



1. Call to Order & Greeting

- Land acknowledgement: We gather today on the ancestral homelands of the Coast Salish peoples

2. Board Development

- Meet & greet with Chorus Director and Manager
- League of American Orchestras resources, website & board portal

Kathi Bell & Toni Sandler

3. Consent Agenda

Any items may be pulled for further discussion at the request of any Director.

For Approval

- Minutes - Board Meeting, January 14, 2026

For Information & Oversight

- a. Treasurer's Report
- b. Executive Report

Gena Mikkelsen

Gail Ridenour

4. Standing Committees

- Piano Task Force
- Youth Symphony Task Force
- Players' Committee
- Governance Committee
- Strategic Planning Committee

Gail Ridenour

Gail Ridenour

Phillip Thomas

Carol Comeau

Debbie Arthur

5. New Business

- 51st Season Budget Draft
- Discussion of possible future soloist

Gail Ridenour

Gail Ridenour

6. 25-26 Upcoming Events

- Mount Baker Theater Tour: 3/31/2026 @ 4:30 p.m. - MBT
- BSO Book Club: 4/15/2026 @ 6:00 p.m. - Village Books Fairhaven
- Salon Bravissimo: 4/25/2026 @ 4:00 p.m. - Amendment 21 at The Hotel Leo
- Concert V *Yo-Yo Ma*: 4/26/2026 @ 7:00 p.m. - MBT
- VIP Reception: 4/26/2026 @ 5:00 p.m. - Chuckanet Distillery Ballroom
- BSO Board Meeting: 5/13/2026 @ 5:30 @ BSO Office

7. Closing & Adjournment



Bellingham Symphony Orchestra - Board of Directors

- Charli Daniels, President
- Carol Comeau, Vice President
- Mark Tomko, Secretary
- Gena Mikkelsen, Treasurer
- Corey Welch, Past President
- Deborah Arthur
- Kathy Bell
- Charles Halka
- Ken Harrison
- Garland Richmond
- Sandra Payton
- Toni Sandler
- Ted Schuman
- Lucas Senger
- Adrienne Stewart
- Phil Thomas, Players' Committee Chair
- Yaniv Attar, Music Director - Ex Officio
- Gail Ridenour, Executive Director - Ex Officio



League of American Orchestras

For the development portion of the board meeting, please do the following **before** the meeting:

- Go to the League of American Orchestras homepage - <https://americanorchestras.org/>
- Check out the Effective Orchestra Governance: A Guide for Boards and other learning opportunities <https://americanorchestras.org/effective-orchestra-governance-a-guide-for-boards-free-to-members/>
- Click on the link below to check out the New Board Member Guide to Orchestras Webinar from League of American Orchestras
https://americanorchestras.org/a-new-board-members-guide-to-the-landscape-of-american-orchestras/?utm_source=MagnetMail&utm_medium=email&utm_term=executive%40bellinghamsymphony%2Eorg&utm_content=12%2E10%2E25%20Board%20Webinar%20Followup&utm_campaign=Your%20Recording%20of%20%22A%20New%20Board%20Member%E2%80%99s%20Guide%20to%20the%20Landscape%20of%20American%20Orchestras%22

Bring your laptop or mobile device to the meeting and come prepared to explore.

MINUTES
BELLINGHAM SYMPHONY ORCHESTRA (BSO)
BOARD OF DIRECTORS MEETING
WEDNESDAY, NOVEMBER 19, 2025
BSO OFFICE

<input checked="" type="checkbox"/> Charli Daniels, <i>President</i>	<input checked="" type="checkbox"/> Deborah Arthur, <i>Director</i>	Lucas Senger, <i>Director</i>
<input checked="" type="checkbox"/> Carol Comeau, <i>Vice President</i>	<input checked="" type="checkbox"/> Kathy Bell, <i>Director</i>	<input checked="" type="checkbox"/> Adrienne Stewart, <i>Director</i>
<input checked="" type="checkbox"/> Corey Welch, <i>Past President</i>	<input checked="" type="checkbox"/> Charles Halka, <i>Director</i>	<input checked="" type="checkbox"/> Philip Thomas, <i>Director</i>
Gena Mikkelsen, <i>Treasurer</i>	Ken Harrison, <i>Director</i>	<input checked="" type="checkbox"/> Gail Ridenour, <i>Executive Director</i>
<input checked="" type="checkbox"/> Mark Tomko, <i>Secretary</i>	<input checked="" type="checkbox"/> Sandra Payton, <i>Orchestra Representative</i>	<input checked="" type="checkbox"/> Yaniv Attar, <i>Music Director</i>
	<input checked="" type="checkbox"/> Garland Richmond, <i>Director</i>	
	<input checked="" type="checkbox"/> Toni Sandler, <i>Director</i>	
	Ted Schuman, <i>Director</i>	

Guests: Isabelle Kepner,

REPORTS REFERRED TO BELOW ARE POSTED TO THE SHARED DRIVE FOR REVIEW PRIOR TO MEETING.

TOPIC	DISCUSSION
CALL TO ORDER:	Charli Daniels called the meeting to order at 5:31 p.m.
BOARD DEVELOPMENT	Board Buddies - Intentions and Goal Setting - Gail Ridenour Board Sign-ups & Using Google Calendar - Isabelle Kepner
SECRETARY'S REPORT: Mark Tomko	The BSO Board reviewed the draft minutes for the October 15th, 2025 BOD meeting. ACTION: Carol Comeau moved to approve the minutes from October. Garland Richmond seconded the motion. The motion passed by unanimous voice vote.
TREASURER'S REPORT: Gena Mikkelsen	See attached reports for details. Highlights: <ul style="list-style-type: none"> • Impressive results for this last month!

<p>EXECUTIVE REPORT: Gail Ridenour</p>	<p>See attached report for details.</p> <p>Highlights:</p> <ul style="list-style-type: none"> ● Gail just returned from a League of American Orchestras Inclusive Stages workshop (expenses partially covered by the league) ● Highlighted sponsors for the Planets and Holiday Magic! ● Board is encouraged to attend pre-concert dinners ● Got a great note from a teacher at Oak Harbor Elementary School about the educational concert and more notes since ● November 23rd is the first BYCP Concert ● See the direct mail campaign letters and first-time seat cards
<p>STANDING COMMITTEE REPORTS:</p>	<p>Governance Committee - Carol Comeau</p> <ul style="list-style-type: none"> ● See attached report. Players' Committee Feedback requested on new harassment policy and updated player dismissal policy
<p>OLD BUSINESS:</p>	<p>Meeting updates with bylaws & committee meeting schedule</p> <p>ACTION: Toni Sandler moved to approve a proposal to amend Article 6 section 1 of the bylaws to implement the new bimonthly meeting schedule proposed at the October board retreat. Carol Comeau seconded the motion. The motion passed by a unanimous voice vote.</p>
<p>NEW BUSINESS:</p>	<p>Youth Symphony Partnership Exploration</p> <p>Please refer to the proposal shared during the meeting (and that will be sent to the board following the meeting).</p> <p>ACTION: Mark Tomko moved to create a working group of 4 people or fewer nominated by Gail to prepare a preliminary report to the board in January on the possibility of a collaboration or merger with the North Sound Youth Symphony. Charlie Halka seconded the motion. The motion passed by a unanimous voice vote.</p>
<p>CLOSING ADJOURNMENT:</p>	<p>The meeting adjourned at 7:07 P.M.</p>
<p>NEXT MEETINGS AND CONCERTS:</p>	<p>Next board meeting: January 14, 2026</p> <ul style="list-style-type: none"> ● Holiday Magic! - 3:00 P.M. December 7, 2025 @ MBT ● The Nutcracker - Starting December 20, 2025 @ MBT
<p>MINUTES APPROVAL:</p>	<p>Mark Tomko, BSO Board of Directors, Secretary attests and approves these minutes.</p>

MINUTES
BELLINGHAM SYMPHONY ORCHESTRA (BSO)
BOARD OF DIRECTORS MEETING
WEDNESDAY, JANUARY 14, 2026
BSO OFFICE

<input checked="" type="checkbox"/> Charli Daniels, <i>President</i>	<input checked="" type="checkbox"/> Deborah Arthur, <i>Director</i>	<input checked="" type="checkbox"/> Lucas Senger, <i>Director</i>
<input checked="" type="checkbox"/> Carol Comeau, <i>Vice President</i>	<input checked="" type="checkbox"/> Kathy Bell, <i>Director</i>	<input checked="" type="checkbox"/> Adrienne Stewart, <i>Director</i>
<input checked="" type="checkbox"/> Corey Welch, <i>Past President</i>	<input checked="" type="checkbox"/> Charles Halka, <i>Director</i>	<input checked="" type="checkbox"/> Philip Thomas, <i>Director</i>
<input checked="" type="checkbox"/> Gena Mikkelsen, <i>Treasurer</i>	Ken Harrison, <i>Director</i>	<input checked="" type="checkbox"/> Gail Ridenour, <i>Executive Director</i>
<input checked="" type="checkbox"/> Mark Tomko, <i>Secretary</i>	Sandra Payton, <i>Orchestra Representative</i>	<input checked="" type="checkbox"/> Yaniv Attar, <i>Music Director</i>
	<input checked="" type="checkbox"/> Garland Richmond, <i>Director</i>	
	Toni Sandler, <i>Director</i>	
	<input checked="" type="checkbox"/> Ted Schuman, <i>Director</i>	

Guests: Stacey Sledge

REPORTS REFERRED TO BELOW ARE POSTED TO THE SHARED DRIVE FOR REVIEW PRIOR TO MEETING.

TOPIC	DISCUSSION
CALL TO ORDER:	Charli Daniels called the meeting to order at 5:31 p.m.
BOARD DEVELOPMENT	New Member Checklist / Board Buddies / Elevator Pitch - Kathy Bell Marketing - Stacey Sledge
SECRETARY'S REPORT: Mark Tomko	The BSO Board reviewed the draft minutes for the November 19th, 2025 BOD meeting. ACTION: Carol Comeau moved to approve the minutes from October. Kathy Bell seconded the motion. The motion passed by unanimous voice vote.
TREASURER'S REPORT: Gena Mikkelsen	See attached reports for details. Highlights: <ul style="list-style-type: none"> • Cash balance in December increased (report has a minor error there) • Will review our bond positions with Waycross in advance of a large payment coming up in April • Finance committee met in January and will meet again in March to review the FY27 budget

	<ul style="list-style-type: none"> • Endowment took a minor hit in January due to a market change, but is growing again (and is net positive over the lifetime) • Some numbers look off from the budget due to when certain planned expenses and revenue reached (or will reach) the books • Nutcracker income is not reflected and will land in January (December was expected)
EXECUTIVE REPORT: Gail Ridenour	<p>See attached report for details.</p> <p>Highlights:</p> <ul style="list-style-type: none"> • The 2026-2027 graphic design mood board came in today (from Audrey Negro) • MBT is installing new seating; the number of seats is expected to remain approximately the same • Added a few members to the Legacy Society, would like to get up to 50 this season • Pasta & Puccini (Feb 1 after the concert) sales end Friday • Book Club on Wednesday January 21 • Hot Notes coming up on January 23rd • See the table in the report showing MBT fees as a % of ticketing revenue • MBT has requested a 1-year contract extension while they undergo an Executive Director search
STANDING COMMITTEE REPORTS:	<p>Governance Committee - Carol Comeau</p> <ul style="list-style-type: none"> • See attached report for details • Planning various board development activities, events planned for March meeting • Looking for new board members • Board self evaluations coming up in May • Bylaws and policy updates waiting on the player committee <p>Executive Committee - Charli Daniels</p> <ul style="list-style-type: none"> • See attached report details <p>Finance Committee - Gena Mikkelsen</p> <ul style="list-style-type: none"> • See the treasurer's report for details
CLOSING ADJOURNMENT:	<p>The meeting adjourned at 7:12 P.M.</p>
NEXT MEETINGS AND CONCERTS:	<p>Next board meeting: January 14, 2026</p> <ul style="list-style-type: none"> • <i>Hot Notes</i> 1/23/2026 @ 6:00 p.m. - Stemma West • Salon BRAVISSIMO! - Smitten 1/31/2026 @ 4:00 p.m. - Amendment 21 @ Hotel Leo

	<ul style="list-style-type: none">● Concert IV <i>Smitten</i>: 2/1/2026 @ 3:00 p.m. - MBT● Pasta & Puccini 2/1/2026 @ 5:00pm - Lombardi's● Trailblazers Galentines 2/13/2026 @ 7:00 p.m. @ WinkWink Event Space● BSO Board Meeting 3/18/2026 @ 5:30 @ BSO Office
MINUTES APPROVAL (PENDING):	Mark Tomko, BSO Board of Directors, Secretary attests and approves these minutes.

**Bellingham Symphony Orchestra (“BSO”)
Treasurer’s Report**

January/February FY26 Review

Cash Management:

Month	Cash Balance	Change
July	\$279,097	\$(7,306)
August	\$249,597	\$(29,500)
September	\$222,349	\$(27,248)
October	\$286,006	\$63,657
November	\$255,524	\$(30,482)
December	\$261,520	\$5,996
January	\$303,965	\$42,445
February	\$350,102	\$46,137
March		
April		
May		
June		

2-month increase in cash by \$88,582 from January to February close.

Current Investments Breakdown:

WAYCROSS					
Bonds	Invested	% earning	Maturity	Estimated Return	FY
	\$ 37,000	4.84%	2/15/2028	\$ 5,460	FY28
	\$ 40,000	4.00%	3/31/2026	\$ 1,600	FY26
WAYCROSS as of 2/01/25					
Money Market	Invested	% earning	Maturity	Yearly Return	FY
	\$ 175,408	4.07%	Continuous	\$3,866.00	FY26
WECU					
CDs	Invested	% earning	Maturity	Estimated Return	FY
	\$ 10,700	3.94%	3/10/2027	\$ 885.93	FY26
WAYCROSS					
Endowment - Cash Holding	Invested	% earning	Maturity	YE Estimated Return	FY
	\$ 29,898	4.00%	Continuous	\$1,205.72	FY26
WAYCROSS					
Endowment - Invested	Invested	ROI - 12 month	Maturity	YE Estimated Return	FY
	\$ 102,034	7.00%	Continuous	\$7,106.40	FY26
Total FY26 Return				\$ 14,664	ONLY FY26 Included

Finance Committee:

Met with the Executive Committee to recommend a Budget Review for the Board pending salary discussion.

The Finance Committee will meet again in April, where we will review our current budget to actuals through March and possible future investment strategies.

Revenue:

Category	January	February
Individual Giving	\$35,425	\$47,509
Sponsorships	\$5,500	\$8,100
Special Events	\$2,478	\$1,123
Grants	\$5,385	-
Youth Engagement	\$1,975	\$1,671
Ticketing	-	\$46,428
In-Kind Donation		
Other earned income (CDs/Music Rental)	\$164	\$463
Interest Income (Market – People’s)	\$0.25	\$9
Waycross Money Market interest	\$358	\$990
WECU CD Interest	-	-
Endowment	-	-
Total Revenue	\$51,285	\$106,293
Net Income	\$10,537	\$32,478

Expenses

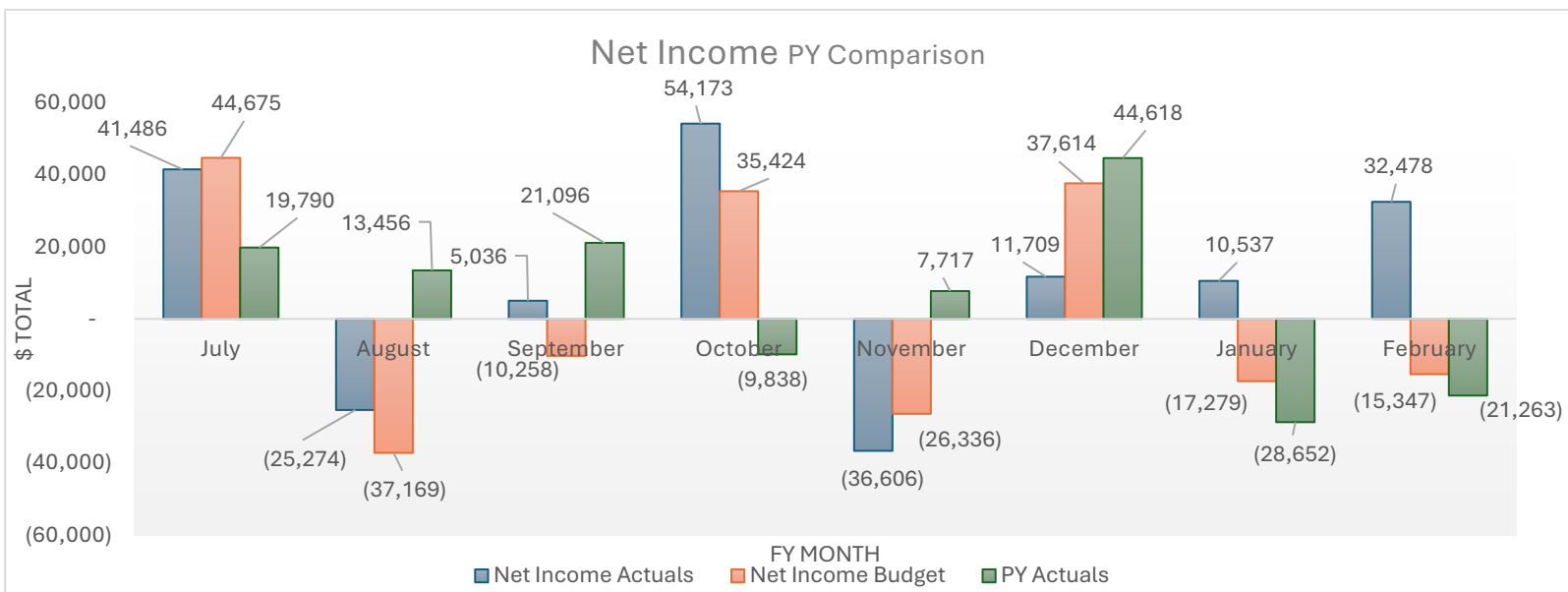
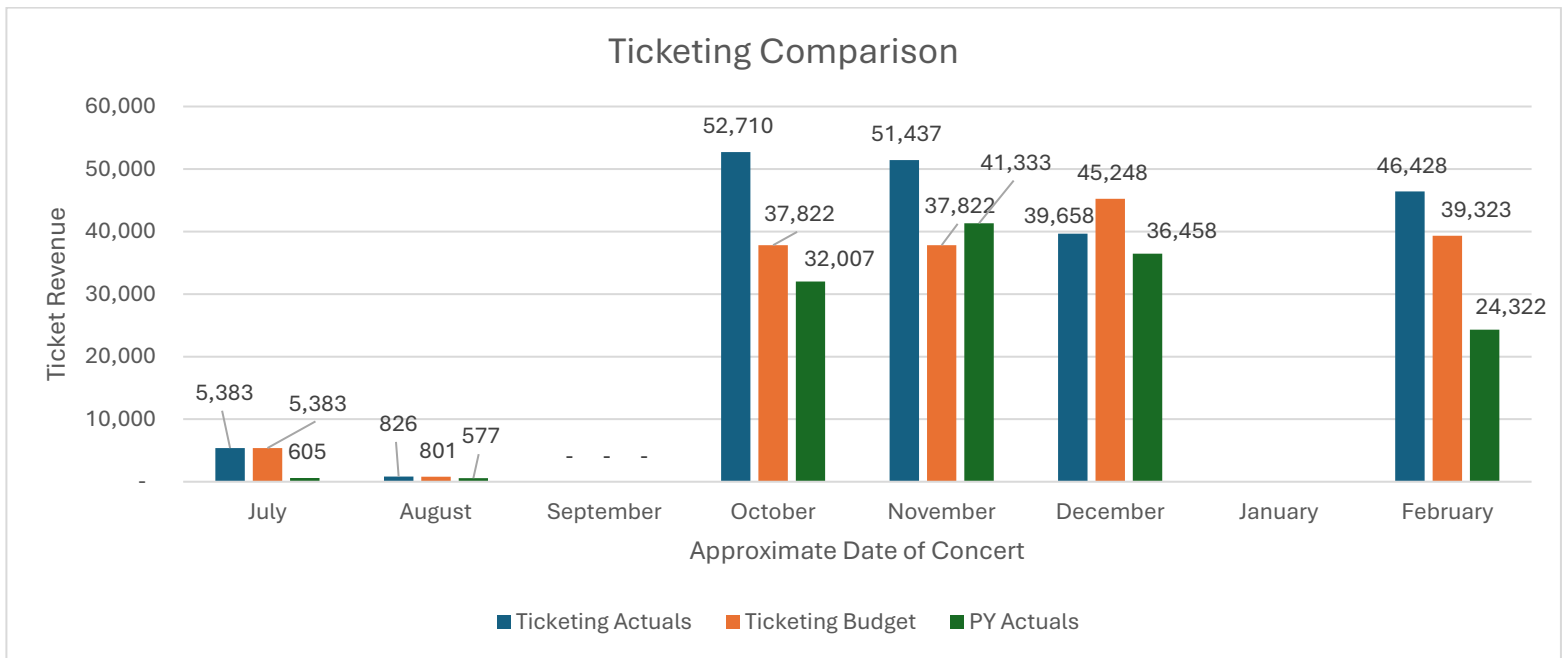
Category	January	February
Payroll	\$29,817	\$22,510
Artistic Expenses	\$626	\$16,678
Production Exp	\$2,658	\$21,133
Youth Engagement	\$2,063	\$1,955
Marketing	\$942	\$1,253
Development	\$449	\$1,876
Other Income Costs		\$1,171
In-Kind	(\$385)	
Office Operations	\$4,578	\$7,240
Total Expenses	\$40,748	\$73,815

Budget to Actuals:

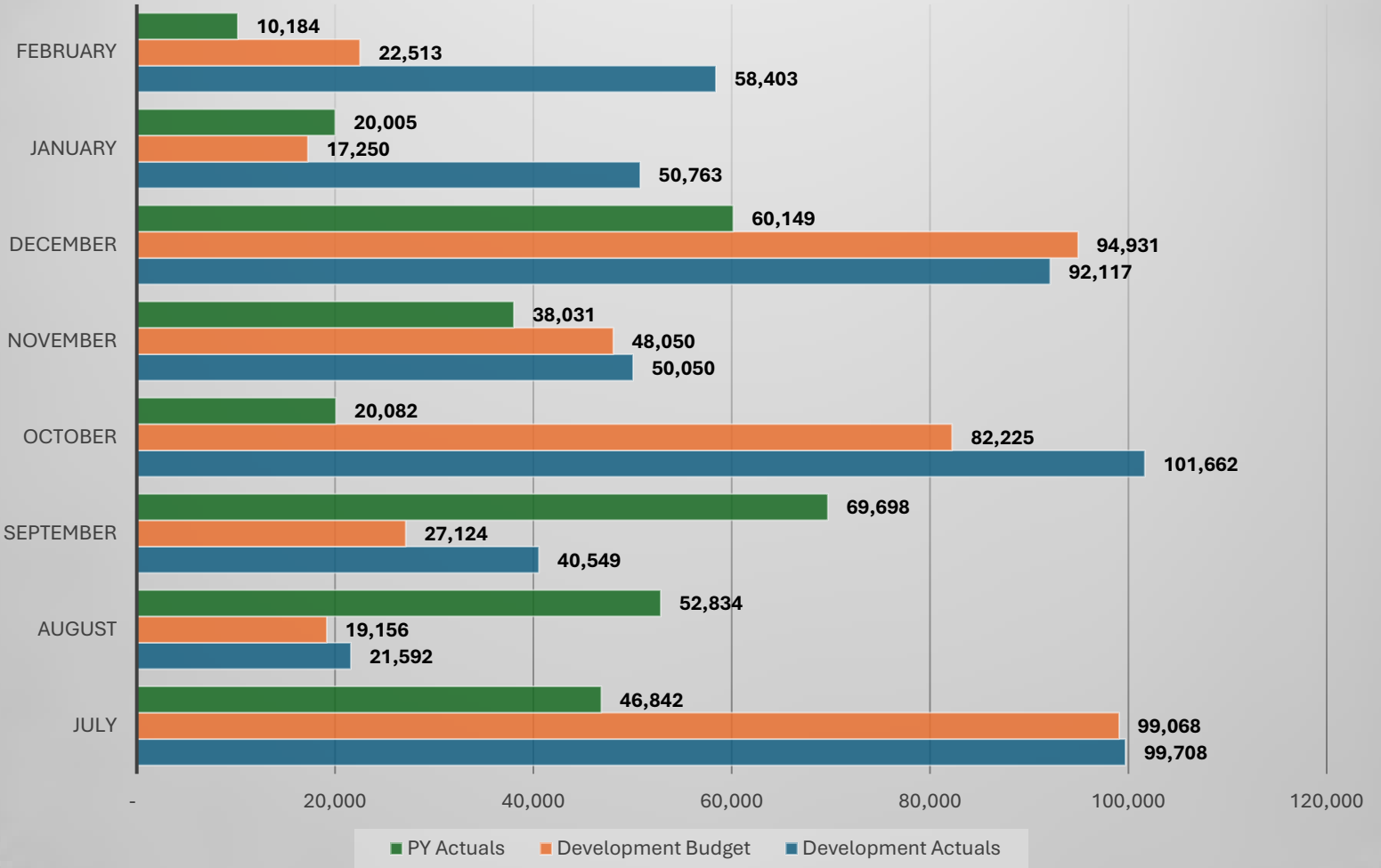
Between January and February, net income was budgeted to come in at \$(32,626), and net income came in at \$43,015, which came from development.

Year-to-Date Review:

By the end of February, we were estimated to be around \$11,322 in net income. We are currently sitting \$135,757 ahead of our budget. We will be paying YYM in the next month and then receiving our revenues from Mount Baker Theater. This year should definitely beat our projected budget of \$395.



Development Budget Vs Actuals



Bellingham Symphony Orchestra

Profit and Loss

February 2026

	TOTAL	
	FEB 2026	JAN 2026 (PP)
Income		
4200 Development	58,402.68	50,763.09
5200 Ticketing	46,428.03	
6800 Other Earned Income	1,462.33	522.31
Total Income	\$106,293.04	\$51,285.40
GROSS PROFIT	\$106,293.04	\$51,285.40
Expenses		
7200 Staff	22,509.96	29,817.39
7300 Artistic Expenses	16,677.98	625.79
7400 Production Expenses	21,132.79	2,657.88
7600 Youth & Community Engagement Programs	1,955.24	2,062.72
8300 Marketing/PR	1,253.13	941.95
8400 Development Exp.	1,875.63	449.17
8810 Other Income Costs	1,171.00	
8990 In Kind Expenses		-385.00
9000 Office Operations	7,239.62	4,578.29
Total Expenses	\$73,815.35	\$40,748.19
NET OPERATING INCOME	\$32,477.69	\$10,537.21
NET INCOME	\$32,477.69	\$10,537.21

Bellingham Symphony Orchestra

Balance Sheet

As of February 28, 2026

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1000 Petty Cash	100.08
1001 Merchandise Cash Box	100.00
1100 Peoples Disbursement Checking	110,139.50
1113 Peoples Money Market Savings (*0628)	51,405.06
1120 Schwab (*5843) - Endowment	0.00
1121 Schwab Money Market (*1550) - Working Capital Reserve	177,247.04
1200 Reserves-CD Accts	11,110.01
Total Bank Accounts	\$350,101.69
Accounts Receivable	
1400 Accounts Receivable	5,000.00
Total Accounts Receivable	\$5,000.00
Other Current Assets	
12000 Undeposited Funds	0.00
1300 Prepaid Expenses	4,143.76
1460 Deposits	850.00
Payroll Corrections	-0.04
Payroll Refunds	0.02
Total Other Current Assets	\$4,993.74
Total Current Assets	\$360,095.43
Fixed Assets	
1620 Furniture & Fixtures	13,892.68
1630 Leasehold Improvements	0.01
1640 Musical Instruments	64,260.68
Total Fixed Assets	\$78,153.37
Other Assets	
1900 Board Directed Endowment	124,231.96
Total Other Assets	\$124,231.96
TOTAL ASSETS	\$562,480.76

Bellingham Symphony Orchestra

Balance Sheet

As of February 28, 2026

	TOTAL
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 Accounts Payable	283.25
Total Accounts Payable	\$283.25
Other Current Liabilities	
2100 Payroll Liabilities	4,949.19
2500 Deferred Revenue	0.00
2610 Sales Tax Collected	88.09
2700 PPP Loan	0.00
Clearing Account	0.00
Direct Deposit Payable	0.00
Total Other Current Liabilities	\$5,037.28
Total Current Liabilities	\$5,320.53
Long-Term Liabilities	
2800 BYCP Liability	0.00
Total Long-Term Liabilities	\$0.00
Total Liabilities	\$5,320.53
Equity	
3001 Opening Balance Equity	0.00
3150 Temp Restricted Net Assets	0.00
3200 Unrestricted Net Assets	234,522.77
32000 Retained Earnings	186,880.96
Net Income	135,756.50
Total Equity	\$557,160.23
TOTAL LIABILITIES AND EQUITY	\$562,480.76

Bellingham Symphony Orchestra

Budget vs. Actuals: Budget_FY25/26_P&L - FY26 P&L

January - February, 2026

	TOTAL	
	ACTUAL	BUDGET
Income		
4200 Development	109,165.77	39,763.68
5200 Ticketing	46,428.03	39,578.23
6800 Other Earned Income	1,984.64	2,125.00
Total Income	\$157,578.44	\$81,466.91
GROSS PROFIT	\$157,578.44	\$81,466.91
Expenses		
7200 Staff	52,327.35	54,532.94
7300 Artistic Expenses	17,303.77	16,495.00
7400 Production Expenses	23,790.67	23,336.00
7600 Youth & Community Engagement Programs	4,017.96	4,015.00
8300 Marketing/PR	2,195.08	2,190.00
8400 Development Exp.	2,324.80	4,395.26
8810 Other Income Costs	1,171.00	0.00
8990 In Kind Expenses	-385.00	
9000 Office Operations	11,817.91	9,129.06
Total Expenses	\$114,563.54	\$114,093.26
NET OPERATING INCOME	\$43,014.90	\$ -32,626.35
NET INCOME	\$43,014.90	\$ -32,626.35

Bellingham Symphony Orchestra

Budget vs. Actuals: Budget_FY25/26_P&L - FY26 P&L

July 2025 - February 2026

	TOTAL	
	ACTUAL	BUDGET
Income		
4200 Development	516,025.45	410,318.50
5200 Ticketing	241,183.14	166,654.00
6800 Other Earned Income	9,843.96	13,117.75
6990 In-Kind Income	1,570.00	
Total Income	\$768,622.55	\$590,090.25
GROSS PROFIT	\$768,622.55	\$590,090.25
Expenses		
7200 Staff	205,874.64	198,304.42
7300 Artistic Expenses	140,207.14	134,730.00
7400 Production Expenses	106,199.10	95,969.00
7600 Youth & Community Engagement Programs	56,096.08	48,220.00
8300 Marketing/PR	43,049.09	35,324.65
8400 Development Exp.	16,847.44	21,789.10
8810 Other Income Costs	11,865.71	4,000.00
8990 In Kind Expenses	5,005.00	
9000 Office Operations	47,083.85	40,430.83
Total Expenses	\$632,228.05	\$578,768.00
NET OPERATING INCOME	\$136,394.50	\$11,322.25
Other Income		
11000 Board-Controlled Endowment	-638.00	
Total Other Income	\$ -638.00	\$0.00
NET OTHER INCOME	\$ -638.00	\$0.00
NET INCOME	\$135,756.50	\$11,322.25



Executive Director's Report

Submitted by Gail Ridenour - January 14, 2026 Board Meeting

Administration/General:

- MBT updates & 51st season
 - The 26-27 Resident Artistic Partnership (RAP) one year contract extension is being finalized. It is a negotiation year. However, MBT requested BSO do a one year extension since they have had leadership transitions on their board mid-season as well as are in the middle of an ED search.
 - The new seating at MBT is confirmed to align with the current seating map with 1,517 seats and will be installed over the summer. There will be additional ADA seats as part of it, which work well for BSO's new seating tiers. However, because the system won't switch over until July, they won't be able to sell those seats as ADA seats during BSO's season subscription renewal period.
 - MBT development staff declined to do shared fundraising for plaques for naming seats that might be of interest to our season subscribers. They will continue with their project as is with their donors.
 - MBT has changed how they prioritize renters. BSO has not been affected by this because of the RAP, which was established in 2019. However, our collaboration with Opus for the Nutcracker makes us subject to this.
 - MBT moved to assigning community renters dates not by cumulative annual tickets sold like in the past, but instead on a rotating basis between the three dance schools (in June and December). Prior to February, this had not been communicated to BSO or the dance studios. MBT noted this change in policy happened with the pandemic.
 - Yaniv and I met with MBT staff and Opus initially after learning about their new system and that MBT was not going to assign the Nutcracker a December weekend slot. An agreement could not be met, so a subsequent meeting was set up with MBT staff, BSO, and the three dance studios.
 - MBT repeatedly suggested at both meetings BSO should not have a holiday concert to make room for the dance recitals in December. Gail stated in both meetings this was not an option since it is our annual Holiday Magic concert the dates have already been guaranteed by MBT, contracts have been put in place with a guest conductor/soloist, it sells out with a ticketed dress, and it is important to the BSO's community engagement as it has become a family tradition for many in the area.

- Between the meetings, Opus and BSO research other possible performance options, including WWU. We concluded that MBT was the only one that really met all of the needs of the Nutcracker from a logistical, community, and financial standpoint.
 - Everyone at the meetings agreed that the Nutcracker production with BSO and Opus was of a different scale and with different needs than other December dance production needs. Different dance studio needs, BSO needs, and multiple options were discussed at the meeting to work towards a compromise with the new system..
 - With the rotation, BSO will end up having our collaboration with Opus for Nutcracker be on Thanksgiving weekend every three years. This upcoming season will be the first of those. December 2027 and December 2028 dates are secured for both Holiday Magic! and Nutcracker.
 - Since this will have a big impact on musician's schedules, BSO is moving our holiday concert to the second weekend in December to give our musicians a week off between it and Nutcracker. Otherwise, our musicians would have been in concert week for three weeks in a row between our November concert, Nutcracker, and Holiday Magic. Audrey is updating applicable graphics.
- Office/staff:
 - Gail's BSO debit card was replaced after Gail and Patty noticed suspicious activity on it at the beginning of January. Peoples Bank was great as getting several small charges reversed. The bank noted this was probably someone doing smaller charges at first who would later do a bigger charge, and that it was a good thing we caught it early.
 - Gail went with other arts leaders including staff from the Whatcom Museum and Allied Arts to Olympia for arts and heritage day to meet with legislators.
 - The office door bolt lock is fixed. It had become stuck and needed maintenance. The landlord was contacted and promptly sent a repair person to fix the issue.
 - BSO signed up for the PSE energy saver program and received a reagent of \$150.
- Professional development:
 - Gail, Isabelle, and Stacey all attended one of the League of American Orchestras Inclusive Stages webinars, *The Art of Giving and Receiving Feedback*.
 - Gail is working with the Players Committee and to get players to be part of the Inclusive Stages Task Force for BSO's participation in the League of American Orchestras Inclusive Stages. BSO is part of the working group focussing on organizational culture and the onboarding process for musicians.
- Yo-Yo Ma insurance options and things to consider:
 - Yo-Yo Ma's team of agents has not had a presenter ask for this before. Gail has had an initial conversation with Sarah from the agency. Board input will be needed prior to moving forward with the insurance options and talking to Yo-Yo Ma's team of agents.
 - Declaration of Health Form and considerations
 - Options from insurance agent:

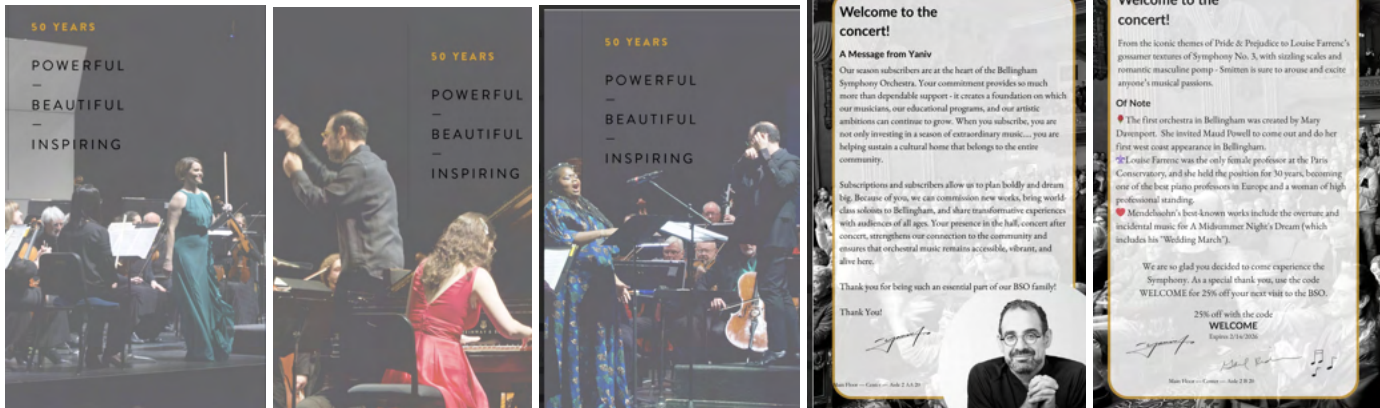
- For option 1, the base premium for the event cancellation coverage not including terrorism and without the non-appearance extension, the premium is \$3,142.66.
- For option 1, the base premium not including terrorism coverage, with the non-appearance extension, the premium is \$10,997.25.
- For option 2, which includes time and distance terrorism coverage, with the non-appearance extension, the premium is \$11,446.35.
- For option 3, which includes extended terrorism coverage, with the non-appearance extension, the premium is \$11,670.38.
- For option 4, which includes extended terrorism including nuclear, biological, chemical materials, with the non-appearance extension, the premium is \$13,824.82.
- They are also offering a separate civil commotion endorsement which can be added to any of these quotes. The additional premium for this endorsement is \$449.10.

Development:

- Sponsors:
 - Smitten
 - Concert - Catherine Rae Sheldon, Advocate for Overlooked Classical Music
 - Guest Artist - LIFE Aesthetic Center
 - Yo-Yo Ma
 - Harmony from Discord & Concert - Carol & David Robinson
 - Guest Artist - Marv & Joan Wayne
 - 51st season sponsorship work has started. John Sandler has experience in this and has volunteered to help. Gail will be working with John on identifying possible sponsors and meeting with them.
- The BSO's official 50th birthday was Monday with the anniversary of the first performance on March 16, 1976 for our nation's bicentennial. BSO has marking and development campaigns for this week that focus on youth programs. Let Gail know if you would like to contribute to matching funds for this March fundraiser.
- BSO will be doing a GiveBig campaign in May. This will be related to the new piano (more info on pianos from the Piano Task Force). Let Gail know if you would like to contribute to matching funds for this May fundraiser.
- Legacy Society: We are up to fifteen in our Legacy Society. Our goal is to get our Legacy Society up to 50 for our 50th season. Let me know if you have anyone you think I should talk to about joining this.
- Donors enjoyed attending the Smitten dress rehearsal, where they got to sit on the stage by their favorite instrument, have a special reception, and get a sneak peak of our upcoming 51st season from Yaniv and Gail.
- BSO will now have icons next to donor names in printed programs to denote legacy, chair underwriting, monthly, and youth engagement.



- Seat cards were placed for first time ticket buyers and season subscribers for Smitten in February.
 - Fronts (rotated so people had different looks for their cards) + backs (subscriber and first timer)

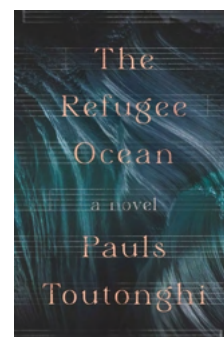


- 25/26 season fundraising dinners and events are on sale with tickets selling. We encourage board members to attend dinners when able. Here is the schedule:
 - The February 1, 2026 [Pasta & Puccini featuring Ibidunni Ojikutu & Jay Rozendaal](#) went well. BSO had 51 attendees at Lombardi's for it.
 - April 26, 2026 [VIP Reception](#) (at cost tickets for just the reception available to board members and musicians). **If you would like to attend the VIP reception as a board member and don't have a VIP ticket to the concert, please talk to Gail about getting a ticket for the reception.**
 - May 30, 2026 [At Home Dinner with Jill featuring Joshua Roman & Simone Porter](#)
- Isabelle has been working on grant writing with Gail. Many grant applications are in the works. Grants that have been applied for that we are waiting to hear back about include:
 - WCF Project Neighborly (4th of July with the Bham Chamber of Commerce)
 - WCF Healthy & Wellness
 - WECU educational grant for operational support letter of interest submitted

Youth & Community Engagement:

- BSO presented at the Bellingham Chamber of Commerce March breakfast where Gail, Stacey, and Isabelle led people in the opening theme of Beethoven's *Fifth Symphony* on kazoo. Gail then shared about the BSO, youth engagement programs, and the 50th season. The time closed with the chamber doing a rendition of *Happy Birthday* on kazoo to celebrate the BSO's anniversary on March 16th.
- BSO is partnering with La Fiamma pizza to create a "well orchestrated pie" in May to celebrate our 50th anniversary. It will include musical nods such as trumpet mushrooms.

- WWU is using BSO's music stands for their annual March orchestra festival with high school students. BSO lends stands to WWU each year for this with WWU Orchestra Director Dr. Ryan Dudenbostel handling the logistics.
- BSO Youth Chamber Players (BYCP) fall session started in February and ends with a recital on March 22nd at WWU in room 16. This spring session included a masterclass with the Trio Azura and three BYCP groups.
- Trailblazers with the BSO String Quartet have multiple performances at schools during February and March. Performances include Custer, Everson, Lowell, Blaine, and Oak Harbor.
- Play It Forward with the Bellingham Festival of Music and Colburn Conservatory went well with Trio Azura, a piano trio. Mary Passmore from the BSO schedules the school performances and masterclasses. Karen Berry from the Festival hosts the students from Colburn. Karen and Mary drive the students and go to the school visits together with Gail meeting them there and helping with the check-in process. This is Mary's last year scheduling the schools as she is retiring. She has done a fantastic job since the start of this partnership. Karen is also retiring from Play It Forward this year. BSO will want to consider this partnership moving forward and our role in it with Mary's retirement.
- Classical Kids had a very successful session at Smitten dress rehearsal. The students got to meet the bassoon with Jackson. Kids really loved seeing if they were taller than the bassoon.
 - Classical Kids = 501 kids (285 families)
- Musicians for Meet A Musician for Classical Kids and the FIG are lined up for the 25-26 season.
 - Jackson on bassoon in February
 - Mark on tuba in March
 - NO April - Spring Break
 - Karoly on trumpet in May
- BSO Book Club is on Wednesday, April 15th at 6pm at Village Books. Seifert & Jones Wine Merchants thoughtfully selects two wines for you to purchase for your own book club — and for us to enjoy at our BSO Book Club gatherings. Purchase online and use the discount code BOOKCLUB10 to receive a 10% BSO Book Club member discount. Mention the book group and receive 15% off recommended reads at Village Books. The books are available for free through the public libraries in print and online.
- Salon BRAVISSIMO! is on April 25th at 4pm at Amendment 21 at the Hotel Leo with Dr. McKenna Milici.
- Classical Around Town met BRAVISSIMO! with our Trailblazers' Galentines string quartet concert on Friday, February 13th at 7pm at WinkWink Event Space. The evening of story telling and music making celebrated SHeroes from music and other fields from our past going into the future. This event was for adult audiences and sold out.
- BSO is participating in the Downtown Bellingham Partnership's Adopt-A-Basket, which puts hanging flower baskets downtown. BSO will be recognized in their May newsletter going to 7K+ subscribers.
- BSO will have a table of 10 at the Bellingham Festival of Music auction.
- Gail was awarded the 2026 SJMEA Friend of Music. Here is an excerpt from the award, *"Through her leadership, the BSO has offered exceptional programs that bring professional musicians into schools, provide students with*



opportunities to attend live symphony performances, and inspire a lifelong appreciation for music. Her tireless efforts ensure that high-quality, accessible music experiences are available to all students, enriching classrooms and lives throughout Whatcom County and beyond.” A special thanks to the BSO for dreaming big for youth to make all of this possible!

Ticketing/Marketing:

- 51st season:
 - Season brochure design (goes to print in April). This aligns with our new brochure design for our 50th season.
 - Season tickets will go on sale after the Yo-Yo Ma concert with special access to the Gil Shaham fundraising concert the first two weeks.
 - BSO season ticket reconciliation begins the first weekend in July (MBT’s 100th anniversary season goes on sale directly after that).
 - BSO single tickets go on sale the first week of August.



- Season banners/letterhead (light, dark, and grayscale for different purposes)



- The BSO is in the Bellingham Alive Welcome Guide.
- Yo-Yo Ma marketing rollout includes:
 - Emails to ticket holders and musicians every two weeks focusing on experience and interesting items related to Yo-Yo Ma and the concert.



- Social media posts focusing on interesting items related to Yo-Yo Ma and the concert.
- 25/26 Ticketing as of 3.13.26 at 7am:
 - Smitten concert SOLD OUT
 - Concert =
 - \$46,428.03 (budget \$37,823)
 - Season = \$37,521.98
 - Package = \$1,467.60
 - Single = \$7,438.45
 - 1,517 (242 comp)
 - Orchestra for All = 42
 - Musician Upgrades = 4
 - Student Rush/Subscription = 4
 - 25% codes for returning first timers = 5
 - Sponsorships = \$6,700 (not including season or orchestra for all)
 - Expenses = \$33,370.45
 - Total MBT Charges = \$20,620.45
 - Venue Rental = \$8,570.00
 - Administrative Fee = \$400.00
 - CC Processing = \$1,618.39
 - Building Restoration Fee = \$4,404.00 (\$3 per ticket excluding 20 comps)
 - Stage Labor = \$2,772.94
 - House Labor/Security = \$2,788.72
 - Concessions Labor = \$41.40 (for donor dress event)
 - Projector & Screen = \$25.00 (for donor dress event)
 - Artistic (Musicians & Guest Artist) = \$12,750.00
 - Musicians (includes new stipends for principals/assistant principals) = \$9,640 (budget \$8,835.00)
 - Player Travel = \$710 (budget \$945 - to regular musicians in BSO)
 - Guest Artist fees (plus transportation) = \$2,400
 - Lecture/Program Notes = NA for Holiday
 - Note - expenses do not include music purchase/rental fees, music director, staff, program notes, pre concert talk, archival recording
 - **Net = \$19,757.58**
- Nutcracker finals were reconciled through Opus since this is their show with BSO as collaborating partners. Opus covered BSO artistic expenses of \$32,940 plus printed programs as well as gave BSO \$10,000 for partnering.
- The Yo-Yo Ma concert wait list has been growing, with very limited seats becoming available. Second and third party sellers are starting to mark up tickets significantly. BSO has worked with MBT, but there is little to nothing that can be done about this other than to warn potential ticket buyers to be careful.

- Fireworks has limited availability with only 48 seats left and is expected to sell out prior to the concert. We do not plan on a ticketed dress rehearsal for this as there is a donor event at the dress rehearsal and no chorus involved.

Operations:

- Dee Dee is finished with 50th season librarian work and is working on a library audit to ensure our electronic database matches our current orchestra library repertoire.
- Rehearsals for Yo-Yo Ma started on Tuesday, March 17th at MBT.
- Music for Fireworks (concert 6) is being bowed and will be ready for distribution at the Yo-Yo Ma dress rehearsal.
- **BSO has a behind the scenes tour of MBT on Tuesday, March 31st at 4:30pm prior to the 6:30pm rehearsal. This is for board members and musicians.**
- Articles from the League provided to musicians in February and March:
 - Symphony Magazine and half time show with Bad Bunny: This article in Symphony Magazine with the orchestra conductor who was part of the Super Bowl halftime show with Bad Bunny is a fantastic read. <https://symphony.org/features/super-bowl-super-conductor/>
 - New Rules and Essential Steps for Pernambuco Sustainability: Learn about the new rules under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) taking effect and the implications for all stringed musicians, makers, sellers, and the iconic Pernambuco trees that grow exclusively in Brazil. https://americanorchestras.org/know-your-bow-new-rules-and-essential-steps-for-pernambuco-sustainability/?utm_source=MagnetMail&utm_medium=email&utm_term=executive%40bellinghamsymphony%2Eorg&utm_content=2%2E25%2E2026%20KeyNotes%20to%20members&utm_campaign=KeyNotes%20BB%20Essentials%20Deadline%20Approaching%2C%20Pernambuco%20Rules%2C%20Upcoming%20Events%2C%20and%20More



Youth Symphony Task Force Report - March 18, 2026

The Piano Task Force (started last summer) met three times to discuss piano options for next season, consulting with the executive committee. The task force is recommending BSO purchases a used instrument from a reputable piano dealer. This will provide some warranty as well as

February 13th meeting with Steinway

- Phillip Miller from Steinway met with Gail, Corey, Phil, Charlie, and Jim (from MBT)
- New piano options were explored

March 3rd meeting (with exec comm)

- Attendees: Isabelle, Gail, Corey, Carol, Phil, Yaniv (zoom), Michelle (zoom), Mark T (zoom), Charli D (zoom), Charlie H (zoom)
- The committee set priorities and consider perspectives including:
 - Artistic
 - Marketing
 - Development
 - Sustainable growth
 - Funding models
- Trade in vs two pianos idea was discussed
- Discussed current options including
 - Current Steinway and “belly” work needed \$50-60K with no guarantee
 - New Steinway \$220K +
 - Elton John auction Steinway in Oak Harbor \$20K starting bid
 - Two piano technicians reviewed the piano for BSO. Jeff Gilliam, Phil Thomas, Charlie Halka, Corey Welch, and Michelle Stranges all went with Gail to try the piano.
 - Classic Pianos options \$90K-\$130K
- It was determined to bid on the Elton John Steinway and authorized a max bid amount of \$40K. The auction closed at 7pm on March 4th with the Steinway selling to a private piano teacher for just over \$43K.

March 9th meeting (with exec comm)

- Attendees: Gail, Corey, Carol (zoom), Phil (zoom), Yaniv, Michelle, Charli D (zoom), Charlie H (zoom)
- Finalize direction of a used piano for the BSO
- Set a price point of \$90-\$130K
- Discuss current options from Classic Pianos which include:
 - 2024 Bosendorfer \$124K
 - Implications for Steinway soloists if BSO chooses this option were discussed
 - 1961 Steinway \$119,500
 - Restored by Meyer Piano Restoration with Hamburg technician and parts
 - 2007 Steinway \$130K
 - Concerns about the rebuild with this instrument were voiced
- In depth discussion of all three pianos and their specs were had with Michelle. A decision to have the Bosendorfer and 1961 Steinway brought to the Seattle shop to try out was decided. BSO will be able to try out the top choice at MBT. Yaniv would like to have the orchestra and Milica read through a concerto when we do this. Gail would like to have top donors in the audience to get feedback and support from them.
- Capital campaign will include:
 - Anchor donors (already have some commitments)
 - Matching funds
 - GiveBig campaign
 - Have past BSO pianists send in videos
 - Purchase key/octave campaign
 - Possibility of Instrument Fund Endowment (board designated)
- The Piano Task Force will reconvene when the pianos are ready for viewing in Seattle.



Youth Symphony Task Force Report - March 18, 2026

The Youth Symphony Task Force met again on February 20th and March 6th to discuss the possible collaboration and merger between the organizations. The task force is going well.

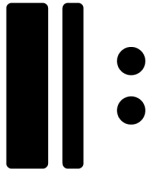
People on it are:

- BSO: Gail Ridenour, Charli Daniels, Corey Welch, and Carol Comeau
- NSYS: Desiree Kane, Julie Dugger, and Kim Markworth

Items discussed included:

- Visioning exercises
- Researching models
- NSYS financial and 990 reviews
- Review of governing documents
- Consultations with Kristen Barron regarding an NDA and other legal considerations
- Possible timelines and components
- NSYS Program Coordinator position

The Youth Symphony Task Force will meet again on April 3rd. A proposal from the committee will come at a later board meeting.



To: BSO Board of Directors

From: Carol Comeau, VP/Governance Committee Chair

The Governance Committee met on February 11, 2026 at the BSO Office. All members were present along with ED Gail Ridenour.

Reminder:

BRING YOUR LAPTOP or TABLET to the Meeting!
Dr. Mabalot and some Chorus reps will join us at 5:30

The following items were discussed:

Board Development: We reviewed the process of the Board Development items and will ask for Board feedback on the following: new Board member checklist. Board Buddies, and developing the Elevator Speech and Values statement. The activity for March will be using Board member computers or tablets, exploring the website offerings for the American League of Orchestras. In May, we will be looking at a Board self-evaluation document and soliciting ideas to further Community and Youth Engagement.

Nominations: The committee is recommending the following for Executive Committee Officers for 2026-27: President, Carol Comeau, Vice-President, Debbie Arthur, Secretary, Mark Tomko, Treasurer, Gena Mikkelsen, Past President, Corey Welch.
These will be voted on in May.

Board Application: We reviewed the application of Richard Hodges as a Board member. Many of you have enjoyed Richard's singing at some of our concerts. He is currently the Director of Voice Studies at WWU. We feel he will bring a wonderful perspective to our Board and will assist us greatly in community outreach! We will vote on his nomination in May.

Board Transitions: Charli Daniels and Garland Richmond will be cycling off the Board after many years of committed and valued service. We will honor them and past Board members at our June meeting, possibly at an off site location. We hope to serve lunch and invite feedback from past members as we move forward. We also discussed possible additions to the Board in the future.

Deferred until the April meeting: Advisory Council and ByLaws and Policies

Our next 2 meetings: April. 16 at 8:30 am at the BSO Office and June 11 at noon (Board Legacy Luncheon)
TBA.

Bellingham Symphony Orchestra BYLAWS

Article I Name, Location and Limitations upon Bylaws

Section 1. Name

The corporate name of this organization is “Bellingham Symphony Orchestra” (hereinafter referred to as “BSO”).

Section 2. Location

The BSO shall have its offices in Bellingham, Whatcom County, Washington State.

Section 3. Limitation upon Bylaws

BSO is incorporated in Washington State and holds an Internal Revenue Service “501(c)(3)” charitable non-profit tax exemption certificate. If any word, sentence or paragraph conflicts with the regulations of the State or the Internal Revenue Service, or the Articles of Incorporation of this organization, then that word, sentence or paragraph shall not apply.

Section 4. Headings

The articles and section headings are for reference only; only the text within them shall be considered effective parts of the Bylaws.

Article II Mission and Objectives

The Bellingham Symphony Orchestra engages, connects, and uplifts our community by performing powerful, beautiful, and inspiring music.

Article III Orchestra Membership

Section 1. Orchestra Members

Orchestra Members shall include all regular players in the Bellingham Symphony Orchestra who pass any entrance and attendance requirements established by the BSO, with input from the Players Committee. Orchestra Members are players in the symphony and are not members as defined in RCW 24.03A.315

Article IV Board of Directors

Section 1. Number and Categories

There shall be a Board of Directors of no less than three (3) and no more than nineteen (19) voting persons as follows: The five (5) Officers (President and Chair, Past President, Vice President, Secretary and Treasurer, chosen by the Board as below); two (2) Orchestra Representative Directors (the Players Committee Chair and Orchestra Representative elected by the players and approved by the Board); ~~one (1) BSO Chorus Representative Director (elected by the choristers and approved by the Board); and up to eleven (11) Directors-at-Large~~ (proposed by the Vice President and approved by the Board as below).

~~In addition, there shall be three (3) Ex Officio Members who are non-voting; the Executive Director, Music Director, and Chorus Director.~~

Section 2. Term of Office

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The term limits in this paragraph apply to Directors but not Officers.

A Director shall serve a term of not more than three (3) years and may be re-elected or, in the case of Directors-at-Large re-appointed, to one additional term of three (3) years or less. The term of each new Director shall commence on the date of the next regular meeting following his/her election or appointment to the Board and shall terminate on June 30 at the end of the appropriate year. Board members who have fulfilled two (2) consecutive terms may be elected for a new three (3) year term after at least one (1) year absence. [These term limits and absence requirements may be waived by a majority vote of the Board if it determines special circumstances apply.](#)

Section 3. Voting

Each director shall have one (1) vote.

**Article V
Election, Appointment, and Removal of Directors**

Section 1. Orchestra and Chorus Representative Directors

Directors who are Orchestra and Chorus Representatives shall be nominated, elected, and seated following the BSO Policies & Procedures.

Section 2. Directors-at-Large

Directors-at-Large on the Board shall be proposed by the Governance and Nominating Committee (see Article VII, Section 1) and be subject to approval by the Board.

Section 3. Elected Office Vacancies

If a vacancy occurs among the ~~Directors-at-Large or the~~ Officers, the vacancy shall be promptly filled by appointment of the Executive Committee subject to confirmation by a majority vote of the Board of Directors. The member so appointed to fill a vacancy shall serve the unexpired term of his predecessor.

Deleted: on the Board of Directors or

Deleted: (except for the Players Committee Chair or Orchestra Representative)

If the office of President becomes vacant, the Vice President shall assume the presidency and a new Vice President shall be appointed by the Board of Directors to serve until the next election. If a Representative Director position becomes vacant, see Section 1 of this Article.

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Section 4. Removal from Office

Any Director may be removed from the Board for cause by a resolution approved by not less than two-thirds (2/3) of all Directors, provided that the Director whose removal is proposed shall have first been provided reasonable notice of such intended removal, the factual basis for such removal, and an opportunity to respond to such proposal for removal.

Three unexcused absences from Board meetings in any term year shall constitute cause for automatic removal; no other action by the Board shall be necessary to precipitate such removal from Board membership, save written notice to the involved Director.

**Article VI
Board of Directors' Meetings**

Section 1. Regular Meetings

The Board of Directors shall meet once a month on an agreed upon date, time, and place.

Section 2. Special Meetings

The Board may hold special meetings at the request of the President or of not less than three (3) Directors, upon no less than three (3) days written and/or email notice, at such time and place as may be designated by the President or the Directors requesting the meeting, as the case may be. The notice shall state the purpose of the special meeting, and the subject matter of the meeting shall be limited to that purpose. The President or the Directors requesting such special meeting shall provide a copy of such notice to the Secretary prior to the commencement of any special meeting, for inclusion in the BSO Board Binder. No action taken at any special meeting shall be valid without such notice as herein provided or a written waiver of such notice by the Directors present at the next regular meeting of the Board.

Section 3. Quorum

Fifty percent of the then-current Directors shall constitute a quorum at any official meeting of the Board of Directors. If a quorum is lost during a meeting, no official action shall be taken, provided the meeting may continue.

Section 4. Governing Power

The Board of Directors shall constitute the governing body of the BSO, and shall have the power to carry out and fulfill the objectives and purposes prescribed in the Articles of Incorporation and to implement all the legal powers conferred by said Articles and by the law upon the BSO.

The Board of Directors shall be the legal custodian of the property of the BSO, and shall have the active business management and control of the affairs and funds of the organization, including the right to borrow money and make contracts binding upon the BSO. The Board may, by adoption of a resolution or by adoption of a general policy, designate who may sign checks, contracts, and other legal documents.

Section 5. Open Meeting

Meetings shall be open to attendance by any member of the public, except that portion of any meeting which is specifically discussing individual employee, contractor, or orchestra member's performance may be declared closed and open only to the Board.

Section 6. Limitation upon Board of Directors Actions

Except as otherwise provided in the Articles of Incorporation or by law, all Board actions shall take place at the duly authorized meeting at which a quorum is present, by majority vote of the Directors in attendance. Any Board action authorized by the Articles of Incorporation or by law may be taken by written consent of a majority vote of the without any Board meeting.

Section 7. Waiver of Notice

Actual attendance at any meeting at which a quorum is present shall constitute waiver of notice unless such attendance is solely for the purpose of objecting to the validity of the notice purportedly given and any attending Director so objecting to notice shall not thereafter participate in such meeting.

Section 8. Executive Committee

The Executive Committee shall consist of the President, Immediate Past President, Vice President, Treasurer, and Secretary, with the President serving as Chairman and the Executive Director staffing it. The Executive Committee shall be regularly convened and consulted by the Executive Director and/or President for the efficient conduct of board meetings, and when important and/or urgent decisions are needed between Board meetings, such as the hiring of employees or consideration of confidential personnel matters.

Section 9. Conduct of Meetings

All BSO meetings shall be conducted according to Roberts Rules of Order.

Article VII
Board, Officers, and Advisors

Section 1. Election of Board and Officers

- (A) ~~Governance and Nominating Committee: The Governance and Nominating Committee shall be chaired by the Vice President and shall include the Immediate Past President and at least one additional officer or Director-at-Large.~~ This committee will submit a proposed slate of officers and directors to the Board at the May meeting.
- (B) Additional Nominations: Directors may make additional nominations for each office at the May meeting.
- (C) Notification of Candidates: The Secretary provides the Board a list of candidates not less than ten (10) days prior to the June meeting.
- (D) Election: Election shall be held at the June Board meeting by a majority vote present at that meeting. The newly elected Board and Officers shall take office on the first day of July following election.
- (E) Term: The Officers and Board members who have been elected shall hold office beginning July 1 until the following June 30 or until their successors shall be elected and qualified.
- (F) Dual Offices Prohibited: No members of the BSO may hold two elective offices at the same time.

Section 2. Officer Descriptions

- (A) **President:** The President shall be the Chief Executive Officer of the BSO. The President works with the Executive Director to carry out all actions of the BSO in the conduct of its affairs including the oversight of staff and members in the performance of their assigned duties. The President shall preside over all meetings of the Board. Any nominee for President must have served at least one year on the Board of Directors.
- (B) **Vice President:** The Vice President shall be responsible for carrying out the duties of the President in the President's absence or unavailability and for such other executive duties as the President may delegate or as the Board of Directors may from time to time assign. The Vice President shall be responsible for chairing the Governance and Nominating Committee. It is expected that the Vice President will normally be elected to the Presidency at the end of his/her vice-presidential term.
- (C) **Secretary:** The Secretary of the BSO shall be responsible for preparing, submitting, keeping and maintaining as the case may be, the books and records of the BSO, exclusive of the financial books and records which shall be kept and maintained by the Treasurer. These records are listed as the Policies and Procedures.
- (D) **Treasurer:** The Treasurer of the BSO shall be the Chief Financial Officer of the BSO responsible for maintenance and oversight of the BSO's financial and fiscal affairs. The duties are listed in the Policies and Procedures.
- (E) **Immediate Past President:** Upon election of a new President, the retiring President at the time of the election shall assume the post of Immediate Past President and shall serve on the Governance and Nominating Committee. ~~If the retiring President is unable to serve in this role, another Director-at-Large may be nominated.~~

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Deleted: A Nominating Committee shall be appointed annually by the President at or before the April meeting of the Board to include not less than the Immediate Past President, Vice President, and one additional member of the Board.

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Article VIII

Committees

Committees shall meet at the determination of the Chairperson. Any recommendations of committees for action by the Board shall be submitted to the Board in a written memorandum signed by the committee chairperson. Committee recommendations are advisory and neither committees nor members shall take action on behalf of the Bellingham Symphony Orchestra.

Section 1. Standing Committees

Current Standing Committees are described in Policies and Procedures.

Section 2. Special Committees

The President may also from time to time appoint one or more Committees for the purpose of conducting a specific project. The President may also select the Chairperson for any such committee.

Section 3. Ex-Officio Committee Members

The President or Vice President shall be an ex-officio member of each committee unless specified otherwise.

Article IX Financial Review

A general financial review of the BSO's financial records and condition for the past two fiscal years shall be conducted biennially by a qualified disinterested third party to confirm the accuracy and completeness of information presented in the monthly financial statements. Such review will be completed no later than the November Board meeting of each odd-numbered year. Such review may also be conducted upon seating of a new Treasurer.

Article X Amendments

These Bylaws may be amended at any time by resolution approved by not less than two-thirds (2/3) of the Directors in attendance at any valid meeting of the Board with the Board of Directors having been given notice at least thirty (30) days prior to convening a meeting at which amendments are proposed to be voted upon, and such notice must include an accurate description of the proposed amendment(s).

Article XI Miscellaneous Provisions

Any notice herein required to be given shall be deemed received when delivered personally or at least five (5) business days after deposited in the U.S. Mail, first-class postage prepaid. Any notice herein required to be given shall be deemed received when delivered by email.

The BSO Fiscal Year shall begin at 12:01 A.M. each July 1 and end at the following midnight, June 30.

Article XII Dissolution

On the dissolution of the Bellingham Symphony Orchestra, any remaining assets shall be distributed to organizations qualified as exempt under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, (i) as determined by a majority of the then-serving directors, or (ii) to any governmental entity, or (iii) as determined by the court of competent jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization

or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

**Article XIII
Approval & Adoption**

The foregoing revised and restated Bylaws of the Bellingham Symphony Orchestra, a Washington non-profit, were duly adopted by resolution of the Board of Directors of said BSO on the date set forth below.

DATED this 21st day of May, 2025.

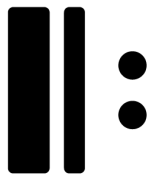
Bellingham Symphony Orchestra

By:

Attest:

Corey Welch, President

Mark Tomko, Secretary



March 2026 Report to the Board of Directors (Submitted by Debbie Arthur and Carol Comeau)

Proposed Next Steps:

Use the current strategic plan (through this season) as the framework to guide the next phase of planning and implementation.

The working group will:

- Review the current strategic plan
- Assign subcommittees aligned with strategic priorities
- Develop a framework for the overall work plan
- Incorporate player input
- Produce a draft plan for board review

Initial planning group:

- Scott Faulkner
- Debbie Arthur
- Carol Comeau
- Gail Ridenour

Proposed Kickoff

Date: April 23, 2026, 4 pm

Participants: Scott Faulkner, Debbie Arthur, Carol Comeau, Gail Ridenour

Purpose of kickoff meeting:

1. Decide on subcommittees aligned with sections of the strategic plan
2. Assign committee members to subcommittees
3. Create a framework for the overall work plan

2026 Proposed Strategic Planning Working Sessions (Full Committee)

Format:

Tuesdays in June

- Evening meetings

- Full Committee (Deborah Arthur, Yaniv Attar, Kathleen Bell, Charlie Halka, Sandra Payton, Garland Richmond, Mark Tomko, Corey Wlech, Tim Douglas (community member), Scott Faulkner (consultant))

June 9

Overview and Subcommittee Assignments

- Review current strategic plan
- Confirm subcommittee structure
- Assign members to subcommittees

June 16

Focus Areas

- Artistic
- Community

Subcommittees begin drafting priorities and actions.

June 23

Focus Areas

- Infrastructure
- Development & Capacity

Subcommittees refine goals and implementation ideas.

Player Input

During the June process:

- Gather input from orchestra players
- Identify key themes and feedback

June 30

Final Working Session

- Review player input
- Integrate feedback
- Finalize draft strategic work plan
- Prepare draft for board review

Key Outputs

Subcommittee structure aligned with the strategic plan

- Draft implementation/work plan
- Player feedback summary
- Draft plan ready for board discussion

: BELLINGHAM SYMPHONY ORCHESTRA

BSO Proposed 2026-2027 Budget Overview

Submitted March 10, 2026 by Executive Director Gail Ridenour

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Overview

This year marks the 51st season for the Bellingham Symphony Orchestra in which we are continuing with a full season (five classical series, holiday pops, add-on concert, and Nutcracker), activities surrounding concerts, and engagement programming. I have underestimated income and overestimated expenses wherever possible. I am projecting a deficit year, but there is potential for the year to end in the positive if it continues to build on our 50th season. The past couple of years has seen growth for the BSO that we want to harness.

Development

- Giving is estimated conservatively and has room for growth in multiple areas if it continues the current trajectories with possible additional unbudgeted fundraising events such as the Symphony of Trees fundraiser proposed for December.
- Sponsorship levels are underestimated, leaving room for growth. It is less than last year because of Yo-Yo Ma sponsorships.
- There is room for growth in the at-home and restaurant dinners as well.
- Grant funding for recovery is more limited than at the start of the pandemic. I am applying for grants for the BSO wherever possible, whether recovery, program, engagement, etc related. We have numerous grant applications in the works and applied for. Unsecured grants are not budgeted for.

Ticketing (See Ticket Pricing and Ticket Sales Projections)

Our 50th season with Yo-Yo Ma saw unprecedented growth in ticket revenue. All of the concerts were sold out and our season subscriptions grew from 396 to over 900.

- We are moving to a 6 section model for the 51st season, creating a premier seating zone and an E section. This is modeled after our Yo-Yo Ma concert.
- The D and E sections will have season tickets available for the first time.
- Student Rush/Subscription: Prices will be \$10 per ticket with a \$40 subscription for the season (excluding the holiday concert and add-on concerts).
- Orchestra for All apply for all concerts in all sections (except for add-on concerts).
- The December concerts reflect affordable pricing.
- Estimates include comp tickets for musicians, sponsors, adjustments for expanded season ticket numbers, etc.

25-26 Budget Approved

3-10-20:

Dept	Description	2024-25 Budget	2024-25 Actuals	2025-26 Budget APPROVED 6.18.25	2025-26 Actuals (projections as of 2.23.26)	2026-27 2.5% COLA Budget PROPOSED 3.10.26
Acct#	Acct # DRAFT 26-27					
4000-6000	INCOME					
4200	Development					
	Individual Giving					
	4212 Unrestricted Giving	\$ 75,000	104,426	90,000	143,104	140,000
	4215 Chair Underwriters	\$ 95,000	95,557	110,000	114,943	115,000
	4217 Program Envelopes	\$ 13,000	7,870	10,000	7,925	10,000
	4219 Direct Mail	\$ 9,000	7,850	7,500	11,350	12,000
	4221 Endowment Distributions	\$ 4,100	5,167	5,000	5,516	5,500
	4223 Harmony from Discord	\$ 15,000	20,000	20,000	20,000	20,000
	4227 Unrestricted Endowment Donations					
	4249 Other Donors (Amazon Smile & Fred Meyer)	\$ 200	87	200	200	200
4210	Total Individual Giving	\$ 211,300	240,957	242,700	303,038	302,700
	Sponsorship					
	4252 Season Sponsors	\$ 20,000	17,500	17,500	17,500	17,500
	4255 Concert Sponsors	\$ 18,000	18,000	31,500	17,500	19,000
	4257 Guest Artist Sponsors	\$ 14,000	12,000	20,000	28,320	12,500
	4258 Ad Sponsors	\$ 3,000	1,350	3,000	2,275	3,000
	4259 Other Sponsors	\$ 9,000	7,500	12,000	5,811	13,400
4250	Total Sponsorship	\$ 64,000	56,350	84,000	71,406	65,400
	Special Events					
	4312 At Home Dinners	\$ 3,500	3,425	3,250	2,122	4,000
	4313 Restaurant Dinners	\$ 3,500	3,650	6,520	7,991	14,856
	4315 Special Event Tickets	\$ -	0	6,500	1,435	750
	4317 Special Event Auctions/Misc	\$ -	0	5,000	5,002	0
4310	Total Special Events	\$ 7,000	7,075	21,270	16,550	19,606
	Grants					
	4452 Tourism Grants	\$ 22,500	35,660	48,880	48,880	45,518
	4453 Restricted Grants	\$ -	37,633	16,000	40,575	0
	4455 Unrestricted Grants	\$ 5,000	7,650	5,000	5,000	5,000
4450	Total Grants	\$ 27,500	80,943	69,880	94,455	50,518
	Youth & Comm Engagement Programs					
	4611 BYCP Tuition	\$ 11,000	10,823	13,050	8,810	13,500
	4613 Engagement Individual Giving	\$ -	2,170	2,000	3,850	5,500
	4614 BRAVISSIMO! (formerly Classical Kids Memberships)	\$ -	-	700	245	0
	4615 Engagement Sponsors	\$ 22,000	23,000	27,000	34,179	32,000
	4616 Restricted Grants				428	0
	4617 Engagement Grants					
	4618 Educational Series Artist Fee	\$ 3,000	3,000	3,000	6,000	6,000
	4619 Instrument Loan Program Fees		40	50	0	50
4610	Total Youth Engagement/Education	\$ 36,000	39,033	45,800	53,512	57,050
4200	TOTAL DEVELOPMENT	\$ 345,800	424,358	463,650	538,961	495,274
	Ticketing					
	5202 Full Season Subscriptions	\$ 102,604	110,553	75,504	173,221	160,000
	5205 Package Subscriptions	\$ 15,347	13,400	8,949	5,109	5,421
	5207 Single Tickets	\$ 105,585	116,124	430,597	481,602	141,420
	5209 Other Ticketing	\$ 1,300	1,182	13,140	46,651	50,115
5200	TOTAL TICKETING	\$ 224,836	241,259	528,190	706,583	356,956
	Other Earned Income					
	6802 Ad Sales	\$ -	0	0	0	0
	6805 CD & Merchandise Sales	\$ 10,180	4,597	5,000	4,362	5,000
	6807 Equipment & Music Rental (MBT)	\$ 150	450	150	150	150
	6820 Interest Income (CD Interest)	\$ 12,000	12,289	13,000	7,865	13,000
6800	TOTAL OTHER EARNED INCOME	\$ 22,330	17,336	18,150	12,377	18,150
6990	6995 In Kind Income (Donated Pro Services)		4,685		1,570	4,800
4000-6000	TOTAL INCOME	\$ 592,966	687,637	1,009,990	1,259,491	875,180
7000-9000	EXPENSES					
	Staff					
	Artistic Staff					
	7212 Music Director	\$ 74,000	66,733	74,000	73,200	74,000
	7215 Operations/Personnel/Librarian	\$ 8,500	19,400	22,000	22,645	\$22,391
	7219 Engagement Staff	\$ 6,500	8,906	9,000	8,601	9,200
7210	Total Artistic Staff	\$ 89,000	95,039	105,000	104,446	105,591
	Administrative Staff					
	7232 Executive Director	\$ 80,000	80,000	80,000	81,506	82,231
	7233 Development					
	7235 Marketing & Communication Manager	\$ 37,000	33,998	36,000	37,772	\$38,110
	7237 Office Administrator	\$ 30,000	22,754	33,000	33,908	\$35,178
7230	Total Administrative Staff	\$ 147,000	136,752	149,000	153,186	155,519
	Administrative Contract Staff					
	7252 Bookkeeper	\$ 14,500	12,957	14,000	14,657	\$14,873
	7255 Webmaster	\$ 250		250	247	250

25-26 Budget Approved

3-10-20:

Dept	Description	2024-25 Budget	2024-25 Actuals	2025-26 Budget APPROVED 6.18.25	2025-26 Actuals (projections as of 2.23.26)	2026-27 2.5% COLA Budget PROPOSED 3.10.26
Acct#	DRAFT 26-27					
7250	7257 Administrative Support Staff/Interns Total Admin Contract Staff	\$ 3,500 \$ 18,250				15,123
	Employee Costs					
	7292 Payroll Taxes	\$ 19,828	21,818	21,500	24,607	25,800
	7295 Employee Benefits	\$ -				
	7298 Mileage/Miscellaneous Reimbursements	\$ 250	-121	150	339	150
7290	Total Employee Costs	\$ 20,078	21,698	21,650	24,946	25,950
7200	TOTAL STAFF	\$ 274,328	266,446	289,900	297,483	302,183
	Artistic Expenses					
	Orchestra Personnel					
	7312 Player Stipends (formerly Concertmaster)	\$ 69,530	70,665	77,875	75,325	75,135
	7315 Chorus Director, Section Leaders & Rehearsal Pianist			23,550	25,090	21,680
	7317 Players Equipment & Travel	\$ 3,995	6,200	6,210	6,025	6,075
	7319 Hired Musician Fees	\$ 3,800	5,260	5,000	5,250	7,500
	7322 Nutcracker Stipends			31,990	32,940	31,315
7310	Total Orchestra Personnel	\$ 77,325	82,125	144,625	144,630	141,705
	Orchestra Expenses					
	7332 Player Recognition (Party)	\$ 500	726	500	500	500
	7334 Refreshments	\$ 1,500	2,476	1,500	3,030	2,100
	7335 Family Care & Parking Fund	\$ 1,000	742	2,000	2,550	2,040
	7337 Special Recognition	\$ 500	0	500	414	500
7330	Total Orchestra Expenses	\$ 3,500	3,943	4,500	6,495	5,140
	Guest Artists					
	7342 Guest Artist Fees	\$ 29,350	28,850	179,400	180,250	72,000
	7345 Guest Artist Hospitality & Travel	\$ 7,000	10,733	10,500	10,830	9,500
	7349 Special Projects	\$ -	0	0	0	0
7340	Total Guest Artists	\$ 36,350	39,583	189,900	191,080	81,500
	Music Costs					
	7352 Music Acquisition/Rental	\$ 6,622	9,080	4,500	4,539	8,790
	7355 Music Postage & Copying	\$ 700	1,496	900	941	600
	7357 Music Licensing	\$ 4,000	3,429	4,000	3,507	3,600
7350	Total Music Costs	\$ 11,322	14,005	9,400	8,986	12,990
	Music Equipment					
	7362 Equipment Rental Expense	\$ 250	582	300	814	300
	7365 Equipment Maintenance	\$ 960	1,110	1,220	1,492	1,400
	7367 Equipment Purchases	\$ -	111	1,000	1,456	500
7360	Total Music Equipment	\$ 1,210	1,803	2,520	3,762	2,200
7300	TOTAL ARTISTIC EXPENSES	\$ 129,707	141,459	350,945	354,953	243,535
	Production Expenses					
	Concert Expenses					
	7412 Venue Rental	\$ 58,800	58,196	53,820	53,845	53,820
	7415 Stage Labor	\$ 6,000	7,352	6,000	6,804	7,200
	7417 House Labor	\$ 9,000	13,132	10,800	18,053	18,000
	7419 Concert Supplies	\$ 500	833	500	449	500
7410	Total Concert Expenses	\$ 74,300	79,513	71,120	79,151	79,520
	Rehearsal (Dress & Standard)					
	7422 Venue Rental (Chorus)	\$ -	0	1,000	1,000	2,000
	7425 Venue Labor	\$ 10,000	13,566	13,900	13,919	13,650
7420	Total Rehearsal (Dress & Standard)	\$ 10,000	13,566	14,900	14,919	15,650
	Pre-Concert Lecture					
	7432 Speaker's Fee	\$ 1,200	1,200	2,200	2,200	1,125
	7435 Program Notes	\$ 1,200	1,200	1,200	1,000	1,125
7430	Total Pre-Concert Lecture	\$ 2,400	2,400	3,400	3,200	2,250
	Concert Programs & Materials					
	7442 Design Services	\$ 4,150	4,714	4,000	5,508	5,500
	7445 Production	\$ 7,700	10,739	12,600	13,276	10,800
7440	Total Concert programs	\$ 11,850	15,453	16,600	18,784	16,300
	Recording & Post Production					
	7452 Recording & Post Production	\$ 3,500	1,700	3,000	3,000	2,100
7450	Total Recording & Post Production	\$ 3,500	1,700	3,000	3,000	2,100
	Ticketing Costs					
	7462 Ticketing Fees from Venue	\$ 14,000	13,232	26,946	31,569	26,946
	7465 Ticketing Labor	\$ 200	0	0	0	0
	7467 Credit Card Fees from Venue	\$ 7,500	8,151	16,000	17,772	9,100
7460	Total Ticketing Costs	\$ 21,700	21,383	42,946	49,341	36,046
7400	TOTAL PRDCTN. EXPENSES	\$ 123,750	134,015	151,966	168,396	151,866
	Youth/Community Engagement Programs					
	Educational Programs					
	Bellingham Youth Chamber Players					

25-26 Budget Approved

3-10-20		2024-25	2024-25	2025-26	2025-26	2026-27
Dept	Description	Budget	Actuals	Budget APPROVED 6.18.25	Actuals (projections as of 2.23.26)	2.5% COLA Budget PROPOSED 3.10.26
Acct#	Acct # DRAFT 26-27					
7610	7612 BYCP Coaching Fees	\$ 6,300	5,873	6,500	5,325	6,400
	7615 BYCP Other Expenses	\$ 5,000	6,071	6,500	6,550	8,000
	TOTAL BYCP	\$ 11,300	11,944	13,000	11,875	14,400
7620	Musicians/Soloists in the Schools					
	7622 MITS/SITS Fees	\$ 3,000	2,950	3,000	3,500	6,000
	7625 MITS/SITS Travel & Expenses	\$ 500	0	300	241	250
	TOTAL MITS/SITS	\$ 3,500	2,950	3,300	3,741	6,250
7630	Trailblazers					
	7632 Trailblazers Fees	\$ 5,000	4,980	5,000	6,720	6,000
	7635 Trailblazers Travel & Expenses	\$ 250	99	250	250	400
	Total Trailblazers	\$ 5,250	5,079	5,250	6,970	6,400
7640	PIF-Play it Forward Chamber Music					
	7642 PIF Fees	\$ -	0	1,500	0	1,500
	7645 PIF Travel & Expenses	\$ 1,500	1,049	1,500	0	1,500
	Total PIF	\$ 1,500	1,049	3,000	0	3,000
7650	Instrument Loan Program					
	7655 ILP Instrument Maintenance	\$ -	0	500	250	500
	Total ILP	\$ -	0	500	250	500
7660	Orchestra for All Concert Ticketing					
	7662 Orchestra for All Costs	\$ 400	726	750	914	875
	Total Orchestra for All	\$ 400	726	750	914	875
7670	Scholarships					
	7672 Scholarships	\$ 1,250	1,050	1,250	1,250	1,250
	Total Scholarships	\$ 1,250	1,050	1,250	1,250	1,250
7610	TOTAL YOUTH PROGRAMS	\$ 23,200	22,798	27,050	25,000	32,675
7680	Misc Engagement Expenses					
	7682 Misc Youth Engagement Expenses (CAW/CK/Halloween)	\$ 150	284	150	712	500
	7685 Misc Community Engagement Expenses	\$ 250	40	25,065	23,439	18,230
	Total Misc Engagement Expenses	\$ 400	324	25,215	24,152	18,730
7690	Educational Concert					
	7691 Ed Show Scholarships	\$ 10,000	7,144	10,000	19,283	25,000
	7692 Musician & Guest Artist Fees	\$ 4,000	3,715	2,185	4,330	8,600
	7693 Venue Rental & Labor	\$ -	0	0	0	0
	7694 Marketing/PR	\$ 450	0	0	0	0
	7695 Supplies	\$ 25	0	0	42	0
	7696 Production Expenses	\$ 500	0	0	0	0
	7697 School Presentations	\$ 200	0	0	0	0
	Total Educational Concert	\$ 15,175	10,859	12,185	23,655	33,600
7690	TOTAL ED CONCERT	\$ 15,175	10,859	12,185	23,655	33,600
7600	TOTAL YOUTH ENGAGEMENT & ED PROGRAMS	\$ 38,775	33,981	64,450	72,807	85,005
	Marketing/PR					
8310	Season Brochures/Postcards					
	8312 Design	\$ 2,300	1,451	2,000	2,907	2,000
	8315 Production	\$ 6,500	5,767	6,000	7,201	6,500
	Total Brochures/Postcards	\$ 8,800	7,217	8,000	10,108	8,500
8320	Posters/Banners					
	8322 Design	\$ 650	1,506	650	3,940	1,150
	8325 Production	\$ 850	1,407	5,500	3,113	3,500
	Total Posters/Banners	\$ 1,500	2,914	6,150	7,053	4,650
8330	Print/Digital Ads					
	8332 Design	\$ 1,335	2,644	1,400	1,700	1,800
	8335 Placement	\$ 21,300	9,942	13,625	12,879	17,507
	Total Print Ads	\$ 22,635	12,585	15,025	14,579	19,307
8340	Radio/TV/Social Media/Web					
	8342 Radio/TV Ads	\$ 12,640	13,030	8,600	10,262	8,600
	8345 Web/Social Media Design	\$ 2,750	2,032	1,100	3,288	1,500
	8347 Social Media Ads	\$ 2,100	489	1,500	750	1,500
	Total Radio/TV/Social Media/Web	\$ 17,490	15,550	11,200	14,300	11,600
8350	Misc Marketing/PR					
	8351 Misc Design	\$ 400	1,004	450	1,761	450
	8352 Misc Public Relations (Items for MBT)	\$ 100	39	200	100	200
	8359 Misc Marketing	\$ 1,200	1,003	800	2,598	300
	Total Public Relations	\$ 1,700	2,047	1,450	4,459	950
8300	TOTAL MARKETING	\$ 52,125	40,313	41,825	50,499	45,007
	Development					
	Development Materials					
	8411 Misc. Devel. Design	\$ 150	0	0	0	0
	8412 Brochures/Collateral	\$ -	0	200	0	0
	8415 Program Envelopes	\$ 650	0	1,000	0	0
	8417 Direct Mail	\$ 1,500	1,317	1,500	2,222	1,850

25-26 Budget Approved

3-10-20:		2024-25	2024-25	2025-26	2025-26	2026-27
Dept	Description	Budget	Actuals	Budget APPROVED 6.18.25	Actuals (projections as of 2.23.26)	2.5% COLA Budget PROPOSED 3.10.26
Acct#	Acct # DRAFT 26-27					
	8418 Database Subscriptions (Donor Perfect)	\$ 1,250	3,068	3,028	3,067	3,100
	8419 Donor Engagement	\$ 1,000	382	1,000	1,176	1,200
8410	Total Development Materials	\$ 4,550	4,767	6,728	6,465	6,150
	Donor Recognition					
	8432 Invitations/Mailing	\$ 150		150	0	150
	8435 Post-Concert Receptions	\$ 5,000	926	1,000	988	3,750
	8437 Donor Benefits	\$ 1,000	0	1,000	750	1,000
8430	Total Recognition	\$ 6,150	926	2,150	1,738	4,900
	Event Costs					
	8452 At Home Dinners	\$ 200	141	250	250	350
	8453 Restaurant Dinners	\$ 2,700	2,825	4,495	1,276	9,100
	8454 Special Event Costs		54	34,723.34	33,576	0
	8457 Hired Musician Fees	\$ 800	125	1,500	1,700	0
8450	Total Event Costs	\$ 3,700	3,145	40,968.34	36,801.94	9,450.00
8400	TOTAL DEVELOPMENT	\$ 14,400	8,839	49,846.60	45,004.94	20,500.00
	Cost of Goods Sold					
	8812 CD & Merchandise Acquisition	\$ 8,000	6,975	4,000	10,695	4,500
	8815 Misc Merchandise	\$ -	115			
	Total C.O.G.S.	\$ 8,000	7,090	4,000	10,695	4,500
8810	TOTAL C.O.G.S.	\$ 8,000	7,090	4,000	10,695	4,500
	8995 In Kind Services (Donated Pro Services)		4,685		1,185	4,800
	8997 In Kind Services (Donated Materials & Supplies)				3,820	0
8990	TOTAL IN KIND		4,685	0	5,005	4,800
	Office Operations					
	Rent & Utilities					
	9011 Rent	\$ 11,612	11,805	12,041	12,041	12,323
	9012 Utilities	\$ 400	450	450	334	480
	9013 Parking	\$ 750	1,050	900	1,824	1,800
	9014 Cleaning & Maintenance	\$ 2,040	2,040	2,210	2,345	2,210
	9016 Office Improvements	\$ 100				
9010	Total Rent & Utilities	\$ 14,902	15,346	15,601	16,545	16,813
	Operations					
	9112 Supplies	\$ 1,500	2,579	1,800	1,979	1,800
	9115 Telephone/Internet	\$ 2,500	2,563	2,500	2,565	2,340
	9116 Website Domain (Webhosting)/Subscriptions (Adobe)/Fees	\$ 3,700	4,190	4,000	3,558	3,700
	9117 Postage, Shipping, Delivery	\$ 1,500	949	1,500	2,230	1,600
	9119 Printing & Copying	\$ 3,900	4,452	4,750	5,274	4,800
9110	Total Operations	\$ 13,100	14,734	14,550	15,606	14,240
	Office Equipment					
	9152 Purchase	\$ 1,600	1,237	1,600	1,049	1,000
	9155 Maintenance					
9150	Total Office Equipment	\$ 1,600	1,237	1,600	1,049	1,000
	Insurance					
	9312 Liability	\$ 6,249	6,605	10,511	11,172	12,000
9310	Total Insurance	\$ 6,249	6,605	10,511	11,172	12,000
	Staff/Board Development & EDI					
	9412 License, Dues, & Subscriptions	\$ 2,880	3,106	3,000	3,519	3,560
	9415 Workshops/Consulting/EDI	\$ 500	500	500	775	500
	9417 Conferences/Registration/Travel/EDI	\$ 3,500	8,904	5,000	4,980	3,000
	9419 Misc Staff/Board	\$ 500	2,220	500	463	590
9419	Total Misc Staff/Board	\$ 7,380	14,730	9,000	9,737	7,650
9410	Total Staff/Board Development/EDI	\$ -	0	0	0	0
9920	Total Misc Office Expense	\$ 1,500	1,700	1,700	1,850	1,850
9930	Total Accounting Fees (990)	\$ 3,000	3,268	3,500	4,893	5,000
9940	Total Credit Card Fees	\$ 200	221	200	175	200
9950	Total Bank Fees	\$ -	0	0	0	0
9960	Total Interest Income	\$ -	0	0	0	0
9000	TOTAL OFFICE OPERATIONS	\$ 47,931	57,840	56,663	61,026	58,753
7000-9000	TOTAL EXPENSES	\$ 689,016	694,668	1,009,595	1,065,868	916,149
	Net Excess/(Deficit)	\$ (96,050)	(7,031)	394	193,623	(40,969)

: BELLINGHAM SYMPHONY ORCHESTRA

- All concerts include a six-tiered pricing structure to meet our AEDI goals.
- The Breaking Dawn concert in February with Gil Shaham and Adele Anthony reflects the fundraising nature of the concert and price points in-line with the soloist. The concert has a six-tier pricing structure to meet our AEDI goals. There are no comp tickets for this concert.

Other Earned Income/Expense

The budget includes merchandise sales. This includes branded season T-shirts, sweatshirts, and tote bags. Items will be available for purchase prior to concerts in the lobby.

Staff

The budget shows a conservative approach to staffing (total FTE 3.29) with the restructuring made during the 24-25 season being maintained as it allowed for flexibility and worked well during the 25-26 season. It allows for paid internships/positions for students at WWU in partnership with the schools of business and music, which aligns with our AEDI goals and approach towards staffing for this upcoming season. Also, the structure allows for more staff to be present on concert weekends.

Washington State threshold for salaried employees exempt for overtime has risen according to the following chart. This only affects the ED position. To remain in-compliance with this, BSO's Executive Committee adjusted the ED compensation appropriately for the remainder of the 25-26 season starting in January. The proposed budget reflects the adjustments for the 2027 threshold, which is an increase of just over 2.5%. Overtime is paid at time and a half for hours over 40 hours per week for non salaried staff. For the 24-25 season, total hours worked beyond the 40 hour work week were 248 hours, which would have been \$14,890 if the ED position had not been salaried (assuming the hourly rate of \$40 hired on at an hourly basis when initially part time). I have prepared one budget with a 2.5% COLA for staff for consideration.

For small employers with 1–50 employees

When the rule takes effect	Multiply minimum wage by...	Projected salary threshold, weekly	Projected salary threshold, annual
July 1, 2020	1.25	\$675.00	\$35,100.00
Jan. 1, 2021	1.5	\$821.40	\$42,712.80
Jan. 1, 2022	1.75	\$1,014.30	\$52,743.60
Jan. 1, 2023	1.75	\$1,101.80	\$57,293.60
Jan. 1, 2024	2	\$1,302.40	\$67,724.80
Jan. 1, 2025	2	\$1,332.80	\$69,305.60
Jan. 1, 2026	2.25	\$1,541.70	\$80,168.40
Jan. 1, 2027	2.25	\$1,583.10	\$82,321.20
Jan. 1, 2028	2.5	\$1,796.00	\$93,392.00

Artistic & Production (See Musician Stipend and Artistic & Production Budget)

: BELLINGHAM SYMPHONY ORCHESTRA

The artistic plan includes funding for artists and projects related to AEDI (such as family care for musicians), which is also a part of our BSO Strategic Plan. The repertoire for next season includes full orchestration for all concerts (with the exception of the Nutcracker shows with Opus Performing Arts where all players receive stipends) so that all our players will be able to perform and make music together. The six concerts include five season concerts with a special fundraising add-on concert featuring Gil Shaham and Adele Anthony. The Nutcracker uses a very small pit orchestra of 32 musicians. The Nutcracker includes a \$3,000 stipend for Yaniv as MD.

The BSO Chorus creates some additional artistic expenses but also creates opportunities in development.

There are higher production costs with labor costs and fees continuing to rise. This is reflected in the budget.

Community & Youth Engagement

We are maintaining our robust youth and community engagement programs. This includes Sunset Flicks, 2 educational concerts, Trailblazers, and Soloists in the Schools.

Marketing

The marketing budget includes room for new approaches and maximizing the publicity gained during the 50th season. This includes print ads, digital ads (such as the successful Seattle Times articles), radio, and social media.

Office Operations

The office budget line items remain relatively stable with no notable changes.

Summary

When considering the budget, there are a lot of unknowns, including grant funding and earned ticketing revenue. Thanks to a continuing commitment to the fiscal health of the BSO, our organization has healthy reserves, which we want to protect for the future and will plan to grow this season for future stability and planning. There is the potential for the following revenue, which is not accounted for in the budget:

- Additional season ticketing revenue potential not including ticketed dress rehearsals = \$50,885 (accounts for comp tickets)
- Additional fundraising concert ticketing revenue potential = \$17,913
- **TOTAL POTENTIAL TICKET REVENUE NOT IN BUDGET = \$68,798***

**does not include grants applied for, further dinner and fundraising event, revenue, etc.*

There is potential for further giving in the individual unrestricted giving line item, chair underwriters, youth engagement programs, and special capital campaigns (such as the new piano, chair underwriter expansion to sponsor each musician).

2026-2027 BSO SEASON TICKET PRICING - 51ST SEASON						
Concert #	1	2	3	5	6	Soloists Gil Shaham & Adele Anthony ADD-ON FUNDRAISING CONCERT Breaking Dawn 02/07/27
Description	Star-Cross'd Dreams	Longing In Exile	Holiday Magic!	Flights of Fantasy	Fate's Power	
Date (All season concerts are Sundays at 3pm)	10/04/26	11/22/26	12/6/26	3/21/27	05/23/27	
TICKET PRICES						TICKET PRICES
FULL PRICE						FULL PRICE
- Premier	\$60	\$60	\$55	\$60	\$60	Premier \$125.00
- Sec A	\$55	\$55	\$45	\$55	\$55	A \$100.00
- Sec B	\$45	\$45	\$37	\$45	\$45	B \$65.00
- Sec C	\$36	\$36	\$30	\$36	\$36	C \$45.00
- Sec D	\$25	\$25	\$22	\$25	\$25	D \$35.00
- Sec E	\$15	\$15	\$15	\$15	\$15	E \$20.00

SEASON SUBSCRIPTION & DESIGN YOUR SERIES (save 10% when you purchase 3+ concerts)						SEASON SUBSCRIPTION		
Season + Package Ticket Discounts	10%	10%	10%	10%	10%	5 CONCERTS	2026-27 Season Subscription Price is 10% off	Early Bird Season Subscription Price is 15% off
- Premier	\$54.00	\$54.00	\$49.50	\$54.00	\$54.00	\$265.50	\$ 266	\$251
- Sec A	\$49.50	\$49.50	\$40.50	\$49.50	\$49.50	\$238.50	\$ 239	\$225
- Sec B	\$40.50	\$40.50	\$33.30	\$40.50	\$40.50	\$195.30	\$ 195	\$184
- Sec C	\$32.40	\$32.40	\$27.00	\$32.40	\$32.40	\$156.60	\$ 157	\$148
- Sec D	\$22.50	\$22.50	\$19.80	\$22.50	\$22.50	\$109.80	\$ 110	\$104
- Sec E	\$13.50	\$13.50	\$13.50	\$13.50	\$13.50	\$67.50	\$ 68	\$64
						4 CONCERTS	Student Subscription Price	
STUDENT SUBSCRIPTION	\$10.00	\$10.00	na	\$10.00	\$10.00	\$40.00	\$ 40	

Groups (15% Disc.)					
- Premier	\$51.00	\$51.00	\$46.75	\$51.00	\$51.00
- Sec A	\$46.75	\$46.75	\$38.25	\$46.75	\$46.75
- Sec B	\$38.25	\$38.25	\$31.45	\$38.25	\$38.25
- Sec C	\$30.60	\$30.60	\$25.50	\$30.60	\$30.60
- Sec D	\$21.25	\$21.25	\$18.70	\$21.25	\$21.25
- Sec E	\$12.75	\$12.75	\$12.75	\$12.75	\$12.75

Orchestra for All	Yes	Yes	Yes	Yes	Yes
Student Rush	\$10 Purchased day-of with Student ID.				
Student Subscription	\$40 Advance purchase of all 4 classical concerts (NOT Holiday) Student ID to be presented at pick-up. Limit to sections B, C, D.				
Orchestra for All (18 and under)	\$0 With the purchase of any Adult ticket. Two Orchestra for All tickets max per Adult ticket. Any section.				

FUNDRAISING CONCERT 1st Round = Season, Musicians, Chorus, Staff (MBT & BSO)
(NO DISCOUNTS/COMPS AT ALL) *Limit to 8 tickets for purchaser*

DISCOUNT CODES FOR SEASON CONCERTS ONLY	
THANKYOU	25% all sections
SPONSOR	25% all sections
WELCOME	25% all sections

BSO 26-27 Ticketing Projections									
Assuming sales at 80% of 2025-2026 levels									
	C1	C2	C3	C5	C6	TOTALS:		C4 ADD ON	Season Concerts Single Tickets w/ADD ON
Single Tickets	\$8,177	\$7,669	\$8,514	\$7,376	\$8,177	\$39,911		\$101,507	\$141,418
Packages	\$1,171	\$952	\$820	\$1,307	\$1,171	\$5,420			
Subscriptions	\$32,880	\$32,768	\$27,935	\$33,537	\$32,880	\$159,999			
Totals	\$42,227	\$41,389	\$37,268	\$42,220	\$42,227	\$205,331		SEASON + ADD-ON	\$306,838
Potential Unbudgeted Revenue (single ticket prices)		\$50,885							
Season Tickets Sales Analysis									
	Percentage of Overall Sales Averages Pre 50th Season (based on 24-25 season numbers)	Percentage of Overall Sales 50th Season							
Single Tickets	58.38%	38.93%							
Packages	4.55%	2.70%							
Subscriptions	37.07%	58.37%							
Totals	100.00%	100.00%							
Season Tickets Trends Post Pandemic									
	Number of Season Subscribers	Percentage Compared to Pre-Pandemic							
2019-2020	501								
2022-2023	352	70.26%							
2023-2024	351	70.06%							
2024-2025	396	79.04%							
2025-2026	968	193.21%	YYM Concert + Subscription Restructuring						

Concert 1 Star-Cross'd Dreams

October 4, 2026

Section:	Seat Type	BUDGET		
		Ticket Cost	#	\$
P	Comp	\$0.00	30	\$0
P	Orchestra for All	\$0.00	5	\$0
P	Musician Upgrade	\$24.00	0	\$0
P	Student Rush	\$10.00	0	\$0
P	Single Ticket	\$60.00	24	\$1,428
P	Package	\$54.00	4	\$242
P	Subscription	\$54.00	14	\$745
P	Subscription - Early	\$51.00	190	\$9,676
A	Comp	\$0.00	57	\$0
A	Orchestra for All	\$0.00	10	\$0
A	Musician Upgrade	\$19.00	0	\$0
A	Student Rush	\$10.00	0	\$0
A	Single Ticket	\$55.00	45	\$2,486
A	Package	\$49.50	9	\$422
A	Subscription	\$49.50	26	\$1,297
A	Subscription - Early	\$46.75	360	\$16,843
B	Comp	\$0.00	51	\$0
B	Orchestra for All	\$0.00	6	\$0
B	Musician Upgrade	\$9.00	2	\$18
B	Student Rush/Subscription	\$10.00	3	\$30
B	Single Ticket	\$45.00	43	\$1,935
B	Package	\$40.50	5	\$203
B	Subscription	\$40.50	8	\$324
B	Subscription - Early	\$38.25	136	\$5,202
C	Comp	\$0.00	82	\$0
C	Orchestra for All	\$0.00	13	\$0
C	Student Rush/Subscription	\$10.00	2	\$20
C	Single Ticket	\$36.00	31	\$1,116
C	Package	\$32.40	2	\$65
C	Subscription	\$32.40	3	\$97
C	Subscription - Early	\$30.60	147	\$4,498
D	Comp	\$0.00	40	\$0
D	Orchestra for All	\$0.00	3	\$0
D	Student Rush/Subscription	\$10.00	0	\$0
D	Single Ticket	\$25.00	79	\$1,967
D	Package	\$22.50	15	\$339
D	Subscription	\$22.50	0	\$0
D	Subscription - Early	\$21.25	0	\$0
E	Comp	\$0.00	21	\$0.00
E	Orchestra for All	\$0.00	2	\$0.00
E	Student Rush/Subscription	\$10.00	0	\$0.00
E	Single Ticket	\$15.00	41	\$620.10
E	Package	\$13.50	8	\$106.97
E	Subscription	\$13.50	0	\$0.00
E	Subscription - Early	\$12.75	0	\$0.00
Total Budgeted Seats/Revenue:			1517	\$49,679
Premier (of 267 available):			227	85%
Total A seats (of 507 available):			431	85%
Total B seats (of 254 available):			216	85%
Total C seats (of 280 available):			238	85%
Total D seats (of 137 available):			116	85%
Total E seats (of 72 available):			61	85%
Grand Total (of 1517 available):			1289	85%
Single Tickets			502	\$8,176.67
Package Tickets			37	\$1,170.59
Subscription Tickets			751	\$32,879.99
TOTAL BUDGETED SEATS/REVENUE			1289	\$42,227.26
Potential Revenue			228	\$10,488
Premier Section			40	\$2,403
A Section			76	\$4,183
B Section			38	\$1,715
C Section			42	\$1,512
D Section			21	\$514
E Section			11	\$162

774
0.65503 A
0.34496 P

3.36%

54.91%
58.27%

209
0.65550 D
0.34449 E

Percentage of Overall Sales
38.89%
2.83%
58.27%
100.00%

based on Oct 25 concert numbers

C4 - Breaking Dawn (Gil Shaham & Adele Anthony)

2/7/27		TICKET SALES		
Section:	Seat Type	Ticket Cost	#	\$
Premier	Premier	\$125.00	267	\$33,375
A	Single Ticket	\$100.00	507	\$50,700
B	Single Ticket	\$65.00	254	\$16,510
C	Single Ticket	\$45.00	280	\$12,600
D	Single Ticket	\$35.00	137	\$4,795.00
E	Single Ticket	\$20.00	72	\$1,440.00
Total Budgeted Seats/Revenue:			1517	\$119,420
Premier (of 267 available):			227	85%
Total A seats (of 507 available):			431	85%
Total B seats (of 254 available):			216	85%
Total C seats (of 280 available):			238	85%
Total D seats (of 137 available):			116	85%
Total E seats (of 72 available):			61	85%
Grand Total (of 1517 available):			1289	85%
Single Tickets			1289	\$101,507.00
Premier			40	\$5,006
A Section			76	\$7,605
B Section			38	\$2,477
C Section			42	\$1,890
D Section			21	\$719
E Section			11	\$216

*2 Premier section reserved for BFM auction

*8 Premier section reserved for BSO purposes and sponsors

*16 Held seats for soloist comps

*20 Held seats for MBT house

: **BELLINGHAM SYMPHONY ORCHESTRA**

BSO Player & Chorus Compensation 2026-2027

Musician Stipends

- Concertmaster \$195 per service (contracted)
- Assistant CM \$70 per service
- Principals \$55 per service
- Assistant Principals \$40 per service
- Winds and Brass 2nd, 3rd, 4th Chairs \$15 per service
- Piano \$75 per service
- Harp \$120 per service (includes cartage)
- Sectional Coach \$300 per service
- Subs are brought in at the corresponding rate for which they are filling in
- Hired musicians are paid as follows
 - Bass \$75 per service (includes cartage)
 - Seattle \$75 per service plus \$25 per service travel
 - Skagit & Whatcom County professional hired musicians \$25-\$50 per service (not to exceed the section principal musician stipend)
- Other specialty instruments and hired musicians negotiated based on current rates
- Chorus Rehearsal Pianist \$60 per hour
- Chorus Section Leaders \$350-\$500 per concert cycle depending on requirements

Nutcracker Musician Stipends

BSO acknowledges the rehearsal and performance level requirements for the Nutcracker show run is at a professional level and requires commensurate compensation. This is a small chamber orchestra of 32 people. These will be contracted with BSO musicians at the following rates:

- Concertmaster \$250 per service
- Assistant CM & Principals \$100 per service
- Assistant Principals and Section Players \$75 per service
- Harp \$150 (includes cartage)

ADDITIONAL NOTES REGARDING STIPENDS

- Proposed player stipends maintain the recent stipend increases.
- Proposed player stipends provide a \$5 per service increase to keyboard and harp as well as a \$10 per service increase for the concertmaster.
- If the giving amounts from individual giving and ticket sales associated with our 50th season and YYM are maintained in the 51st season, I believe it would be appropriate to consider stipend increases and models for the 52nd season.

Detailed Expense Breakdown

	Totals	Concert 1	Concert 2	Concert 3	Concert 4	Concert 5	Concert 6
Orchestra personnel		10/4/2026	11/22/2026	12/7/2025	2/7/2027	3/21/2027	5/23/2027
No. of players		101	87	96	79	86	98
No. of services		8	8	5	8	8	8
Orchestra personnel (7310)	75,135	15,720	11,880	8,600	11,215	13,080	14,640
Payroll taxes	0	0	0	0	0	0	0
Travel (7317)	6,075	1,080	1,080	675	1,080	1,080	1,080
Total, Orchestral personnel (7310)	81,210	16,800	12,960	9,275	12,295	14,160	15,720
BSO Chorus (7315)	21,680	0	0	8,800	0	0	12,880
BSO Chorus Rehearsal Ven Rental (7422)	2,000	0	0	1,000	0	0	1,000
Guest artists and expenses							
Guest Artist Fees (7342)	72,000	7,000	6,500	4,500	44,000	2,000	8,000
Guest Artist Hosp & Travel (7345)	9,500	0	2,000	0	3,000	2,500	2,000
Total, Guest Artists	81,500	7,000	8,500	4,500	47,000	4,500	10,000
Artistic Production							
Music Equipment/Piano Tuning (7360)	1,400	200	400	200	0	200	400
Lecture (7432)	1,125	225	225		225	225	225
Program Notes (7435)	1,125	225	225		225	225	225
Equipment Rental	300	100	0	100	0	0	100
Recording	2,100	350	350	350	350	350	350
Refreshments (7334)	1,800	300	300	300	300	300	300
Music Copying and Postage (7355)	600	100	100	100	100	100	100
Music Aquisition/Rental (7352)	8,790	500	985	3,440	595	750	2,520
Total Production	17,240	2,000	2,585	4,490	1,795	2,150	4,220
Total costs, each concert	201,630	25,800	24,045	28,065	61,090	20,810	43,820

Artistic Total	203,630
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Facility Rental & Labor (MBT)							
Venue Rental & Ticketing Fees (7412)	80,766	13,461	13,461	13,461	13,461	13,461	13,461
Stage Labor - Rehearsal (7425)	13,650	2,400	2,400	1,650	2,400	2,400	2,400
Stage Labor - Concert (7415)	7,500	1,250	1,250	1,250	1,250	1,250	1,250
House Labor (7417)	18,000	3,000	3,000	3,000	3,000	3,000	3,000
Total Production	119,916	20,111	20,111	19,361	20,111	20,111	20,111



Bellingham Symphony Orchestra
February Governance Committee Report

Board of Directors

To: BSO Board of Directors

From: Carol Comeau, VP/Governance Committee Chair

The Governance Committee met on February 11, 2026 at the BSO Office. All members were present along with ED Gail Ridenour.

Reminder:

BRING YOUR LAPTOP or TABLET to the Meeting!
Dr. Mabalot and some Chorus reps will join us at 5:30

The following items were discussed:

Board Development: We reviewed the process of the Board Development items and will ask for Board feedback on the following: new Board member checklist. Board Buddies, and developing the Elevator Speech and Values statement. The activity for March will be using Board member computers or tablets, exploring the website offerings for the American League of Orchestras. In May, we will be looking at a Board self-evaluation document and soliciting ideas to further Community and Youth Engagement.

Nominations: The committee is recommending the following for Executive Committee Officers for 2026-27: President, Carol Comeau, Vice-President, Debbie Arthur, Secretary, Mark Tomko, Treasurer, Gena Mikkelsen, Past President, Corey Welch.
These will be voted on in May.

Board Application: We reviewed the application of Richard Hodges as a Board member. Many of you have enjoyed Richard's singing at some of our concerts. He is currently the Director of Voice Studies at WWU. We feel he will bring a wonderful perspective to our Board and will assist us greatly in community outreach! We will vote on his nomination in May.

Board Transitions: Charli Daniels and Garland Richmond will be cycling off the Board after many years of committed and valued service. We will honor them and past Board members at our June



Bellingham Symphony Orchestra
February Governance Committee Report

Board of Directors

meeting, possibly at an off site location. We hope to serve lunch and invite feedback from past members as we move forward. We also discussed possible additions to the Board in the future.

Deferred until the April meeting: Advisory Council and ByLaws and Policies

Our next 2 meetings: April. 16 at 8:30 am at the BSO Office and June 11 at noon (Board Legacy Luncheon)
TBA.