sit in with the BSO as a substitute on an as-needed basis.

- 3) When a substitute musician is needed in the First Violins, members of the Second Violins will be considered first on the substitute list before an outside substitute list is utilized.
- 4) Seat placement for substitute players is made by the section principal in consultation with the Music Director.

F. Extra Player Selection

- 1) The BSO, in consultation with the principal of a section and the Music Director, may hire Extra Players on an as-needed basis for artistic or musical reasons.
- 2) Any stipend or compensation offered to Extra Players is subject to review. Extra Players may have different contractual requirements than other BSO players, such as attendance at only the dress rehearsal and the concert, and the Operations Manager will notify the principal as necessary.

G. Chamber Orchestra Selection

- 1) Chamber Orchestra players are determined by audition.
 - Existing members of the BSO are eligible to audition at the time of annual auditions.
 - New players may audition for the Chamber Orchestra at the time of initial audition.
- 2) When there is a need for a substitute player in the Chamber Orchestra, the Music Director will consult with the principal to fill the position, selecting first from the Chamber Orchestra roster and sub list.
- 3) String Principals/Assistant Principals, wind, brass, and percussion in the Chamber Orchestra are those in corresponding positions in the BSO.
- 4) Chamber Orchestra string players, with the exception of the Principal and Assistant Principal of each section, will rotate from a pool of audition-approved players. Rotations are organized by the principal of each section.
- 5) BSO string players not currently in the Chamber Orchestra can audition for membership at the time of annual auditions, in order to be included in the rotation pool.
- 6) Players may decline to play in the Chamber Orchestra with no impact to their attendance record for the BSO.
- 7) Any compensation will be made to all BSO Chamber musicians at a rate that is approved by the BSO Board of Directors.
- 8) The default personnel for reduced strings will be the Chamber Orchestra.

Section 9. Player Attendance, Absences, and Resignation

A. Attendance and Absence

- 1) Players are expected to attend scheduled BSO rehearsals, dress rehearsals, and concerts.
- 2) Players must communicate any absences to the Operations Manager AND their section leader in advance as possible, ideally at least one week prior to the date to be missed.
- 3) Players missing more than two rehearsals in a concert cycle may be asked to not play in the concert, at both the Music Director's and principal's discretion.

- 4) Players missing a dress rehearsal may be asked to not play in the concert, at both the Music Director's and principal's discretion.

B. Leaves of Absence

- 1) Players may be granted a leave-of-absence of one concert cycle up to one year and retain orchestra membership. Leave of absence requests must be submitted in writing to the Operations Manager preferably at least three weeks prior to the first rehearsal cycle to be missed, or as soon as possible.
- 2) A one-year leave-of-absence may be extended for a second consecutive year at the discretion of both the Music Director and principal. There is not a restriction on one-year leaves-of-absences that are not consecutive as long as the player is a member in good standing.

C. Player Resignation

- 1) A player who intends to resign in good standing from the BSO should provide written or email communication to the Operations Manager, Music Director, and principal at least three weeks prior to the first rehearsal cycle they will miss.
- 2) At the discretion of the Music Director, principal, and audition committee, a player who has resigned in good standing may be reinstated without an audition if there is an opening.
- 3) A player who misses more than two assigned concerts in a season without approved absence or approved leave-of-absence will be assumed to have resigned from the BSO. They will forfeit orchestra membership in good standing and may be moved to the sub list and/or be required to re-audition to rejoin the BSO, at the discretion of both the Music Director and principal.

Section 10. Player Performance Expectations and Improvement

A. Expectations

- 1) In joining the BSO in any role (defined in Section 7. Player Definitions), players agree to meet a set of expectations that are critical to achieving and sustaining the mission and vision of the BSO. The ongoing core expectations are provided in the Player Handbook, which is provided in print or available online to every player.
- 2) In addition to core expectations for all players (and additional ones for principals), the BSO may need to issue additional expectations, requirements, and guidelines to meet changing circumstances. The Players Committee represents the players with the BSO Board of Directors, Music Director, and staff in developing any new expectations that impact the players. This includes seeking input from players into decisions, and communicating information and decisions to players.

B. Performance and Probation Policy

- 1) This policy governs the disciplinary procedures for musicians in the orchestra who fail to uphold musical and/or non-musical standards. This policy applies to musicians who entered the orchestra by audition and who play regularly in the orchestra.

- 2) This policy does not apply to substitute, auxiliary, or other players who do not qualify for provisional or permanent membership. These individuals who may be dismissed for cause by the Music Director.
- 3) This policy and all orchestra policies are the responsibility of the Board of Directors for ratification and enforcement because they have financial and legal implications. The Players Committee is involved to assure that the orchestra member receives a fair review and a reasonable opportunity to improve.
- 4) Confidentiality and discretion are important to the disciplinary process, for the privacy of the members involved and the artistic staff, and for the morale of the orchestra. Orchestra members and staff shall restrict all communication to only those directly involved at each stage of the performance improvement process.

C. Performance and Conduct Deficiencies

- 1) The performance improvement process begins when a player has been observed engaging in counterproductive performance or conduct, including but not limited to the behaviors below.
- 2) Performance deficiencies include (but are not limited to) intonation, accuracy, rhythm, preparation, ensemble, or failure to respond to the Music Director's direction.
- 3) Conduct deficiencies include (but are not limited to):
 - Failure to comply with BSO conduct standards as outlined in the Player Handbook or other guidelines issued by the BSO, including dress code.
 - Inappropriate conduct, such as a lack of cooperation, collaboration, and teamwork with other orchestra members.
 - Two or more unexcused absences from rehearsals before a single concert or unexcused absence from one performance.
 - Working under the influence of drugs, alcohol, or other mind-altering substances.
 - Engaging in harassment.

D. Performance Counseling and Improvement Plan

- 1) When the Music Director observes performance deficiencies with a member, the Music Director will informally counsel the musician on how to improve.
- 2) If the problem is not resolved by the member in a timely manner, the Music Director will communicate to the musician in writing with the following:
 - A detailed description of the deficiencies
 - Recommendation on how to improve
 - A reasonable timeline for improvement, and
 - A statement that failure to improve may be referred to the Probation Committee.

The Operations Manager will distribute this communication to the member and the chair of the Players Committee, and maintain a file copy.

- 3) Any orchestra member(s), concerned about perceived performance deficiencies in another member, may submit a written description of the issue to the Operations Manager. The Operations Manager will submit copies to the Music Director and the chair of the Players Committee, and maintain a file copy. The Music Director may or may not act on this letter, at their discretion.

- 4) If the Music Director determines that the deficiency has not improved in the required time, they may either
 - A Write a second communication to the player outlining the deficiency, required improvements and new deadline, or
 - Write a second communication to the player stating that the deficiencies have not improved and the musician will be subject to a hearing by the Probation Committee. The Operations Manager will work with the Probation Committee chair to schedule a hearing within two weeks.

E. Probation Committee

- 1) The Players Committee chair will assemble the Probation Committee in the event of a hearing.
- 2) The Probation Committee will consist of:
 - The Players Committee chair (or other Players Committee appointed by the chair) who will serve as Probation Committee Chair
 - Executive Director (non-voting on performance hearing, voting on conduct hearings)
 - Music Director
 - Three principal players, ideally one each from the three sections (strings, woodwinds, brass/percussion). These three principal players will be selected randomly by the chair.
 - To serve on the committee the three principal players must (a) declare themselves to be unbiased toward the incident or member, and (b) be approved by the Music Director. Additional principal players will be chosen randomly until three meet these criteria. The recording secretary role will be appointed from among these three players.
- 3) The subject member will be allowed to invite another BSO orchestra member to serve as advocate for the member. The advocate will be allowed to appear with the member and speak on their behalf in hearings.
- 4) In the case of a tie vote within the Probation Committee, an outside volunteer or paid arbitrator will be selected by full consensus of the committee and board approval. The arbitrator will review all evidence and testimony and render a binding judgment.

F. Performance Hearing and Probation

- 1) The Probation Committee will select the committee membership and recording secretary in consultation with the Music Director.
- 2) At the hearing, the Probation Committee will study the prior documentation, and listen to and question presentations by the member, the member's chosen advocate, the Music Director, and others as called by the Probation Committee.
- 3) At the close of the hearing, the Probation Committee will vote by secret ballot to place the member on probation or not.
 - With a majority vote, the Probation Committee can establish a probationary period of once concert cycle or more, not to exceed two concert cycles, to occur during the concert season.
 - In the case of a tie vote, an outside volunteer or paid arbitrator will be selected by consensus of the committee and Board approval. They will review all evidence and render a decision that will be binding.

- 4) The recording secretary will document the decision and provide this to the Operations Manager.
 - If the committee has decided on probation, the recording secretary will document the terms of the probationary period (issues, evaluation criteria, indicators of improvement, and time period).
 - The Operations Manager will distribute this documentation to the member, all Probation Committee participants, and the president of the BSO board of directors.
- 5) The Operations Manager will schedule a follow-up hearing for the end of the probation period.

G. Performance Probation Follow-up Hearing and Retention Decision

- 1) At the performance probation follow-up hearing, the Probation Committee will meet to review the member's progress in meeting the terms of the performance probation.
- 2) The Probation Committee may request the member, the member's advocate, or other relevant orchestra personnel be in attendance for part or all of the hearing.
- 3) After reviewing all input, the Probation Committee will conduct a secret ballot vote to determine if the player is to be retained or dismissed from the orchestra.
 - The vote will be conducted as a secret ballot following the same guidelines as the performance hearing, including the selection of an arbiter to render a binding decision in the case of a tie vote of the committee.
- 4) The recording secretary will submit the documentation to the Orchestra Manager for the files, and a copy to the Board of Directors.
 - The president of the Board of Directors will immediately issue a letter containing the decision to the member and confirm receipt by the player.
- 5) If the member is retained by the orchestra and then regresses to similar deficiencies, the Music Director can request an immediate and expedited hearing and secret-ballot vote (as above) from the Probation Committee.

H. Conduct Deficiency Process

- 1) The Music Director, BSO staff member, or any orchestra member may notify the Operations Manager of deficiencies in conduct by any player.
 - The notification may be written or verbal.
 - Within seven working days after the notification is received, the Operations Manager will document the deficiency for review by the Executive Director.
- 2) The Executive Director will determine whether the deficiency is serious or other. Legal counsel may be consulted as appropriate.
 - Serious conduct deficiencies include any behavior that is dangerous to the health or welfare of BSO members or staff, or which involves potential legal or financial implications.
 - Other conduct deficiencies include any behavior which violates non-performance guidelines (from the Player Handbook or issued by the BSO), but do not rise to the level of a serious deficiency.
- 3) The Executive Director will refer serious deficiencies in writing to the President of the Board for immediate review and action, including (but not limited to) warning or dismissal.

- The Executive Director or Operations Manager will document the deficiency and action taken, and distribute this to the Players Committee chair, Music Director, and the member's personnel file.
- 4) For other conduct deficiencies, the Executive Director or Operations Manager will notify the member, including:
 - Details of the specific behavior.
 - The specific expectations the member is failing to meet, including how appropriate behavior is demonstrated.
 - What the consequences will be if the member fails to correct the deficiency.
 - The timetable or deadline for correcting the deficiency.
 - 5) If a verbal or informal warning is given to a member of a conduct deficiency on the first infraction, any further infractions will result in a written notice, including (but not limited to) the elements identified above for other conduct deficiencies.
 - 6) A third infraction by a member will result in a referral to the Probation Committee for action following the same process outlined for performance hearing, probation, follow-up hearing, and retention decision above.

Section 11. Other Player Policies

A. Provisional Membership for Substitutes

A substitute musician may be granted PROVISIONAL membership in the BSO under the following conditions:

- 1) There is an opening in a BSO section.
- 2) The musician in question has served as a substitute musician for at least one season or for 6 concert cycles (an equivalent of one season).
- 3) The regular auditions have been held for the following season and no acceptable candidate was chosen.
- 4) A committee made up of the Music Director, the principal player from the concerned section, and the other relevant section principals meet to determine the acceptance/non-acceptance of the musician into the vacant position.

B. High School/Middle School Students

All middle school and high school students who are members of the BSO should remain participating members of their school ensemble on their respective instrument, unless their school music teacher gives them permission to participate in the BSO without playing in their school group. Exceptions will be made case by case for those whose schools do not have a musical ensemble for their respective instrument.

C. Ad-Hoc Players Committees

The Players Committee may create an ad-hoc sub-committee to handle special business as it occurs, or recommend to the Board of Directors the creation of standing or ad-hoc committees or sub-committees. The Players Committee may make nomination recommendations to the President or Board for committee members. The Probation Committee will be convened as needed per Probationary Committee policy.

D. String Section Player Rotation

String player seating (other than principal and assistant principal) may be rotated for each concert set, at the discretion of the principal, with the goal of distributing opportunities for enriching musical experience.

Section 12. Players Committee

A. Committee Selection

- 1) The Players Committee consists of five roles: Chair, Vice-Chair, Secretary, Orchestra Representative, and Immediate Past Chair.
- 2) Nominations are submitted by any permanent member of the BSO.
- 3) The Secretary and Orchestra Representative serve in their respective positions for two years and elections for these two offices will be held on alternating years.
- 4) Elections for Vice-Chair are held annually. The individual who is elected Vice-Chair serves in that capacity for one year, then as Chair the following year, and then as Past-Chair the third year.
- 5) The Players Committee will conduct elections each year.
 - Elections will be conducted in-person (at a rehearsal or general meeting), online, or a combination.
 - Players Committee members will be elected by a simple majority of the members.
- 6) Should an officer leave the orchestra in mid-term or resign for other reasons, the Players Committee will conduct a special election to elect an officer for the remainder of that term.
- 7) The Players Committee or BSO members may propose variations to these election policies (such as temporary extensions of terms) to respond to specific needs or allow for continuity.
- 8) Unless otherwise stated during an election, the terms of office following the election will begin on July 1st of that year, and end on June 30th at the completion of the term of service.

B. Players Committee and Membership Meetings

- 1) The Players Committee will conduct at least one regular BSO membership meeting per year.
 - All permanent and provisional BSO players will be invited.
 - A membership meeting may be combined with the BSO Annual Meeting, which includes all volunteers, staff, and Board members. Such meetings typically present a “State of the BSO” and planning for the season.
 - Meetings will be conducted in person, online, or a combination of both, depending on which method will allow the greatest number of BSO members to participate.
 - The Players Committee will collaborate with the Music Director and BSO staff to develop the content and schedule for membership meetings.
 - The Players Committee will ensure that meeting announcements, invitations, and agendas are distributed at least one week before the scheduled meeting date.

- 2) Special meetings can be requested by any member of the BSO, the Music Director, the BSO staff, or Board of Directors.
 - The Players Committee will consider the requests and collaborate with the appropriate individuals to develop the content and schedule for such meetings.
 - Special meetings may include all players as well as working meetings with small groups of players on specific topics, such as special projects, meetings with the Board or section leaders, or meetings to gather input or feedback.
 - The Players Committee will ensure that meeting announcements, invitations, and agendas (as necessary) are distributed at least one week before the scheduled meeting date.
- 3) Membership meetings are led by the Players Committee chair, vice-chair, or immediate past chair. The format includes the following:
 - Call the meetings to order at the appointed time.
 - Announce in proper sequence the business that comes before the meeting according to the agenda.
 - Recognize members who are entitled to the floor.
 - State and put to vote all questions that legitimately come before the assembly as motions and announce the result of each vote.
 - Enforce the rules relating to debate and those relating to order and decorum within the assembly.
 - Ensure that a quorum (50%-plus-one) is reached for any formal vote, whether the vote is conducted in person or electronically.
 - Expedite business in every way compatible with the rights of members.

C. Players Committee Roles and Duties

- 1) To be elected to the Players Committee an individual must be a permanent member of the BSO. Provisional members, reserve, substitute and extra players, and other contractors do not qualify.
- 2) All members of the Players Committee agree to the following responsibilities.
 - Represent the needs and interests of BSO members, both individually and collectively.
 - Work to resolve conflicts, solidify ideas, promote goals.
 - Ensure clear communication between the members, Board, and staff of the BSO.
 - Promote and uphold all bylaws, policies, and procedures of the BSO and Players Committee.
- 3) Chair duties:
 - Lead Players Committee, membership, and other meetings.
 - Participate as voting member of the Players Committee.
 - Serve as a voting member of the BSO Board of Directors and attend all meetings and activities.
- 4) Vice-Chair duties:
 - Lead Players Committee, membership, and other meetings in the absence of the Chair.
 - Participate as voting member of Players Committee.
 - Serve as voting member of the BSO Board of Directors in the absence of the Chair.

- Act as Secretary of the Players Committee in absence of the Secretary.
- 5) Secretary duties:
 - Participate as voting member of Players Committee.
 - Record and distribute minutes from all BSPA meetings.
 - Keep copies of all written records and be familiar with the contents.
- 6) Orchestra Representative:
 - Participate as voting member of Players Committee.
 - Serve as voting member of the BSO Board of Directors and attend all meetings and activities.
 - Serve as primary voice for the players to the Board of Directors, and on reporting Board of Directors decisions and discussions to the players.
- 7) Immediate Past Chair duties:
 - Participate as voting member of Players Committee.
 - Assist and advise the Players Committee in matters of continuity and parliamentary procedure.

D. Policy Amendments Initiated by Players Committee

- 1) Amendments to BSO Policies and Procedures may be proposed by the members or officers of the Players Committee at any time.
- 2) To make a proposal at a general meeting of the players, the amendment must be delivered to Players Committee officers at least two weeks prior to the scheduled meeting. Officers will distribute the amendment at least one week prior to the meeting. Amendments require a simple majority of the members present at the meeting for preliminary approval.
- 3) To make a proposal at a Players Committee officers meeting, an officer must provide the proposed amendment to other officers at least one week in advance of a scheduled meeting. (If no meeting is currently scheduled, any officer may request such a meeting to consider a policy amendment.) Amendments require a simple majority of the officers present for preliminary approval.
- 4) Proposed policy amendments that receive preliminary approval require ratification by the Board of Directors. Players Committee officers are responsible for requesting time on the next Board of Directors agenda after preliminary approval, presenting the amendment to Directors, and reporting the results to players.
- 5) If the Board of Directors does not agree to ratify proposed amendments, Players Committee officers will obtain the reasons for non-ratification, then prepare a plan and timeline for negotiation between the Players Committee and the Board. Next steps may include revision and resubmission of a proposal, a new proposal, or another resolution of the underlying issue.

E. Policy Amendments Not Initiated by Players

- 1) Proposed amendments which relate to player paragraphs of the BSO policy (sections 1 and 7-12 or related paragraphs) that are not initiated by players will be provided to the Players Committee at least a week in advance of any vote by the Board of Directors.
- 2) Players Committee officers will review such proposals to identify likely impact on players, obtaining input from players as appropriate.

- 3) After review, the Players Committee will provide to the Board a recommendation either to (a) approve, (b) reject, or (c) defer a decision for further study or possible revision.
- 4) If the Board does not agree to the Players Committee recommendation, they will provide the Players Committee the reasons, and a special meeting will be scheduled to negotiate next steps.

LEGAL AND ETHICAL POLICIES

Section 1. Applicability

Our policies apply to all members of the Orchestra, board, committees, staff, independent contractors, and volunteers.

Section 2: Compliance with Law

- A. We comply with all applicable laws.
- B. The Executive Committee of the Board receives, investigates, and responds to questions regarding legal and ethical compliance.

Section 3. Conflicts of Interest

We avoid conflicts of interest in transactions and arrangements that might benefit the financial or familial interests of directors, Music Director, Executive Director, and staff.

A. Directors and Staff Disclose Financial or Familial Interests

We require directors and staff to complete Conflict of Interest forms at the start of their terms and at least annually, disclosing any financial or familial interest in transactions and arrangements with us, or certifying that none exist.

We also require directors and staff to report financial and familial interests to the Executive Committee of the Board when:

- 1) They become aware that BSO is negotiating a transaction or arrangement posing a potential conflict of interest.
- 2) They learn that a transaction or arrangement exists that may present a Conflict of Interest.

B. We define a Financial or Familial Interest as:

- 1) A personal or familial ownership or investment interest in any entity with which BSO has a financial transaction or arrangement; or,
- 2) A personal or familial compensation arrangement, with BSO or with any entity or individual with which BSO has a financial transaction or arrangement; or,

- 3) A potential personal or familial ownership or investment interest in, or compensation arrangement with, any entity or individual with which BSO is negotiating a financial transaction or arrangement.

C. We Determine Conflicts of Interest and Try to Avoid Them.

Our Executive Committee reviews any reported financial or familial interests of Directors to determine if an actual or potential conflict of interest exists.

- 1) If the matter concerns a member of the Board or Executive Committee, that member does not participate, but may be asked to provide helpful information.
- 2) Executive Committee reports to the Board and affected Director or staff member as to whether a conflict of interest exists and if so, provides a recommended course of action.
- 3) The Board reviews the Executive Committee's determination, or makes the determination if the Executive Committee cannot or does not make one.
- 4) We make a record of the proceedings of the Board or Committee's determination.

D. We Do Not Participate in Political Campaigns.

As a 501(c)(3) organization, we do not participate in political campaigns. In order to protect the organization's 501(c)(3) status, any violation should be brought to the Board's attention. This includes participating in political campaigns on behalf of or in opposition to a candidate for public office, ballot measure, or publishing any materials that may create an appearance of bias regarding issues that are significant to the BSO. We do not donate to political campaigns including but not limited to candidates, political parties, or legislative initiatives.

Section 4. Record Retention and Destruction

A. Purpose.

We retain our records as required by law and as required for the conduct of our business.

B. General Procedures.

Records relating the specific categories listed on the attached Recommended Record Retention and Destruction Schedule ("Schedule") should be: (1) retained for the length of time provided on the schedule and (2) destroyed at the end of such period, except as provided below.

C. Variance from Guidelines and Schedules.

Supervisors responsible for records retention may instruct staff to use alternate procedures with respect to any category or form of record on the basis of special circumstances or conditions. Where variances are substantial, the applicable supervisor shall provide written notice of the alternative procedures and the reason for them to the Board's President.

D. Back-up of Electronic Records.

Staff will back-up electronic records monthly to an external hard drive, which will be stored in the BSO office. Quick Books will be backed up daily.

E. Forms of Records to Which These Guidelines Apply.

The categories of records listed on the Schedule encompass records created and stored in any form or media, including but not limited to:

- handwritten, typed, or printed paper documents;
- electronic documents (e.g. email, web sites, zip files, CD's, flash drives, Google Drive, etc.)
- video or digital images;
- recorded audio material;
- graphic representations; and
- information contained on network servers and/or cloud-based document management systems.

F. Document Destruction Procedures.

1) Record Destruction Procedures. Once records have been retained for the applicable period, they should be destroyed following the Recommended Record Retention & Destruction Schedule below, unless destruction of a class of records has been suspended for any reason, in accordance with Section 4(C) or Section 4(F3).

2) Destruction of Personal Copies. Where BSO staff members retain personal copies of records in their desk files, such copies should be destroyed at the same time as the official copy of the record in accordance with Section 4(F5).

3) Suspension of Record Destruction. In the event that any member of BSO staff becomes aware of imminent or pending government (federal, state or local) investigations, audits, proceedings or any lawsuits involving BSO they should immediately report such information to management. Bellingham Symphony Orchestra staff should not make any independent determinations concerning the suspension of record destruction procedures. Management, in consultation with BSO's President and legal counsel, shall make a determination as to whether it is necessary to suspend destruction for any class of records for any reason and shall provide prompt notice to BSO staff of any deviations from the Schedule.

4) Destruction of Other Records. Those categories of records that are not listed in the Schedule may be destroyed at such time and in a manner that best facilitates the efficient administration of BSO's activities.

5) Annual Review of Records. Staff will monitor records on an ongoing basis with an annual review in July at the start of the new fiscal year.

G. We protect the integrity of our records.

- 1) We manage record storage, whether electronic, paper, or otherwise to protect the privacy of individuals associated with the record/document.
- 2) We allow access only for a legal reason or on a "need to know" basis.
- 3) For our business conducted offsite, at home or other workplaces, we require that
 - The use of computer files and documents is protected.
 - Files and documents are stored only in the BSO "cloud" files and are accessible to the Executive Director or delegate.

H. We protect the privacy of patron, volunteer, and contact list records.

We do not share any board roster, membership roster, orchestra roster, or donor or sponsor lists or other such information with outside individuals or organizations, unless:

- 1) Authorized by the individual in writing or by the Board, or
- 2) As required by law.
- 3) Such rosters and lists are solely the property of BSO.

BELLINGHAM SYMPHONY ORCHESTRA

RECOMMENDED RECORD RETENTION & DESTRUCTION SCHEDULE

A. Program & Administration Records	
Record Manager:	
Grant applications or proposals accepted by Bellingham Symphony Orchestra	7 years ¹
Denied grant applications or proposals	3 months
Grant award letters or grant agreements and addendums	7 years
Final financial and narrative reports submitted by grantees	7 years
Internal investigations regarding grants	7 years
Documents related to returned grant funds	7 years
Inventories of products, materials, supplies	7 years
Other correspondence with grantees (program files)	3 months after grant is closed
Educational materials, public relations and solicitation materials created by Bellingham Symphony Orchestra	7 years
Donor gift agreements	Permanently
Donor Receipts	7 years
Other Correspondence with Donors	3 years
B. Accounting and Finance Records	
Record Manager:	
Ledgers and schedules	7 years
Accounts receivables ledgers and schedules	7 years
Audit reports	Permanently
Bank reconciliations	7 years
Bank statements	7 years
Capital stocks and bonds records	Permanently

¹ This time period should commence on the filing date of last Form 990 return reporting a disbursement pursuant to a particular grant.

Cash books	Permanently
Charts of accounts	Permanently
Checks	7 years
Canceled checks for important payments, i.e., taxes, purchases of property, etc.	Permanently
Vouchers for payments to vendors, employees (i.e. allowances, reimbursements, travel, and entertainment expenses)	7 years
C. Tax Records	
Record Manager:	
Tax records Employee Tax Records (Forms 941, W-3, W-2's, W-2P) Independent Contractors & Transactions (Forms 1099, 1096) Donors (Form 8283)	7 years
Form 990 and Supporting Documents	Permanently
IRS Correspondence	Permanently
D. Human Resources Records	
Record Manager:	
Personnel Records	Tenure of employee plus 7 years
Retirement and Retention Plans	Tenure of employee plus 7 years
Payroll	Tenure of employee plus 7 years
Training Manuals (along with the dates that they were in effect)	Permanently
Employee Benefits Records	Tenure of employee plus 7 years
Immigration Records	Tenure of employee plus 7 years
Time Sheets	Tenure of employee plus 7 years
Employee Health & Safety Records	Tenure of employee plus 7 years
E. Property Records	
Record Manager:	
Trademark Registrations & Copyrights	Permanently
Equipment Records	Ownership of Property plus 7 years
Facilities & Real Estate (Deeds) (Leases)	Permanently Life of lease plus 7 years

F. Legal Records	
Record Manager:	
Correspondence with State Regulators	Permanently
State Charitable Solicitation Reports	Permanently
Litigation related documents	Permanently
Opinion letters from counsel or compensation consultants	Permanently
Articles of Incorporation and Amendments	Permanently
Certificates of Authority	Permanently
Bylaws & Amendments	Permanently
Board Minutes & Unanimous Consents	Permanently
G. Insurance Records	
Record Manager:	
Insurance Policies: D & O Insurance Employee Health & Life Insurance Plans Property & Casualty Insurance	Life of policy plus 7 years
Insurance records (i.e., accident reports, claims)	Permanently
H. Contract Records	
Record Manager:	
Expired: contracts, mortgages, notes, and leases	7 years
Still in Effect: contracts, mortgages, notes, and leases	Permanently

Section 5. Use of Online Meeting Platforms

A. Purpose

The BSO strives to create a safe work environment. This extends to the use of online platforms including Zoom and others. When using online platforms for meetings, workspaces, and learning activities, the safety precautions listed below shall be followed.

B. For Creating and Hosting Online Meetings:

- 1) Create meetings with their own unique meeting ID numbers or the equivalent.
- 2) Require a password for entry when able.
- 3) Email links to group participants and let them know not to share it. Do not post meeting information on social media.
- 4) Use the waiting room feature to know who is entering/exiting. Only admit people invited to the meeting.
- 5) Only allow screen sharing from the host. Exceptions can be made by prior arrangement with trusted individuals.
- 6) Immediately close the meeting for all guests should it appear the meeting has been hacked. Follow-up with the BSO Executive Director and meeting guests.

7) Monitor or disable the chat feature during the meeting.

C. For Online Meeting Attendees:

- 1) Do not share the online meeting information with others. This includes but is not limited to meeting links, passcodes, ID numbers, etc. Online meeting spaces are limited to the attendees only.
- 2) Do not share your screen with other attendees unless invited by the host.
- 3) If using the chat feature, only post appropriate comments.
- 4) Attendees not following the BSO and BYCP Policies & Procedures including but not limited to guidelines on child safety, harassment, and community/student behavior, may be excluded from online meetings and/or other disciplinary actions.

Section 6. Privacy Policy.

See attached.

Section 7. Child Safety Policies and Procedures

A. Purpose

We are strongly committed to child safety and to maintaining a child friendly environment. We strive to provide an environment where every child is safe, is treated with respect, and is protected from harm.

B. Scope

For purposes of this policy, the terms “child” or “children” include all persons under the age of eighteen (18) years. The term “staff” includes permanent employees, contract workers, sub-contractors, and interns who work regularly with children in the context of BSO’s programs, including the BYCP, MITS, and BITS. The term “volunteer” means anyone assisting staff in the context of BSO’s programs.

C. Recruitment Practices

BSO takes reasonable steps to ensure that all our staff are properly vetted and have cleared appropriate background checks for persons engaged to work with children, including:

- Personal interviews and references required for all staff.
- Criminal background checks for all supervisory staff and volunteers.
- Criminal background checks for anyone who has regular direct contact with children or who works in close proximity to children and is not directly supervised at all times.

Further assessment may be conducted at the discretion of the Executive Director.

D. Community and Student Behavior Policies

Everyone covered by the scope of this policy is expected to abide by BSO’s Community and Student Code of Conduct.

E. Support for Staff

BSO seeks to attract and retain the best staff. We provide support and supervision so people feel valued, respected and fairly treated. We ensure that staff who work with children have ongoing supervision, support, and training so that their performance is developed and enhanced to promote the establishment and maintenance of a child safe environment.

F. Reporting and Responding to Suspected Child Abuse and Neglect

BSO will not tolerate incidents of child abuse. If abuse is reasonably suspected we will alert Child Protective Services (360-594-6700 or 1-866-829-2153) or the Bellingham Police Department (360-778-8800).

G. Communication

BSO will ensure that everyone to whom this policy applies is aware of and has had an opportunity to read the policy.

We also ask staff to sign a written statement indicating that they have read and will abide by this policy. We retain a copy of all signed statements.

Section 8. Claim Reporting

Our board members and staff inform the Executive Director and/or Executive Committee immediately of any legal claim by any person, whether or not justified, regarding BSO or the conduct of any Member or other person affiliated with BSO.

Section 9 Drug Free Workplace

A. We provide a drug-free workplace and prohibit:

- 1) Reporting to work while under any influence of alcohol, illegal drugs or legal drugs that would adversely affect his or her ability to perform the job in a safe and efficient manner.
- 2) Consuming, displaying, or possessing illegal drugs on BSO property.

B. We allow:

- 1) The consumption of alcoholic beverages on BSO property and at specific BSO events only as authorized by the Executive Director.
- 2) The legal use of prescribed drugs in the workplace (whether office or orchestra) only if such use:
 - Does not impair an individual's ability to perform the essential functions of the job effectively and in a safe manner, and
 - Does not endanger other individuals in the workplace.

C. We hold persons subject to these policies accountable for actions, but encourage treatment.

- 1) We take disciplinary action on a finding of non-compliance with our Drug Free Workplace policy, including termination of membership or of employment.
- 2) We also encourage and support treatment while still requiring work to be performed in a safe and efficient manner except that participation in a treatment program will not:
 - prevent a person's being excused from duty, or,
 - relieve a person of responsibility to perform professionally and in a manner that does not detract from others' enjoyment of their involvement with BSO.
- 3) We encourage members, volunteers, and others to discuss concerns about substance abuse with the Executive Director.

D. BSO will act to protect the best interest of members, employees, patrons and volunteers in regard to drugs and alcohol.

- 1) BSO may take whatever measures are necessary to determine:
 - if illegal drugs are located on, or are being used on, office premises or at event locations, or,
 - if alcohol is being consumed outside of designated events, but,
 - only in a lawful manner while preserving privacy as best we can.
- 2) Searches may be conducted by law enforcement or by BSO personnel.
- 3) We require drug or alcohol tests be conducted only
 - when there is a reasonable suspicion of violation of this policy; or,
 - randomly, when required by law or contract, and,
 - under the supervision of an appropriate health care professional or authorized law enforcement officer.
- 4) We do not require an individual to submit to drug and alcohol testing. However, we immediately remove from service and may terminate from employment any employee, contractor, or member who refuses to submit to required drug testing.

Section 10. Equal Opportunity, Discrimination, and Harassment

The BSO is an equal opportunity employer. All employment decisions are based on merit, qualifications, and competence. The BSO's employment decisions (including but not limited to hiring, promotions, transfers, layoffs, job evaluations, compensation, and benefits) are not influenced or affected by an applicant's or employee's race, ethnicity, gender, age, national origin, color, religion or creed, genetic information, sexual orientation (including gender identity or expression), national origin, marital status, honorably discharged veteran or military status, or disability, or any other category protected by federal, state, or local law.

The BSO expects every employee to comply with the spirit and intent of this policy. Anyone who feels they are being discriminated against should immediately report the matter to the Executive Director. The BSO will promptly respond to all allegations of discrimination as it determines to be necessary, and that may include, without limitation, a thorough and appropriate investigation. In the event that the BSO determines that an employee has violated this policy, appropriate

disciplinary action will be taken. Such discipline may include termination of employment.

Unlawful discrimination and harassment are strictly prohibited. All employees must be allowed to work in an environment free from unlawful harassment or discrimination. To accomplish this, the BSO must have the cooperation of all employees.

Discrimination can come in many forms. Generally, discrimination means unfair treatment or harassment by managers, co-workers, or others in the workplace on the basis of race, ethnicity, gender, age, national origin, color, religion or creed, genetic information, sexual orientation (including gender identity or expression), national origin, marital status, honorably discharged veteran or military status, disability, or any other category protected by federal, state, or local law.

One form of discrimination is sexual harassment. Sexual harassment may be difficult to recognize. It can consist of sexual favoritism, attempts to condition employment benefits on sexual concessions, or sexually based comments and/or conduct that creates a hostile or intimidating atmosphere.

Reporting discrimination is every employee's responsibility. If an employee feels that the conduct or statement of any other employee may constitute sexual harassment or discrimination, or may undermine the BSO's commitment to equal employment opportunity, the employee must immediately notify their supervisor or, if the employee is not comfortable reporting the issue to their supervisor or is not satisfied with the supervisor's response, then to the supervisor's supervisor. If an employee is uncomfortable or reluctant to initiate the report/notification process alone, they may enlist the aid of someone in the office who they feel would be best able to render the necessary assistance and support.

All reports will be taken seriously and investigated. The BSO will protect the confidentiality of those involved to the extent it can, consistent with the need to investigate and resolve the problem. Disciplinary action, including termination, will be taken against those who violate this policy. No employee will be retaliated against for good faith reporting of sexual harassment or unlawful discrimination. Any retaliation will also result in disciplinary action, up to and including termination.

Section 11. Workplace Safety

Employees' safety is of paramount importance to the BSO. Any injuries or near misses suffered in the course of employment must be reported immediately to a manager, or as soon as possible following medical care if necessary. Employees are expected to continually be on the lookout for unsafe working conditions or practices. If an employee observes an unsafe condition at the workplace, they should warn others, if possible, and report that condition to their supervisor

immediately. If employees observe a coworker using an unsafe practice, they are expected to mention this to the coworker and to their supervisor. Likewise, if a coworker brings to an employee's attention an unsafe practice they may be using, the employee should thank the coworker and make any necessary adjustments to what they are doing. Questions regarding the safety of the workplace and practices should be directed to a supervisor for clarification.

Section 12. - Breaks and Meal Periods

All employees are entitled to a paid break of ten (10) minutes for each four (4) hours of work and an unpaid meal period of thirty (30) minutes if the employee works more than five (5) hours in one day. The breaks may be taken in several mini breaks totaling 10 minutes each if that is conducive to the work. The meal period must be taken no sooner than two (2) hours and no later than five (5) hours after the Employee's shift begins. If employees are unable to take their breaks for any reason, they are required to notify their supervisor without delay.

Section 13. Lactation Breaks

For up to one (1) year after a child's birth, any employee who is breastfeeding their child will be provided reasonable break times as needed to express breast milk. The Company will designate a private room for this purpose. Nursing mothers wishing to request/reserve a room may coordinate with the Executive Director.

Breaks for this purpose are unpaid, and the employee should indicate this break period on their time record.

Section 14. Domestic Violence Leave

Employees who are victims of domestic violence, sexual assault, or stalking may be entitled to unpaid time off to provide for their own or their child's health, safety or welfare. This leave is available to all employees in Washington pursuant to state law. The leave may be used intermittently and as reasonably necessary to obtain medical treatment, seek law enforcement assistance and remedies, attend counseling, obtain domestic violence or assault victim services and assistance, participate in legal proceedings, or address safety planning, including permanent or temporary relocation or security of an existing home. The BSO will also provide an applicant or employee who is a victim of domestic violence or an employee whose family member is a victim of domestic violence a reasonable safety accommodation, which may include (without limitation) a transfer or reassignment; a modified schedule; changed work telephone number, work email address and/or workstation; installed lock; implemented safety procedure; or any other adjustment to a job structure, workplace facility, or work requirement in response to actual or threatened domestic violence, sexual assault or stalking.

Employees who are family members of a victim may also be entitled to take reasonable unpaid leave to help the victim seek treatment or obtain help from law enforcement and other agencies. For purposes of this policy, family members include children, spouses, parents, parents-in-law, grandparents, and persons with whom the employee has a dating relationship.

Leave taken under this section is unpaid leave. However, an employee may use their paid sick leave or other paid time off during leave taken under this section.

Upon returning from leave under this section the employee will be restored to the same or equivalent position held at the time leave began, unless the employee was hired for a specific term or only to perform work on a discrete project.

All records and information maintained by the BSO regarding an eligible employee's leave, including the fact that the employee has requested or obtained leave, shall be kept confidential and not released without the express permission of the employee unless required by court order or agency or otherwise required by law.

The BSO will not discharge, threaten to discharge, deny a promotion to, discipline, retaliate, harass or otherwise discriminate against an employee with respect to compensation, terms, conditions, or privileges of employment due to exercise of the employee's rights under this policy.

Section 15. Whistleblower Protection

- A.** We prohibit retaliation against any member, officer, director, contractor or employee who *in good faith* reports a suspected conflict of interest, fraudulent or dishonest act, gross misconduct or other violation of these policies on the part of a BSO officer, director, orchestra member, staff, volunteer, or others associated with BSO.
- 1) We consider harassment, and adverse employment or contractual actions against the individual reporting as retaliation.
 - 2) We act promptly to assess, investigate, and resolve reports and complaints.
 - 3) We hold accountable anyone responsible for retaliation and take action as we deem appropriate, up to and including termination of membership, contract or employment.
 - 4) We protect the identity of the reporting party, upon request, to the extent feasible and consistent with
 - any mandatory reporting requirements and
 - the need to conduct an adequate investigation.
- B.** We encourage individuals to report concerns, whether a concern of misconduct, conflict of interest, or retaliation.

Section 16. Instrument Loan Program

BSO accepts appropriate instruments donated to the Outreach Instrument Loan Program. We acknowledge the donation by a letter to the donor which:

- 1) Includes a description of the property, manufacturer, approximate age, etc., but,
- 2) Does not declare a value of the instrument in such letters.

AMENDMENTS TO POLICIES

These Policies and Procedures may be modified at any time by a simple majority of the Board of Directors present and voting.

This edition of the BSO Policies was approved by majority vote of the Board present at its meeting on the date set forth below.

DATED the 7th day of June 2022

Bellingham Symphony Orchestra

By:



President

Attest:



Secretary