



1. Call to Order & Greeting

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

2. Consent Agenda

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

For Approval

- Minutes - Board Meeting, May 13, 2026

For Information & Oversight

- | | |
|-----------------------|----------------|
| a. Treasurer's Report | Gena Mikkelsen |
| b. Executive Report | Gail Ridenour |
| c. President's Report | Carol Comeau |

3. Standing Committees

- | | |
|-----------------------------|---------------|
| ○ Piano Task Force | Gail Ridenour |
| ○ Youth Symphony Task Force | Gail Ridenour |

4. 25-26 Upcoming Events

- Sunset Flicks: 8/28/2026 @ 7:00 - Bay St outside the Pickford Theater
- BSO Board Meeting: 9/16/2026 @ 5:30 - BSO Office

5. Closing & Adjournment

Bellingham Symphony Orchestra - Board of Directors

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

MINUTES
BELLINGHAM SYMPHONY ORCHESTRA (BSO)
BOARD OF DIRECTORS MEETING
WEDNESDAY, MAY 13, 2026
BSO OFFICE

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

Guests: Luke Gavin

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

TOPIC	DISCUSSION
CALL TO ORDER:	Carol Comeau called the meeting to order at 5:35 p.m.
BOARD DEVELOPMENT	Youth Programs - Luke Gavin Highlights: • 1,000 kids in attendance for Classical Kids • Meet a musician and storytime programs • Activity booklets provided for kids • BYCP showing growth, participants succeeding elsewhere • Soloist in Schools reaches Whatcom and Skagit counties • Trailblazers showcases diverse repertoire Board Buddies Check-In - deferred to July
SECRETARY'S REPORT: Mark Tomko	The BSO Board reviewed the draft minutes for the March 18th, 2026 BOD meeting. ACTION: Garland Richmond moved to approve the minutes from the January BOD meeting. Sandra Payton seconded the motion. The motion passed by unanimous voice vote.

TREASURER'S REPORT: Gena Mikkelsen	See attached reports for details. ACTION: Gena Mikkelsen made a motion to transfer \$200,000 from Peoples' Bank account to Waycross Investments. Sandra Payton seconded the motion. The motion passed by unanimous voice vote.
EXECUTIVE REPORT: Gail Ridenour	See attached report for details. Highlights: • The Yo-Yo Ma concert was a tremendous success! A significant discussion followed regarding the success of the concert and the impact it had on musicians and audiences. ACTION: Philip Thomas moved to authorize Gail to reengage YYM for future concerts via a standing offer. Gena Mikkelsen seconded the motion. The motion passed by unanimous voice vote.
STANDING COMMITTEE REPORTS:	Piano Task Force - Gail Ridenour ACTION: Philip Thomas made a motion to authorize the symphony to purchase the piano selected by the piano task force. Gena Mikkelsen seconded the motion. The motion passed by unanimous voice vote. Youth Symphony Task Force - Gail Ridenour • See attached report for details Governance Committee - Carol Comeau ACTION: Sandra Payton moved to approve the executive committee members proposed for 2026-2027: Carol Comeau, President; Kathy Bell, Vice President; Corey Welch, Past President; Gena Mikkelsen, Treasurer; Mark Tomko, Secretary. Garland Richmond seconded the motion. The motion passed by unanimous voice vote. Ted Schuman moved to approve the applications of Barbara Ryan, Larry Halka, and Richard Hodges to the BSO Board of Directors. Ken Harrison seconded the motion. The motion passed by unanimous voice vote. Kathy Bell moved to approve the updates to the bylaws and policies and procedures as detailed in the report. Sandra Payton seconded the motion. The motion passed by unanimous voice vote.

NEW BUSINESS	51st Season Budget - Gail Ridenour Pending the evaluations of both the AD and ED, a budget amendment for compensation increases will be put forth at the next meeting. ACTION: Garland Richmond moved to approve the draft budget for FY2027 as presented. Kathy Bell seconded the motion. The motion passed by unanimous voice vote.
CLOSING ADJOURNMENT:	The meeting adjourned at 6:38 P.M.
NEXT MEETINGS AND CONCERTS:	Next board meeting: July 15, 2026 • Dueling Pianos: 5/30/2026 @ 1:30 p.m. - MBT • At-home Dinner: 5/30/2026 @ 6:00 p.m. - Jill Whitman's home • Concert VI <i>Fireworks - An American Celebration</i>: 5/31/2026 @ 3:00 p.m. - MBT • Independence Day: 7/4/2026 @ 4:00 P.M. - Zuanich Park
MINUTES APPROVAL (PENDING):	Mark Tomko, BSO Board of Directors, Secretary attests and approves these minutes. Notes for these minutes recorded by Charles Halka.

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

May/June 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	\$322,426	\$(27,676)
April	\$515,890	\$193,464
May	\$495,707	\$(20,183)
June	\$439,049	\$(56,658)

2-month decrease in cash by \$(76,841) from the start of May through end of June close. We began the season with \$279,097 and increased our cash by \$159,952.

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
	\$ 301,752	4.07%	Continuous	\$12,281.00	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
	\$ 21,776	4.00%	Continuous	\$1,205.72	FY26
WAYCROSS					
Endowment - Invested	Invested	ROI - 12 month	Maturity	YE Estimated Return	FY
	\$ 112,942	7.00%	Continuous	\$7,106.40	FY26
Total FY26 Return				\$ 23,079	ONLY FY26 Included

Finance Committee:

Waycross would like the BSO to put their bonds into a recurring set-up. Once it meets the closing date, it will automatically renew into a new bond of the same term. The finance committee met in June and agreed unanimously on the following.

BSO transferred \$100k from People's Money Market to Waycross Money Market resulting in an amount of \$277,983. This was executed in June based on the recommendation of the Finance Committee.

We need a motion from the board to invest the following ways with Waycross in Bonds:

3 Month Bond: 3.78% - renew at 3 months - \$100k

6 Month Bond: 3.95% - renew at 6 months - \$100k

Revenue:

Category	May	June
Individual Giving	\$13,522	\$8,248
Sponsorships	-	\$(5,000)
Special Events	\$700	-
Grants	\$2,909	\$112,657
Youth Engagement	-	-
Ticketing	\$47,977	-
In-Kind Donation	\$345	-
Other earned income (CDs/Music Rental)	\$54	\$699
Interest Income (Market – People's)	\$214	\$254
Waycross Money Market interest	\$324	\$524
WECU CD Interest	-	\$110
Endowment	-	\$(321)
Total Revenue	\$66,046	\$117,171
Net Income	\$(35,812)	\$75,454

Sponsorships: Two Refunded memos back to Audi/Porsche

Grants: This was restricted funding for the Borsendorf.

Category	May	June
Payroll	\$24,695	\$23,712
Artistic Expenses	\$38,669	\$2,350
Production Exp	\$24,715	\$1,298
Youth Engagement	\$2,649	\$6,327
Marketing	\$6,735	
Development	\$399	\$1,225
Other Income Costs	\$66	

Category	May	June
In-Kind	\$345	\$6,806
Office Operations	\$3,584	
Total Expenses	\$101,858	\$41,717

Budget to Actuals:

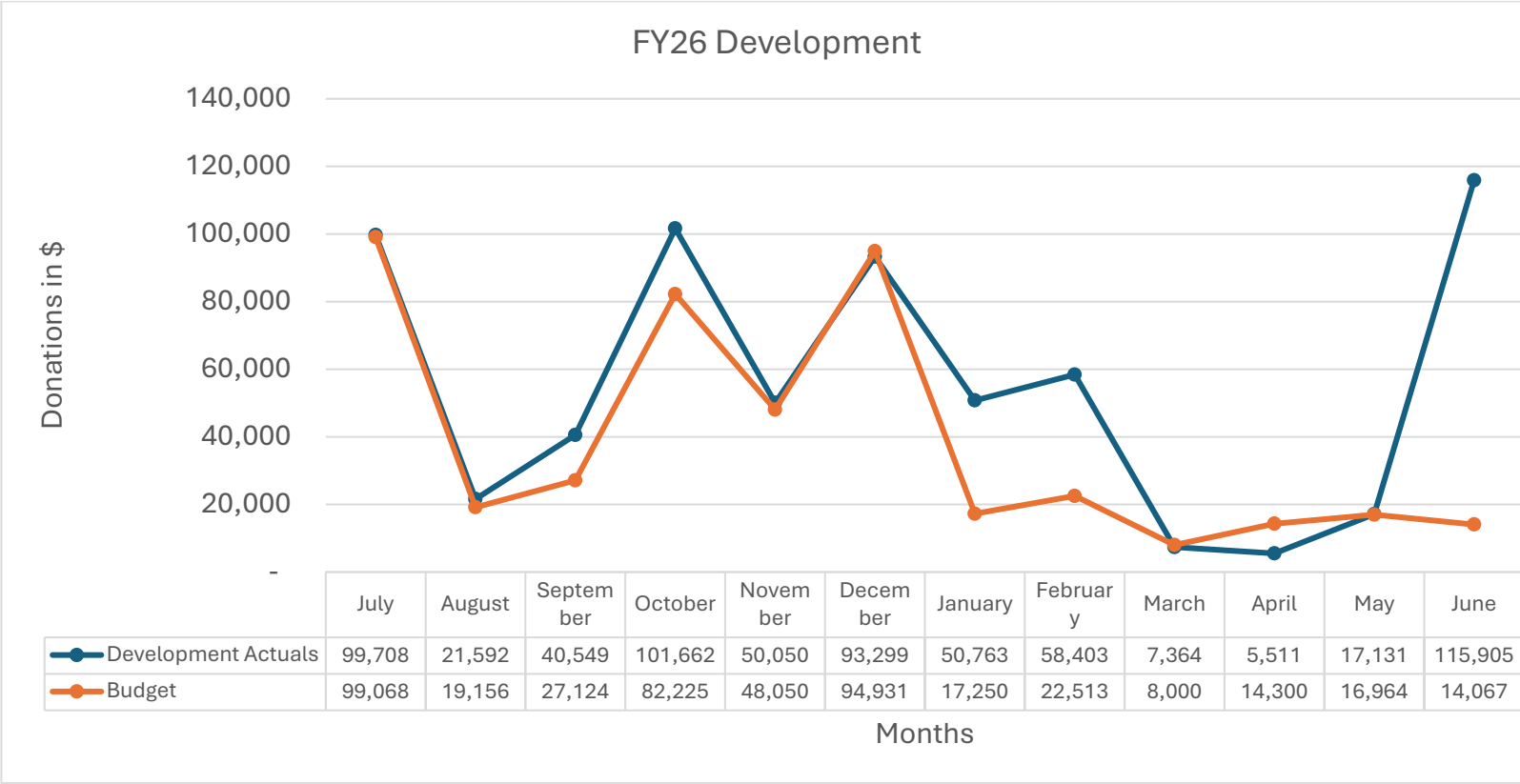
Between May and June, net income was budgeted to come to \$(56,985), and net income came in at \$39,642.

Season 50 Financial Review:

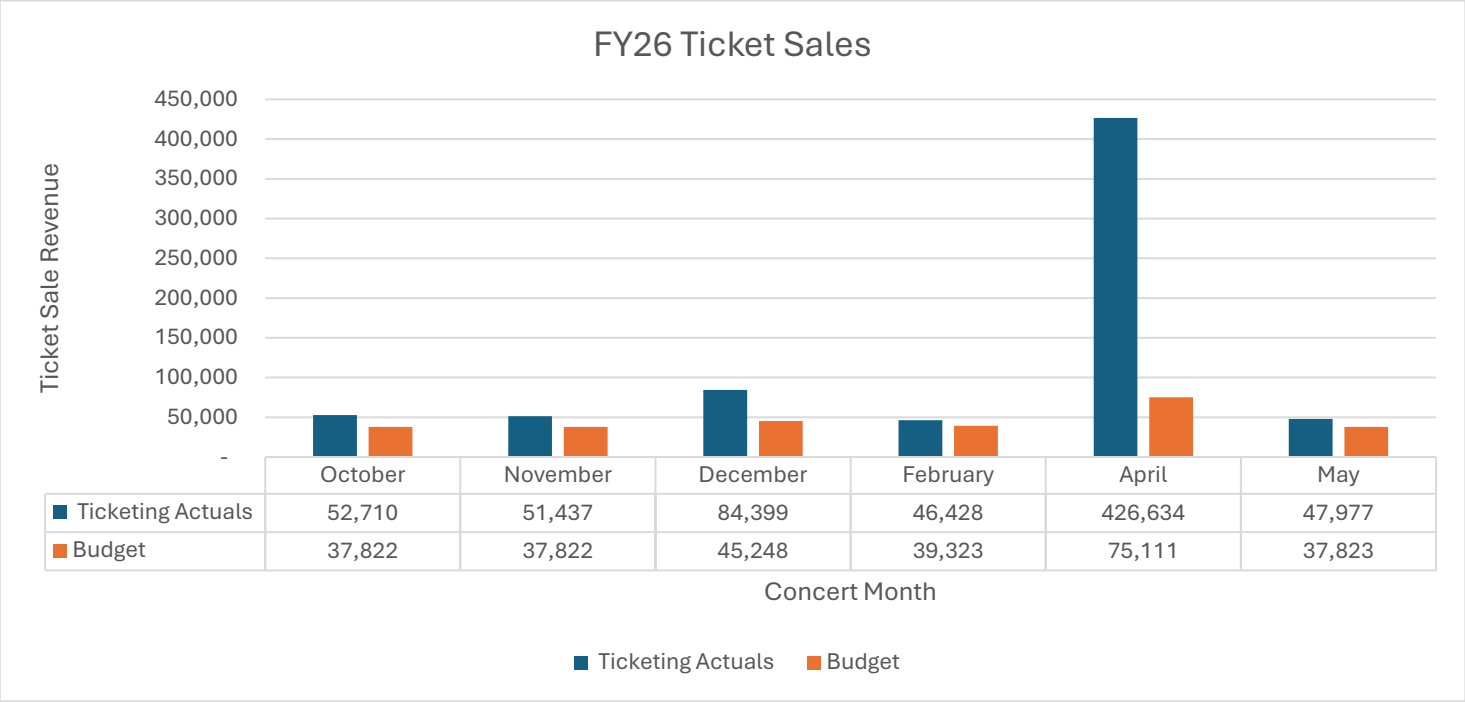
When we voted in the budget for this season, we as a board approved a budget of \$395.40. After a very successful season, we are looking to end this year at an estimated \$296,589. The yearend close will adjust by deprecation and some changes with gains/losses from Waycross that will be done with our accountant, Dan Toomey for the 990. Patty will finish up these changes before she retires from BSO and solidify out yearend numbers.

Things that stood out to me:

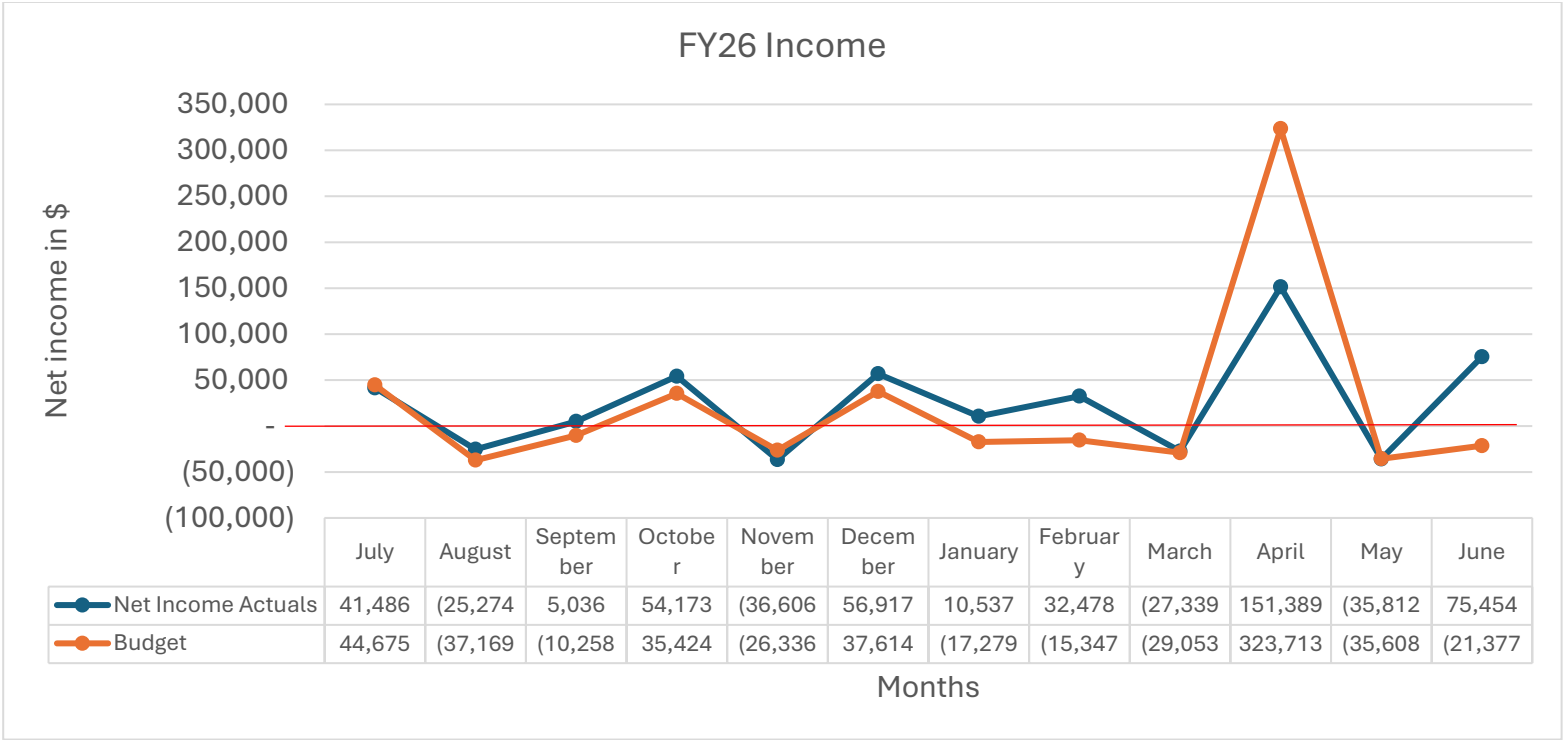
Development was projected to come in at \$463,650 and the realized amount is at \$661,766.



Ticketing was projected to come in at \$528,190 and the realized amount is \$715,966.



This is \$385,892 more revenue then was projected and a true success for the staff, organization, and the community.



Bellingham Symphony Orchestra

Profit and Loss

June 2026

	TOTAL	
	JUN 2026	MAY 2026 (PP)
Income		
4200 Development	115,904.91	17,131.46
5200 Ticketing		47,977.36
6800 Other Earned Income	1,586.96	592.14
6990 In-Kind Income		345.00
Total Income	\$117,491.87	\$66,045.96
GROSS PROFIT	\$117,491.87	\$66,045.96
Expenses		
7200 Staff	23,711.51	24,695.34
7300 Artistic Expenses	2,350.06	38,668.97
7400 Production Expenses	1,297.50	24,714.80
7600 Youth & Community Engagement Programs	6,327.31	2,649.40
8300 Marketing/PR		6,734.95
8400 Development Exp.	1,225.21	399.37
8810 Other Income Costs		65.85
8990 In Kind Expenses		345.00
9000 Office Operations	6,805.56	3,584.11
Total Expenses	\$41,717.15	\$101,857.79
NET OPERATING INCOME	\$75,774.72	\$ -35,811.83
Other Income		
11000 Board-Controlled Endowment	-320.92	
Total Other Income	\$ -320.92	\$0.00
NET OTHER INCOME	\$ -320.92	\$0.00
NET INCOME	\$75,453.80	\$ -35,811.83

Bellingham Symphony Orchestra

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

May - June, 2026

	TOTAL	
	ACTUAL	BUDGET
Income		
4200 Development	133,036.37	31,031.50
5200 Ticketing	47,977.36	37,823.00
6800 Other Earned Income	2,179.10	1,807.25
6990 In-Kind Income	345.00	
Total Income	\$183,537.83	\$70,661.75
GROSS PROFIT	\$183,537.83	\$70,661.75
Expenses		
7200 Staff	48,406.85	45,103.56
7300 Artistic Expenses	41,019.03	34,860.00
7400 Production Expenses	26,012.30	23,386.00
7600 Youth & Community Engagement Programs	8,976.71	10,025.00
8300 Marketing/PR	6,734.95	3,675.35
8400 Development Exp.	1,624.58	2,300.00
8810 Other Income Costs	65.85	0.00
8990 In Kind Expenses	345.00	
9000 Office Operations	10,389.67	8,297.11
Total Expenses	\$143,574.94	\$127,647.02
NET OPERATING INCOME	\$39,962.89	\$ -56,985.27
Other Income		
11000 Board-Controlled Endowment	-320.92	
Total Other Income	\$ -320.92	\$0.00
NET OTHER INCOME	\$ -320.92	\$0.00
NET INCOME	\$39,641.97	\$ -56,985.27

Bellingham Symphony Orchestra

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

July 2025 - June 2026

	TOTAL	
	ACTUAL	BUDGET
Income		
4200 Development	661,765.97	463,650.00
5200 Ticketing	715,966.40	528,190.00
6800 Other Earned Income	13,144.50	18,150.00
6990 In-Kind Income	3,675.00	
Total Income	\$1,394,551.87	\$1,009,990.00
GROSS PROFIT	\$1,394,551.87	\$1,009,990.00
Expenses		
66900 Reconciliation Discrepancies	0.00	
7200 Staff	301,924.14	289,900.00
7300 Artistic Expenses	364,899.18	350,945.00
7400 Production Expenses	173,857.68	151,966.00
7600 Youth & Community Engagement Programs	69,501.48	64,450.00
8300 Marketing/PR	58,793.87	41,825.00
8400 Development Exp.	44,001.59	49,846.60
8810 Other Income Costs	11,290.42	4,000.00
8990 In Kind Expenses	7,110.00	
9000 Office Operations	65,294.04	56,662.00
Total Expenses	\$1,096,672.40	\$1,009,594.60
NET OPERATING INCOME	\$297,879.47	\$395.40
Other Income		
11000 Board-Controlled Endowment	-1,290.07	
Total Other Income	\$ -1,290.07	\$0.00
NET OTHER INCOME	\$ -1,290.07	\$0.00
NET INCOME	\$296,589.40	\$395.40

Bellingham Symphony Orchestra

Balance Sheet

As of July 1, 2026

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1000 Petty Cash	100.08
1001 Merchandise Cash Box	100.00
1100 Peoples Disbursement Checking	106,057.84
1113 Peoples Money Market Savings (*0628)	142,957.02
1120 Schwab (*5843) - Endowment	0.00
1121 Schwab Money Market (*1550) - Working Capital Reserve	178,507.42
1200 Reserves-CD Accts	11,327.07
Total Bank Accounts	\$439,049.43
Accounts Receivable	
1400 Accounts Receivable	0.00
Total Accounts Receivable	\$0.00
Other Current Assets	
12000 Undeposited Funds	0.00
1300 Prepaid Expenses	24,836.57
1460 Deposits	850.00
Payroll Corrections	-0.04
Payroll Refunds	0.26
Total Other Current Assets	\$25,686.79
Total Current Assets	\$464,736.22
Fixed Assets	
1620 Furniture & Fixtures	16,081.22
1630 Leasehold Improvements	0.01
1640 Musical Instruments	180,287.54
Total Fixed Assets	\$196,368.77
Other Assets	
1900 Board Directed Endowment	123,579.89
Total Other Assets	\$123,579.89
TOTAL ASSETS	\$784,684.88

Bellingham Symphony Orchestra

Balance Sheet

As of July 1, 2026

	TOTAL
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 Accounts Payable	9,531.56
Total Accounts Payable	\$9,531.56
Other Current Liabilities	
2100 Payroll Liabilities	8,322.85
2500 Deferred Revenue	64,556.81
2610 Sales Tax Collected	9.10
2700 PPP Loan	0.00
Clearing Account	-280.83
Direct Deposit Payable	0.00
Total Other Current Liabilities	\$72,607.93
Total Current Liabilities	\$82,139.49
Long-Term Liabilities	
2800 BYCP Liability	0.00
Total Long-Term Liabilities	\$0.00
Total Liabilities	\$82,139.49
Equity	
3001 Opening Balance Equity	0.00
3150 Temp Restricted Net Assets	0.00
3200 Unrestricted Net Assets	234,522.77
32000 Retained Earnings	483,470.36
Net Income	-15,447.74
Total Equity	\$702,545.39
TOTAL LIABILITIES AND EQUITY	\$784,684.88



Bellingham Symphony Orchestra
President's Report

Board of Directors
July 15 2026

To: All Board of Directors for the 2026-2027 Season
From: Carol Comeau, President

I want to apologize for not being able to be at the July welcome gathering and Board meeting for July. Kathy Bell, Vice President, has graciously consented to vacillate the meeting. I have had some medical issues that have required some surgery and hospitalization. I am hopeful of going home either Wednesday or Thursday.

I want to enthusiastically welcome our three new Board members: Larry Halka, Richard Hodges, and Barbara Ryan will bring much experience in working with non-profit organizations, the community music and arts community, and Western Washington University. I thank them for their willingness to serve. To all of you returning members, I look forward to a rewarding and exciting 51st Season for the Bellingham Symphony Orchestra. Everyone's voices and opinions are important so I encourage all of you to actively participate in our various committees and events as you are able.

We are so fortunate to have the exceptional leadership of Gail and Yaniv and the terrific staff who give us so much support.

I look forward to seeing you soon at our August 15 Retreat!
Carol



Piano Task Force Report - July 15, 2026

Dueling Pianos Event: The two pianos arrived Thursday, May 28 and were tuned/adjusted to the hall on Friday, May 29. Multiple area pianists/soloists play on them Friday afternoon with our piano techs. Dueling Pianos went very well with members of the orchestra, donors, and some top MBT donors and staff at the event. Everyone enjoyed hearing the pianos with the orchestra as well as by themselves. Dueling Pianos was done by a blind process with the Steinway as “piano A” and the Bösendorfer as “piano B.” The pianos were flipped on the stage from the Friday positions with the pianists to ensure a blind process with their logos being covered. Sibyl Sanford and Ford Hill were both at the event and gave their feedback.

The Piano Task Force (PTF) met from 2:30-4pm on Saturday, May 30 after Dueling Pianos. Attendees at the meeting were: Gail, Yaniv, Phil, Corey, Charlie H, Michelle (piano tech), Daniel (piano tech), Milica (WWU piano faculty and soloist). Andrea (BSO Principal Keyboard) and Jeffrey Gilliam (WWU piano faculty and soloist) also stayed for the opening of the meeting to give their feedback and summarize feedback from area pianists who tried the pianos but couldn't be there (Tim and Kay).

The PTF discussion at the BSO office involved:

- Review of the 66 score cards with rubrics from attendees (20 for the Steinway, 44 for the Bösendorfer, 2 tied). Both pianos scored very high with positive feedback overall. Every score card was read and reviewed by the PTC.
- Hearing from area pianists who played the pianos
- Notes from our piano techs (soundboard age on the Steinway, torque on tuning pegs on the Steinway)
- Notes from agents regarding Steinway artists and potential implications from the soloist and donor perspective
- Further expenses and questions for Classic Pianos including lid finish, cover for piano, and not needing the spider dolly
- MBT use of the piano
- MBT staff present preferred the Bösendorfer (development as well as sound tech)
- Each person on the PTF gave their feedback and thoughts.
- Both beautiful pianos

- Need to honor the people who came to listen and the consistent feedback

While both pianos are beautiful instruments and would serve the BSO well, in the end it was evident from the scorecards, notes on the scorecards, piano techs, and pianists that the Bösendorfer was the clear choice for the brilliance, timbre/tone colors, clarity, and projection.

A final inspection of the piano was done by our piano tech Michelle (she and our secondary piano tech had already done a preliminary inspection with the Classic Pianos tech).

The PTF recommended the purchase of the Bösendorfer. The BSO Board voted at the May meeting to make the purchase recommended by the PTF (from these final two selections). The Executive Committee approved this final recommendation from the PTF.

The lid to the piano will be refinished with a matte finish to eliminate the need for a cover to be taped to it for stage light glare.

The old Steinway was traded in with a value of \$20,000 (over twice what Steinway was offering).

BSO just received the valuation from the piano dealer on the new piano, which we paid \$124,000 plus tax for. BSO has the new instrument currently insured at \$215,000 for replacement value. A new piano of this same quality would cost \$319,999. However, a replacement for ours is recommended at \$250,000.

The capital campaign is at \$170,530 which covers the cost of the piano and allows us to start an Instrument Endowment Fund. We have five anchor donors, several of whom matched funds for key purchases and general donations for the piano.

The new piano will be premiered at our November concert. The announcement of the Bösendorfer will be soon. It is incredible to be able to get this 2024 Bösendorfer, which will serve the BSO well for decades to come. Thank you so much for all your work and support with this multi-year process!



Executive Director's Report

Submitted by Gail Ridenour - July 15, 2026 Board Meeting

Strategic Plan Coding for report:

As part of the ED board report, coding will be provided directly linking the information to the BSO Strategic Plan.

- **SPA** = Artistic Development – Strive for Artistic Excellence
- **SPE** = Community – Program for Engagement
- **SPIF** = Infrastructure - A. Financial- Build on our strong and sustainable financial structure.
- **SPII** = Infrastructure - B. People - Commit to a high level of administrative, board, musician, and volunteer quality and cooperation.
- **SPDC** - Development and Capacity – A respected and collaborative community partner.

Administration/General:

- MBT updates **SPDC**
 - BSO presented a proposal relating to furthering our partnership with MBT to the MBT Executive Committee and senior staff on July 8th with the goal of creating a joint task force to explore possibilities. Present for the BSO were myself, Yaniv, and Carol.
 - The 26-27 Resident Artistic Partnership (RAP) one year contract extension finalized.
 - MBT has restructured their HVO fees. Instead of charging 15.5%, they will now be charging \$10 per seat to all ticket holders. This is in addition to the \$3 BRF that BSO pays per seat. Our \$15 tickets (which includes the \$3 per seat fee BSO pays MBT) will now be \$25 per seat with MBT's new HVO fee structure. After noting that this would mean student tickets would in essence be \$20 instead of \$10 with this new fee structure, MBT has agreed to have a different HVO fee for student tickets.
- Office/staff:
 - Isabelle Kepner, who is our current Administrative Coordinator, is moving into the role of BSO Bookkeeper. Isabelle has her MBA from WWU and has long had an interest in accounting. Patty is in the process of training Isabelle during July and will stay on as needed for consulting through the end of the year. **SPII**
 - ***Vote needed to add Isabelle to BSO financial accounts and remove Patty. Vote also needed to update BSO bank signatories to reflect the current BSO President.***

- Elsa (Library Assistant) will be staying on through August 14th before heading to college. She is helping to bow the first concert music. **SPII**
- Luke's (Program Coordinator) last day was July 4th. It has been wonderful having this role filled by a WWU education student. Now that he is out-of-the-area student teaching, BSO will hire to fill this position. **SPII**
- We are researching options for direct deposit for musician stipends for next season. **SPIF**
- Patty, Isabelle, and Gail met with our 990 accountant Dan to discuss the new Instrument Endowment Fund and piano purchase to ensure everything is accounted for properly with this capital campaign and purchase. **SPIF**
- Patty and Isabelle are in the process of preparing the 25-26 fiscal year end for our 990 CPA, Dan. **SPIF**
- After consulting with staff and the Executive Committee, BSO is signing up for [Ensemble Manager](#), a program that will be utilized for musician management, contracts, scheduling, stage plots, auditions, and payroll as well as a librarian database. This will work with our current spreadsheets with everything being able to be downloaded and saved. Yaniv's orchestra in Illinois uses it. For this introductory year, BSO gets a 50% discount because I attended a session at the League conference related to it. BSO has been researching programs such as this for a couple of years. At the end of the introductory year, we will be able to assess if it is something we want to continue with, and choose which parts of the program work best for us. **SPA + SPIF + SPII + SPDC**
- Computers were purchased for use by Isabelle and Gail, with the BSO office retiring two older composers (from 2007 and 2014). The 2019 desktop is now moved from use by Isabelle to our librarian computer. An ipad was purchased for use at concerts and tabling events so that people may make quick purchases and sign up for the BSO mailing lists and drawings. This is part of our rotation of office computers to ensure working machinery for the organization. **SPIF + SPE**
- BSO's insurance is renewed for the 2026-2027 season. **SPIF**
- Professional development (part of Strategic Plan:
 - BSO continues to be part of the Inclusive Stages with the League of American Orchestras Inclusive Stages. BSO is part of the working group focussing on organizational culture and the onboarding process for musicians. This involves sessions each month with the working group on organizational culture. During the League conference, this working group met for an extended session. **SPII + SPDC**
 - Gail, Corey, and Sandra attended the June 2026 League of American Orchestras conference in Baltimore and will be sharing about the conference at the board retreat on Saturday, August 15th. **SPII + SPDC**
 - Isabelle is taking a Quickbooks certification course. **SPII**

Development:

- Sponsors:

- 26-27 sponsorships are in the works and being finalized. **SPIF + SPE**
- The GiveBIG May campaign for the capital campaign was a success. See the Piano Task Force report for further details. **SPIF + SPE**
- Legacy Society: We are up to sixteen in our Legacy Society, doubling this past season for our 50th. Let me know if you have anyone you think I should talk to about joining this. **SPE + SPIF + SPDC**
- 26/27 season fundraising dinners and events will go on sale in August with donors and season subscribers having first access. **SPIF + SPE**

Youth & Community Engagement:

- Soloists in the Schools had both Joshua Roman and Simone Porter perform in Whatcom and Skagit Counties. **SPE + SPDC** Performances included:
 - Everson Elementary, Everson
 - Kulshan MS, Bellingham
 - Mt. Erie Elementary, Anacortes
 - Squalicum HS, Bellingham
 - Two Masterclasses at WWU
- Youth Engagement (**SPE + SPDC**) programs wrapped up the 50th season with:
 - 22 schools visited
 - 30 performances
 - 14 masterclasses
 - 6,636 students participating
 - SITs - 550
 - Trailblazers - 1,036
 - BYCP - 44 (30% on scholarship)
 - PIF - 1,154
 - Educational Concert - 3,000
 - Classical Kids - 852
- Summer tabling and community events **SPE + SPDC**: Summer tabling and events provides BSO with opportunities to connect with new audiences in the area through positive interactions, music, games, information sharing, and giveaways.
 - BSO's Trailblazers String Quartet played the National Anthem at the Bellingham Bells on their June 14 game.
 - The Chamber of Commerce and the BSO partnered on the 4th of July celebrations as it aligns with the 250th anniversary of the country and the 50th season for the BSO, which was founded for the bicentennial. The BSO performed the National Anthem, Lift Every Voice and Sing, and gave a short performance of pops and patriotic music as part of the opening ceremonies at the park leading up to the big fireworks display.
 - Trackside Tune Up 3 Day Festival July 10-12 - Isabelle coordinated with the Whatcom Museum, NSYS, Allied Arts, Bellingham Libraries, and Pickford for a booth that focussed on arts and

culture in Bellingham. Gail, Isabelle, and Stacey from BSO worked in shifts with other groups. Hundreds of people came to the booth learning about the BSO, Classical Kids, youth programming, and our community partnerships.

- Senior Day At the Park on August 5 in Ferndale.
- Back-2-School with Bellingham School District on Saturday August 22 where BSO provides bookmarks, pencils, folders, and information about our youth programs (Classical Kids, BYCP, YAC, Instrument Loan Program) to students.
- Classical on Tap at Stemma West - last Wednesday of each month in the summer where BSO has chamber music, trivia, and giveaways. It is a family-friendly outdoor performance in a covered area with food, drinks, and scarves for dancing.
 - June 24 - BYCP graduating quintet
 - July 29 - Elementary group with BYCP students for opening song then jazz meets the 51st season. It will feature a jazz trio with BSO bassist Joel, WWU jazz piano faculty Cat, and, WWU director of jazz studies Kevin performing works and composers from the 51st season through a jazz lens.
 - August 26 TBD
- Sunset Flicks - BSO will be tabling at the two Pickford Sunset Cinema dates in July and August. BSO is partnering with Pickford and the City of Bellingham to bring silent films with live music to Bay Street on Friday, August 28. It will feature a small chamber orchestra conducted by Ryan Dudenbostel. Music will include piano with Andrea Rackl and 3 films with original scores by Kevin Woods and Julia Zuzanna Sokolowska.

www.bellingshamsymphony.org/event/sunset-flicks-2026

- BSO Book Club is set for the 26-27 season. You can check out the selections and dates for the book clubs meeting at Village books on our website here - www.bellingshamsymphony.org/event-category/bso-book-club. 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.

SPE

- The annual BSO Young Artist Competition on Friday, June 12th was a success with nine competitors. This is done in collaboration with the Bellingham Music Club solo competition. BSO invites their winners to participate in our competition. This competition will be held at the WWU Concert Hall and is open to the public. **SPE + SPDC** This year's winners are:
 - 1st Place, Elsa Jonson - \$500 (violin)
 - 2nd Place, Jens Otterness - \$250 (piano)
 - 3rd Place, Maria Horja - \$100 (piano)
 - Honorable Mention, Poppy Robbins (piano)
- BSO is participating in a Cultural Arts promotional video with Cascadia International Women's Film Festival. **SPE + SPDC**

Ticketing/Marketing:

- BSO was the Bronze Winner in the Live Music category for the Bellingham Herald's Cascades Best Awards. **SPE**
- Voting is now going on for the Best of the Northwest through Bellingham Alive www.bellinghamalive.com/vote-now. Please vote everyday now through the end of the month in as many categories as you see fit. Please share this with your friends and BSO supporters. Musicians and choristers are being notified about voting as well. **SPE**
- 51st season **SPA + SPE + SPDC**
 - Season brochures were mailed April 27th
 - Season tickets and the special Gil Shaham concert tickets went on sale April 27th
 - General ticket sales for Gil Shaham started May 11th
 - Early bird sales ended May 31st after the season finale concert
 - Season subscription priority period ended July 3rd (season seat reconciliation begins at that time)
 - Single tickets go on sale the first week of August
 - 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.
- 25/26 Ticketing - BSO had a SOLD OUT Golden Season! The programming, ticket restructuring, and tying season tickets to YYM sales for the first two weeks of the on-sale was very successful. The gross revenue was \$669,144.03 (budget \$515,050), including YYM. Does not include Nutcracker or other ticketed chamber concerts. **SPIF**
 - Fireworks concert SOLD OUT
 - Concert =
 - \$47,977.36 (budget \$37,823.00)
 - 1,517 (228 comps)
 - Sponsorships = \$8,700 (\$2,000 in-kind trade)
 - Expenses = \$60,555.89
 - Total MBT Charges = \$23,108.64
 - Venue Rental = \$8,570.00
 - Administrative Fee = \$400.00
 - CC Processing = \$1,693.70
 - Building Restoration Fee = \$4,443.00 (\$3 per ticket excluding 20 comps)
 - Stage Labor = \$4,274.71
 - House Labor/Security = \$3,727.23
 - Artistic (Musicians & Guest Artist) = \$37,447.25
 - Musicians (includes new stipends for principals/assistant principals) = \$16,495
 - Player Travel = \$1,595

- Guest Artist fees (plus transportation) = \$18,557.25 (CONFIDENTIAL RATES - DO NOT SHARE)
 - Pre-Concert Talk/Program Notes = \$800
 - Note - expenses do not include music purchase/rental fees, music director, staff, program notes, pre concert talk, archival recording
- **Net = -\$14,032.89**

Operations:

- 51st season music is in and rental music is ordered. **SPA**
- Dee Dee is working with Elsa on processing 51st season music and is working on a library audit to ensure our electronic database matches our current orchestra library repertoire. **SPA**
- Principal strings are bowing music for Concert 1. **SPA**
- Blind auditions for the 51st season were held on June 12 (Concert Hall) and 13 (room 16) at WWU.

SPA + SPDC

- Open positions included:
 - Section strings (all sections) - 4 auditions
 - 2nd Violins (6 auditionees for the violin section)
 - Jeanette Wickell (from Bellingham)
 - Hannah Strickland (from Bellingham)
 - One new sub added to the list
 - Cello (1 auditionee)
 - Christian Trusedell (from Bellingham)
 - Accepted as part of new mentorship program where members will receive a stand partner for the year that will help them as well as a lesson each concert cycle with the principal.
 - Principal/3rd/Bass Clarinet - 6 auditionees (5 from out of area)
 - Final rounds will be held in August with two advancing. A final round is being scheduled because one of the finalists submitted a recording for the audition.
 - Section Horn - 10 auditionees
 - Winner = Shae Wirth (from Seattle)
 - Assistant Principal Trumpet - 5 auditionees
 - Winner = Katie Craighead (from Bellingham)
 - Two new subs added to the list
 - Principal Keyboard - 4 auditionees
 - Winner = Jay Rozendaal (from Bellingham)
 - Subs
 - Flute/picc - one new added to the sub list (1 auditionee)
 - Bassoon - two new added to the sub list (2 auditionees)

- Audition committee: Yaniv, Lisa (MD rep), Dawn (string rep), Phil (ww rep), and Karolyn (brass/perc rep) with applicable principals as required by BSO Policies & Procedures
- The 51st season bowing schedule finalized. **SPA**
- 26-27 rehearsal dates have been sent to players. **SPA**



Youth Symphony Task Force Report - July 15, 2026

The Youth Symphony Task Force met again on May 11, May 18, and June 15 to discuss the possible collaboration and merger between the organizations. Julie and Kim from the task force participated in the BSO Strategic Planning process. 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

A proposal from the committee will be presented and considered at the board retreat on Saturday, August 15. This proposal includes the merger of the NSYS with it coming under the BSO umbrella. This would be a year-long phased process, which would include the NSYS contracting with the BSO for our 26-27 season for a Youth Symphony Coordinator staff position. Attached are the following for consideration at the board retreat:

1. Key Areas of Consideration + Project Plan Outline
2. NSYS addition to BSO governing documents draft language
3. Youth Symphony Coordinator position proposal and draft

NSYS has met and will be considering this proposal at their July meeting.

Key Areas of Consideration

1. Mission & Strategy:

- Mission Alignment: Do both organizations share compatible goals and vision for serving the community?
- Strategic Goals: Will the merger improve efficiency, growth, or reach?
- Program Viability: Which programs will continue, and how will they evolve?

2. Leadership & Governance:

- Board Structure: How will the new board be composed and function?
- Leadership Roles: Clear decisions on new CEO, executive team, and succession planning.
- Decision-Making: Establishing clear processes for the new entity.

3. Culture & People:

- Cultural Fit: Assessing compatibility in values, work styles, and desired employee input.
- Staff Integration: Planning for potential redundancies, new roles, pay parity, and managing change.
- Stakeholder Communication: Engaging staff, students, volunteers, donors, and beneficiaries transparently.

4. Financial & Legal:

- Due Diligence: Thorough review of assets, liabilities, contracts, and tax status.
- Financial Health: Assessing combined resources, potential short-term costs (IT, severance), and funding stability.
- Legal Compliance: Ensuring adherence to state laws, filing necessary documents (like Articles of Merger), and addressing tax implications.

5. Operational Integration:

- Systems & IT: Merging databases, software, and infrastructure.
- Facilities & Branding: Deciding on new locations, office consolidation, and brand identity/name.
- Risk Management: Identifying potential financial, legal, reputational, and programmatic risks.

Project Plan Outline

Proposed Merger of **Bellingham Symphony Orchestra (BSO)** and **North Sound Youth Symphony (NSYS)**

1. Project Purpose & Guiding Principles

1.1 Purpose

- Create a **sustainable, professionally supported youth symphony program** integrated with BSO's mission
- Reduce burnout among NSYS parents while preserving the strengths of the program
- Strengthen **lifelong musical pathways** from youth programs to adult community participation
- Maintain **financial prudence** and mission alignment

1.2 Guiding Principles

- **Mission-first**
- **Youth-centered** (students and families experience stability, safe spaces, and clarity)
- **Respect legacy** while enabling growth and modernization
- **Transparency and predictability** - clear, consistent, easily accessible information
- **No surprises** for students and families mid-season
- **Single institutional standard** for professionalism, safety, and conduct
- **Increase engagement and access** for students and families

2. Governance & Legal Structure

2.1 Merger Model

- Two existing 501(c)(3) organizations merge into **one entity**
 - Legally difficult or impossible to have "independently operated wholly owned subsidiary" which retains its 501(c)(3) status.
- Assets, liabilities, intellectual property, and program identity formally transferred
- Mechanisms are put in place to allow definite allocations of funds for NSYS, including from directed donations and fees; tracked and reported meticulously

2.2 Legal Workstream

- Engage legal counsel with nonprofit merger experience *[done]*
- Key deliverables: *[in process]*
 - Merger agreement - to be created by both boards (drafted by counsel)
 - Asset & liability transfer schedule
 - Treatment of restricted funds (if any)

- IRS notifications and filings
- State nonprofit filings

2.3 Bylaws & Policy Updates *[draft complete]*

- BSO Board size adjustments (permanent)
- Creation of **NSYS Parent-Elected BSO Board Seat**
- Creation of **NSYS Student Representative BSO Board Seat**
- NSYS Committee authority definitions
- Conflict-of-interest alignment
- Code of conduct harmonization (players, youth, parents, staff) *[to be refined in first year]*

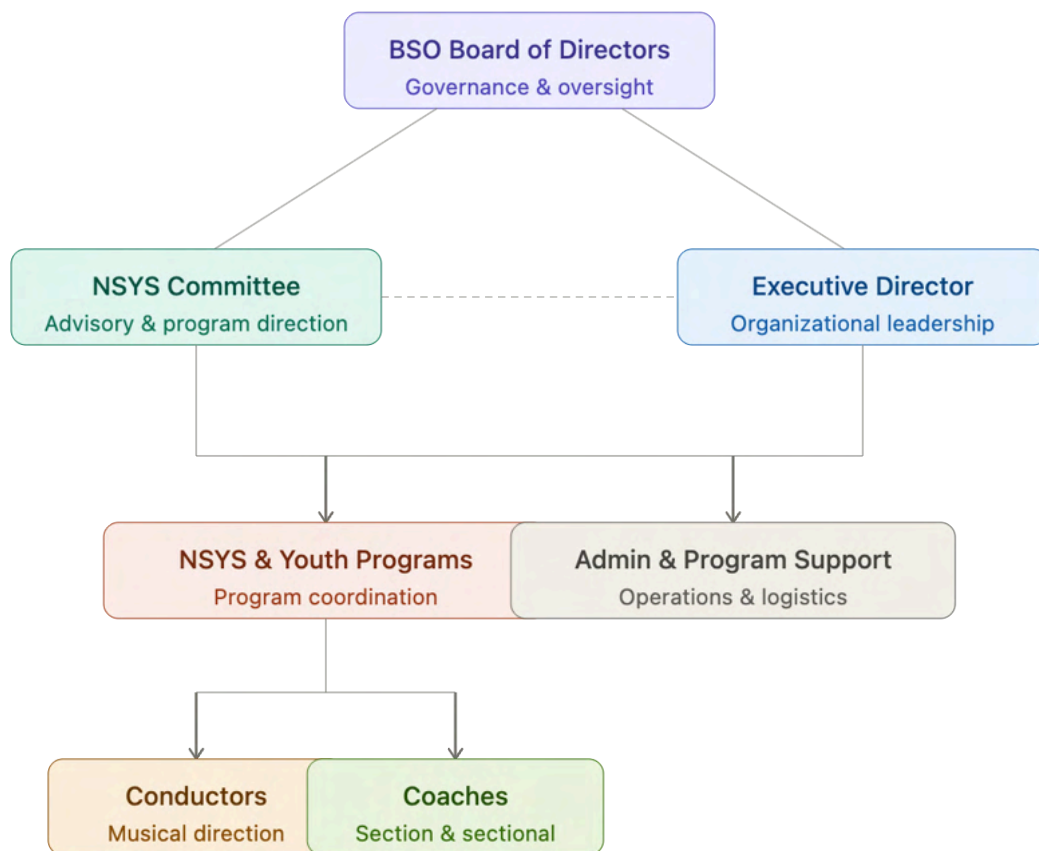
2.4 Board Transition Plan

- Transition (in 2027) **NSYS Board to NSYS Committee**
 - Dignity and clarity - celebrate accomplishments
- Clear end dates for any transitional activities (financial, governance, filings, etc.)

3. Organizational Design & Roles

3.1 Post-Merger Organizational Chart *[draft done]*

- Clear reporting lines:
 - BSO Board of Directors
 - NSYS Committee
 - Executive Director
 - NSYS and Youth Programs coordination
 - Conductors
 - Coaches
 - Administrative and program support



Legend

- BSO Board of Directors — governance body, final authority
- NSYS Committee — advisory; shapes youth & ensemble programming
- Executive Director — day-to-day operations & staff leadership
- NSYS & Youth Programs — coordinates ensembles & youth initiatives
- Admin & Program Support — scheduling, communications, finances
- Conductors — artistic & musical direction for ensembles
- Coaches — section coaching & individual instruction
- Lateral relationship between NSYS Committee & Executive Director

3.2 Staff Workload & Capacity Review *[draft done]*

- Identify:
 - What NSYS functions are absorbed “as-is”
 - What must be redesigned
 - What cannot be sustained without added capacity
- Continue to consider BSO core operations capacity to avoid overload

3.3 Role Clarity for Volunteers *[in process]*

- Redefine parent involvement:
 - Supportive, not operationally essential
 - Defined scopes and time commitments
- End the “hero parent” model explicitly
 - Transition from “working” to “governance” roles for parents
 - Roles focus on mission implementation and representation to/from community

4. Artistic & Educational Integration

4.1 Program Structure *[in process]*

- Philharmonia & Youth Symphony retained
- Alignment with BSO youth offerings (lessons, coaching, sectional work, masterclasses)
- Consider additional capacity to help fill gaps in school programs (i.e., 5th grade strings)
- Consider third ensemble for beginner strings
- Scheduling compatibility with other local organizations

4.2 Conductor Selection & Authority *[draft done]*

- BSO Board (including Youth Programs representation) has final authority over conductor appointments, with input from task force which includes NSYS Committee
- Transparent evaluation and transition process, following detailed process (laid out in BSO Policies and Procedures)
- Clear job descriptions:
 - Youth orchestra conductor roles and responsibilities
 - Coaches and other NSYS functions roles and responsibilities
 - Conductors and coaches reviewed for renewal on an annual basis
 - Roles and responsibilities for possible additional appointment as Assistant or Intern Conductor to BSO

4.3 Cross-Fertilization and Talent Pipeline Opportunities *[draft done]*

- Coaching by BSO musicians
- Masterclasses with BSO soloists
- Side-by-side or special concerts

- Apprentice / mentorship opportunities for advanced students

5. Financial Integration

5.1 Financial Due Diligence *[draft done]*

- Confirm:
 - True cost of NSYS operations
 - Deferred expenses
 - Hidden dependencies on unpaid labor (parents and other volunteers)
- Validate sustainability assumptions

5.2 Budget Integration Model *[draft done]*

- NSYS as a **program line**, not a side project
- Tuition policy review:
 - Pricing
 - Discounts
 - Scholarships
- Alignment with BSO fiscal year and accounting systems

5.3 Risk Containment *[in process]*

- Maintain contingency reserves
- Clear triggers for scaling up/down to be developed with NSYS based on current systems and definitions

6. Culture, Identity & Trust *[draft done]*

6.1 Cultural Integration Risk Mitigation

- Maintain NSYS identity
- Address parent anxiety about “big organization control”
 - BSO will not “overshadow” NSYS as its own entity
 - NSYS will be an important part of BSO: highly valued, not an afterthought
- Address BSO concerns about governance challenges
 - Manageable additions to organizational capacity requirements

6.2 Mitigation Strategies

- Honor NSYS legacy publicly
- Preserve name recognition or other community branding where possible
- Ritualize the transition (final independent concert, recognition event, welcoming event for NSYS Committee to BSO Board)

6.3 Shared Values Statement *[to be created]*

- Co-created articulation of:
 - Why this merger exists
 - What *will* and *will not* change
 - What will improve or provide benefits
- NSYS participation and contribution in strategic planning *[in process]*

7. Communications Strategy

7.1 Stakeholder Mapping

- NSYS parents, staff, and volunteers
- Students
- BSO musicians, staff, and board members
- Donors, sponsors, underwriters for both organizations
- Community and school partners

7.2 Messaging Phases

1. **Exploratory** *[done]*
2. **Intent to Merge** *[done]*
3. **Decision & Transition** *[starts July 2026]*
4. **Launch of Unified Organization** *[July 2027]*

7.3 Communication Tools

- FAQ documents *[to be completed]*
- Town halls (parent membership) *[to be scheduled]*
- Written timelines *[to be completed]*
- Dedicated merger contact channel - separate BSO and NSYS contacts *[to be completed]*

8. Representation & Voice

8.1 Parent Representation - *[defined in BSO Policies and Procedures draft]*

- NSYS Parent Membership
- NSYS Committee
- NSYS Committee officers - updated
- Representation and voting on the BSO Board
- Election mechanism
- Defined authority vs advisory role

8.2 Student Voice - *[defined in BSO Policies and Procedures draft]*

- Student advisory input
- Election mechanism
- Representation and voting on the BSO Board

8.3 Other Potential Representation or Communication Ties

- Faculty serving with youth programs
- Music educators (public and private)
- Donors, sponsors, and other supporters
- Venue and other closely associated suppliers
- Similar youth programs in other areas, allowing sharing of best practices

9. Policies, Safety & Compliance

9.1 Alignment Areas

- Youth protection
- Mandatory reporting
- Codes of conduct
- Discipline and dismissal policies
- Communications policies

9.2 Training

- Staff
- Conductors
- Coaches
- Volunteers

10. Facilities, Scheduling & Operations

10.1 Rehearsal & Concert Logistics

- Space availability
- Cost-sharing
- Scheduling priority rules

10.2 Systems Integration

- Registration and participant communication
- Payments
- CRM / donor overlap
- Data privacy

- Music library - accession, rental, maintenance
- Website, social media, branding, student/parent portal
- Staff and volunteer task and time management
- Venue and calendar management

11. Transition Management

11.1 Transitional Governance Period - July 2026 - July 2027

- Defined start and end
- Clear authority lines (strong lines of representation through continuing of the Youth Symphony Task Force during this period)

12. Timeline

Phase 1: Exploration & Alignment (Now – Summer 2026)

- Task force workstreams
- Legal feasibility
- Cultural risk assessment
- Preliminary board briefings

Phase 2: Design & Approval (Summer 2026)

- Final merger structure
- Bylaws and Policy & Procedure revisions
- Board votes (both orgs)
- Staff and capacity planning

Phase 3: Transition Year (2026-2027)

- Unified operations
- Parallel branding
- Ongoing parent engagement
- Evaluation checkpoints

Phase 4: Full Integration (July 2027)

- Single board
- Unified identity including NSYS “brand”
- Normalized operations

13. Roles & Responsibilities During Transition (2026-2027)

Boards of Directors

- Final decision making
- Overall governance and guidance

Task Force

- Strategic oversight
- Issue resolution
- Board liaison

Executive Director

- Operational design
- Staff integration
- Budget stewardship

Artistic Leadership

- Conductor and coach review and contracting
- Program alignment
- Quality standards

Legal / Finance Advisors

- Risk management
- Compliance
- Structural integrity

14. Success Metrics

- Parent satisfaction
- Student retention
- Staff workload sustainability
- Budget neutrality or improvement
- Increased crossover participation

Bellingham Symphony Orchestra

POLICIES AND PROCEDURES

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DEFINITIONS:

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

“Board” means the Board of Directors of BSO.

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

BOARD OF DIRECTORS AND COMMITTEES

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

Section 1. Duties of Officers and Advisors

A. President duties include:

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

B. Vice-President duties include:

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

C. Secretary duties include:

- 1) Maintaining official records of the organization in a fiscal year BSO Board binder:
 - The current Articles of Incorporation duly certified by the Secretary of State of Washington.
 - The IRS letter showing BSO to be a non-profit under the regulations of the IRS.
 - The current Annual Report of BSO, filed with the Secretary of State of Washington.
 - The current Bylaws and the Policies of the Board, showing they have been adopted and certified by the Board.
 - The minutes of proceedings and meeting materials of BSO organized by month.
 - Electronic copies of internal staff contracts.
 - Accurate rosters of Directors and Board-Staff members.
 - Board meeting attendance records.
 - Official list of term dates for Board Members and notifying the President of upcoming openings.
- 2) Preparing minutes of the meetings and other documentation as needed by the Board.

D. Treasurer duties include:

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

E. Advisors (non-voting)

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

Section 2. Standing Committees

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

B. The Standing Committees are:

- 1) Finance
- 2) Development
- 3) Governance
- 4) Community Engagement
- 5) Artistic Planning
- 6) Strategic Planning
- 7) Players Committee
- 8) North Sound Youth Symphony

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

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

D. Finance Committee

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

E. Development Committee

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

F. Governance Committee

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

G. Community Engagement Committee

- 1) Is chaired by a member of the Board and staffed by the Personnel Manager.
- 2) Recommends, develops and nurtures programs for musical participation by children, youth and families throughout Whatcom County including:
 - Beethoven in the Schools

- Musicians in the Schools
- Play It Forward chamber music residency
- Instrument Loan Program for advanced student musicians
- Free Take-a-Teen tickets for concert performances
- Annual Family Concert
- Other programs in the community as may be developed.

H. Artistic Planning Committee

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

I. Strategic Planning Committee

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

J. Players Committee

- 1) Players Committee officers are permanent members of the BSO (as defined in Section 7C; see also Section 12C(1)), but represent the needs of all musicians that play in the BSO.
- 2) Is made up of five (5) officers elected by the BSO players following the nomination and election process outlined in the Players' Handbook: Chair, Vice-Chair, Immediate Past Chair, Secretary, and Orchestra Representative. (See Section 12. Players Committee for details of committee selection, meetings, roles, and duties.)
- 3) Is chaired by the Players Committee Chair (see Section 12).
- 4) Selects two (2) voting directors to the BSO Board of Directors (Chair and Orchestra Representative), who are approved by the Board.
- 5) Uses the insights of the Players Committee members, along with input from players where reasonable, to make or contribute to decision making that impacts BSO players.

- 6) Supports the BSO players in providing the community with high quality of art in music, including focus on the following areas.
 - Motivating players to strive for excellence in performance and conduct.
 - Fostering positive and supportive communication between players, Music Director, Executive Director, staff, and Board of Directors.
 - Representing the needs and concerns of the orchestra, and of individual players throughout their BSO experience, including recruitment, audition, rehearsals, performances, leave, discipline, and probation.
 - Engaging players to provide input and feedback in planning and governance, while helping communicate BSO needs and actions to players.

K. North Sound Youth Symphony

- 1) Consists of five (5) officers elected by the members of the North Sound Youth Symphony.
- 2) Representation and Governance: The NSYS uses a multi-layered approach to ensure active dialog in understanding and meeting NSYS goals and those of the BSO and community. This includes:
 - General Membership: Periodic meetings of the General Members are conducted to provide information, receive input, conduct votes, and elect NSYS Committee Members and Officers.
 - NSYS Committee: The NSYS Committee meets regularly to represent the needs of the NSYS, manage its routine operations, and ensure effective communication to and from the community.
 - Committee Officers: NSYS Committee Officers act in leadership roles for the NSYS Committee and general membership.
 - BSO Director roles: The NSYS Committee Chair and NSYS Student Representative also represent the NSYS as voting members of the BSO Board of Directors.

FINANCIAL POLICIES

Section 1. Definitions

Fiscal Year: July 1 through June 30.

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

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

Section 2. Accounting Procedures

A. We use an accrual basis of accounting.

- 1) Expenses are accrued in the month in which they are incurred, and,
- 2) Revenues are recognized when earned.

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

C. Treasurer Presents Reports to the Board.

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

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

Section 3. Bank Accounts and Authorized Signatories

A. We maintain an Operating (Bank) Account.

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

B. We maintain a Reserve (Bank) Account.

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

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

C. We establish Restricted Funds for special uses.

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

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

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

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

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

G. Treasurer reviews monthly bank account statements.

- 1) The bank account statements are received in the BSO office and reconciled by the Bookkeeper.
- 2) The Executive Director reviews the reconciliation of the bank statements and then presents to the Treasurer for final review.
- 3) Evidence of the review consists of the signature or initials of the authorized person as well as the date reviewed.

Section 4. Disbursements of Payments & Business Expenses

A. Executive Director approves payment of invoices.

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

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

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

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

Section 5. Contracts

A. The Executive Director negotiates contracts.

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

B. The Executive Committee authorizes contracts in special circumstances.

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

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

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

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

Section 6. Stipends

A. We pay principals, assistant principals, and certain designated players a stipend. The amount of the stipend is based on:

- 1) The player's position (principal and/or assistant principal), and
- 2) The number of services, e.g., rehearsal, performance, provided.

B. Stipends are not related to or dependent upon the donation for underwriting a principal or assistant principal chair position.

C. We establish the amount of the stipends annually as part of the budget process after consultation with the Players Committee and publish the schedule in the office and electronically.

D. Payment of a stipend does not create an employer-employee relationship.

Section 7. Financial Reporting

A. We require monthly financial reports from staff.

B. The Treasurer reports on the organization's finances at each regular board meeting.

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

The Monthly Financial Reports include:

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

Section 8. Designating and Using Excess Funds

A. The Board carries Excess Funds to the following fiscal year when needed:

- 1) To cover anticipated revenue shortfalls;
- 2) To build Cash Reserves to identified funding levels; or
- 3) To fund a one-time only event or project.

B. We declare Excess Funds only when:

- 1) During the fourth quarter of the fiscal year, the Executive Director submits a budget projection showing Excess Funds; and
- 2) Unrestricted cash reserves total six months of the annual operating budget; and
- 3) A major shift in financial health for the coming fiscal year is not anticipated, such as a decrease in earned or contributed revenue or a significant increase in expense.

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

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

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

Section 9. Financial Exigency

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

Section 10. Endowment Policy and Fund

See attached.

PERSONNEL POLICIES

Section 1. Definitions

Employees:

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

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

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

Non-Employees and Players:

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

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

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

Section 2. Staffing

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

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

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

D. Executive Director Manages and Supervises Employees.

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

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

E. The Executive Committee Oversees Personnel and Staffing Planning.

The Executive Committee:

- 1) Reviews the Executive Director’s staffing proposals before inclusion in the budget, including position definition, work hours, and salary/pay.
- 2) Reviews any proposed changes to BSO’s general compensation and benefit program.
- 3) Reviews confidential personnel matters such as employee performance and conduct issues as referred by the Executive Director.

- 4) Acts as the final arbiter of employee grievances not satisfactorily resolved by the Executive Director.
- 5) Provides annual performance review and work plan for the Executive Director and Music Director.
- 6) Handles recruitment and selection of the Executive Director and Music Director positions.
- 7) Reviews schedules and approves leaves.

F. The NSYS Committee Works in Collaboration with the Executive Committee on Personnel and Staffing Planning related to the NSYS.

The NSYS:

- 1) Reviews the ED's staffing proposals related to NSYS before inclusion in the budget, including position definition, work hours, and salary/pay.
- 2) The BSO Executive Director and Executive Committee will work in consultation with the Chair of the NSYS Committee in review of confidential personnel matters such as employee performance and conduct issues as referred by the Executive Director.
- 3) Is consulted by the BSO Executive Director in the annual performance review and work plan for the NSYS ensemble directors and coaches.
- 4) Is consulted by the BSO Executive Director in the recruitment and selection of the NSYS ensemble directors and coaching positions. (See Personnel and Representation Policies Section 13.[F+1] for ensemble director and coach selection process.)

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

Section 3. Leave Benefits

A. Personal Observance Days.

BSO employees are paid for twelve 'personal observance' days each year rather than following state or federal holidays. These personal observance days are earned at a rate of one per month. The intent of this policy is for staff members to choose to take their most meaningful days off each year. Staff members will work with their supervisor to plan for these days off. These personal observance days are separate from and in addition to PTO and sick time.

For these personal observance days, employees who are scheduled and budgeted to work 40 hours per week will be paid for twelve eight-hour days off, or a yearly total of 96 hours. For all other employees who receive personal observance day benefits, personal observance hours will be prorated.

Personal observance days are not carried over. Personal observance time not used will be paid out at the end of each calendar year.

B. We provide paid vacation leave.

- 1) We provide Regular employees with vacation leave for each full month of employment.

- beginning on the first full month following date of hire, or,
 - if the date of hire precedes this policy, then beginning with the first full month following the date of adoption of this policy.
- 2) Employees accrue vacation leave as follows:

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

Employees may take accrued vacation only after 6 months of regular employment. Past employees who are returning to the BSO do not have this wait period.

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

C. We provide paid and unpaid sick leave.

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

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

Sick leave may be taken in any increment.

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

Each employee may carry over up to twenty (20) days of sick leave into the following calendar year. This carryover is prorated according to FTE.

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

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

D. Paid Family Medical Leave

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

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

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

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

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

E. We provide bereavement/compassionate leave.

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

F. Executive Director may grant leave without pay.

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

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

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

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

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

- 1) For ordered active duty training,
 - We provide paid leave up to fifteen calendar days per year
 - For training exceeding fifteen (15) calendar days, the employee takes any accrued vacation, and then leave without pay.
- 2) For Active Duty Military Service, whether called or volunteer, we consider such regular employees on an indefinite unpaid leave of absence.
 - We allow the employee to
 - i. Use any or all of accrued vacation leave prior to moving to unpaid status, and,
 - ii. Retain any unused leave accruals remaining until the employee returns to active employment, and,
 - During such leave, the employee
 - i. Will not earn additional vacation or sick leave

- ii. Will not be entitled to health insurance benefits.
- 3) We restore the employee on military leave to their position or an equivalent position upon their return from active duty.
- 4) We consider an employee filling the position or vacancy created by a person serving in the armed forces as an extra help employee.

Any employee requiring medical leave may contact the Executive Director.

Section 4. Health Insurance

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

Section 5. Staff Training

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

When time and budget allow, we:

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

B. We reimburse or pay employee business expenses.

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

Section 6. Other

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

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

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

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

D. We allow remote work schedules.

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

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

===PROPOSED ADDITION 'B'===

Section 13. North Sound Youth Symphony (NSYS) Committee

A. NSYS Purpose

- 1) Purpose and Goals: The North Sound Youth Symphony (NSYS) is dedicated to fostering a love of music and developing young musicians through education and performance opportunities in Northwest Washington, enriching the cultural life of Bellingham and nearby communities. As part of the Bellingham Symphony Orchestra, NSYS connects students with a broader artistic community, offering mentorship, inspiration, and a pathway to lifelong involvement with symphonic music.
- 2) Non-profit Status: The NSYS is operated exclusively for non-profit purposes and no part of the income or assets of the organization shall be distributed to any Member, private individual, or company.
- 3) Conformity: NSYS policies shall conform to the BSO By-Laws and Policies and Procedures and to all applicable federal, state, and local laws and regulations. In the event of a conflict, the BSO By-Laws and Policies and Procedures shall govern.
- 4) Delegation of Authority: NSYS Committee officers are authorized in conjunction with BSO staff, on behalf of the BSO, to carry out the routine operations of NSYS within approved budget allocations. All such actions must comply with BSO financial and other management policies.
- 5) Representation and Governance: See Board of Directors and Committees, section 2.K.

B. NSYS General Membership, Fees, and Meetings

- 1) NSYS General Membership and Voting Qualifications:
 - Qualifications: The qualifications for NSYS General Membership are current participation in the NSYS or current service as a NSYS Committee Member or Officer of the NSYS Committee.
 - Voting Members: Voting NSYS General Members are defined as :
 - o Adult participants 18 years or older.
 - o The parents/guardians of minor participants.
 - o NSYS Committee Members and Officers in good standing
 - o Student representative (see Personnel and Representation Policies, section 13.C.2 and 13. D.2.
 - One Vote: Each eligible voter as listed above shall have one vote.
 - Sponsors: Sponsors, patrons, benefactors, and other contributors shall not be voting members unless they qualify in one of the categories listed above.
 - Effective Time: NSYS General Membership starts upon registration and extends until the next season's first rehearsal at which time membership ends or is renewed by registration again.
 - Codes of Conduct: All participating students and members must adhere to the NSYS handbook code of conduct and follow the BSO student and community code of conduct to respect the safety of our students and families.

- **Disruption Extension:** In the event of a lengthy disruption in NSYS operations, such as a pandemic or natural disaster, membership will be extended through to the resumption of normal NSYS operations, allowing voting members to make decisions during the disruption.

2) NSYS Finances:

- Fees for participation in symphony programs and for sponsors, patrons, benefactors and other contributors shall be developed by the BSO ED in collaboration with the NSYS Committee officers and approved by a vote of Members, preferably at a general meeting.
- The NSYS budget shall be developed by the BSO ED in collaboration with the NSYS Committee officers and subject to the BSO budget approval process.
- NSYS designated funds will be used for NSYS purposes.

3) NSYS Membership Meetings:

- **Frequency:** Operating meetings of the NSYS General Members will be held during each symphony session as well as at least once in summer.
- **Purpose:** The purpose of the operating meetings typically includes education and reports; discussion and voting on NSYS policies, concerns, goals, and objectives; electing NSYS Committee Members and Officers; and reviewing the budget.
- **Special Meetings:** Special meetings of the NSYS General Members or NSYS Committee may be called by the NSYS Committee Officers as needed.
- **Notice:** Notice of NSYS Committee and NSYS General Members meetings (either operating or special) must be emailed, mailed, or delivered to each member at least seven days prior to the day such a meeting will be held.
- **Meeting Chair:** All meetings will be chaired by a NSYS Committee Officer.
- **Open Meetings:** All meetings are open to all NSYS General Members, NSYS Committee Members, other individuals who are part of the NSYS organization, and any designated representatives of the BSO organization.
- **Meeting Management:** All meetings will be conducted according to Robert's Rules of Order. Meetings may be held virtually or in-person.

4) Approval by NSYS General Membership:

- **Required Votes:** Policy amendment recommendations and election of NSYS Committee officers shall be approved at an operating or special NSYS Members meeting.
- **Majority Rule:** A simple majority of NSYS Members present at a meeting shall decide the issues or elect the officers.
- **Delegation to NSYS Committee Officers:** Apart from change of fees, amendments to policies, and election of officers, all business of the organization may be conducted by the NSYS Committee officers, with careful attention given to the views expressed by the membership in attendance.

C. NSYS Committee Membership

1) Composition: The NSYS Committee consists of:

- **At-Large Committee Members.** Five to fifteen At-large Committee Members are nominated by General Members or Committee Members and may be chosen from:
 - NSYS General Members

- NSYS parent and student alumni
- Members of the community (vetted by the Committee)
- Four Committee Officers: Chair, Vice Chair, Past Chair, Secretary. Officers are nominated by a Committee Member or General Member, elected by the general membership at the spring meeting, and take office in June preceding the next season.
- One permanent voting Student Representative (see selection process below).
- Ex officio (non-voting) participants. Ex officio Committee Members are permanent, non-voting participants in all Committee meetings, activities, and communications. They include the following:
 - NSYS Conductors/Music Directors
 - BSO Conductors/Music Directors
 - BSO Board President (or their designee)
 - BSO Executive Director
 - Other roles or individuals, as approved by a majority of the Committee Members

2) Student Representative Selection: The Student Representative is a permanent voting role on the Committee with one vote. The Student Representative and an Alternate are selected for the NSYS Committee using the following process:

- Criteria: NSYS Committee Officers approve the selection criteria, timetable, and content of the application, and publish it to NSYS members (including parents and students), along with responsibilities and deadlines.
- Submission: Interested students submit an application to the NSYS Committee officers.
- Review: Committee Officers review applications, select candidates that meet all criteria, and prepare a ballot for student election.
- Vote: Students vote on approved candidates using a confidential vote.
- Selection: The candidates receiving the first and second most votes will be offered the Student Representative and Alternate Student Representative roles respectively.
- Back-up: If the Representative or Alternate is unable to serve, the candidate with the next highest vote count will be offered the position.
- Alternate Role: In absence of the Representative, the Alternate attends Committee and BSO Board of Directors meetings and may cast a vote. (The Alternate may also attend meetings with the Representative, in a non-voting capacity.)

3) Term:

- At-Large Committee Members serve a one-year term, but can be re-elected for additional terms.
- The Student Representative (and Alternate) serve a one-year term, but can be re-elected for one additional term. (Alternates are eligible for election to Representative.)
- Committee Officers serve a one-year term for each position they occupy, but may be re-elected for a second term. (An individual may serve as Vice Chair, Chair, and Past Chair, in a sequence.)
- These term limits may be waived by a majority vote of the NSYS Committee if they determine special circumstances apply.

D. NSYS Committee Roles

1) Officers' Duties:

- **Chair:** The Chair presides at all business meetings of the board; supervises all activities of the NSYS, executes instruments on its behalf and performs such duties usually inherent in such office; appoints all subcommittee chairs with the approval of the Committee officers; and prepares the agenda prior to each meeting of the Committee. The Chair also occupies the permanent voting NSYS Chair seat on the BSO Board of Directors, representing the interests of the NSYS to the BSO and communicating the BSO concerns and directions to the NSYS. The BSO Board service may include participation in one or more BSO standing or ad hoc committees, such as the Finance, Engagement and Development, and Strategic Planning. The Chair typically serves as Past Chair after their term as Chair is completed.
- **Vice Chair:** The Vice Chair acts for the Chair in their absence, and assists the Chair with supervision of all activities of the NSYS. This role includes serving on the BSO Board in meetings in the absence of the Chair, and participation on BSO standing or ad hoc committees. The Vice Chair typically prepares to serve a term as Chair when their term is completed.
- **Secretary:** The Secretary keeps all records of the Committee and performs such other tasks as needed by the Committee.
- **Past Chair.** The Past Chair ensures continuity of strategy implementation and policies, and assists the Chair and Vice Chair in transitioning duties and tasks before they complete their term. This individual may also act for the Chair, Vice Chair, or Secretary in their absence.

2) Student Representative: The Student Representative represents the concerns and ideas of all students to the Committee and its Officers, and this individual occupies the standing NSYS Student Representative chair on the BSO Board of Directors. Service may include participation on committees of the NSYS or BSO, and providing reports and information to their fellow students involved in NSYS programs. They should work closely with the Alternate Student Representative (who serves in the Representative's absence) to ensure that all their responsibilities are fully covered.

3) At-Large Committee Members: Committee Members may take on some of the volunteer duties listed below. If no Committee Member is able to fill a role or complete the tasks, General Members will be asked to do so.

- **Fundraising:** Generating ideas, organizing and participating in fundraising efforts.
- **Publicity and Recruiting:** Assisting in creating and distributing recruiting materials (as approved by Committee).
- **Parent Coordination:** Chaperoning and assisting as needed at NSYS events, including rehearsals, concerts, and special events.
- **BSO Representation:** Committee and General Members also represent the NSYS on BSO standing committees (either on an ongoing or ad hoc basis), including Finance, Strategic Planning, Engagement and Development, and BSO Artistic Planning.
- **Other volunteer coordinator roles and sub-committees or task forces** as identified by the Committee or Committee Officers.

4) Committee Member Removal.

- Removal for Lack of Attendance: Committee members who miss two consecutive meetings without notification to the Chair may be removed by a majority vote of the Committee. A notice will be sent after one missed meeting. Such removed Committee members may petition to be reinstated, with a reinstatement decision made by majority vote of the Committee.
- Removal for Cause: Any Committee Member or Officer may be removed for cause by a two-thirds vote of the Committee at operational or special meetings of the Committee.
 - Notice of the proposed removal and its cause must be given to such person and the Committee at least seven days prior to the meeting at which such removal is to be voted upon.
 - Prior to the vote, the individual concerned will have the right to make a written or oral statement, with the Committee Officers agreeing on details (such as time limitations and representation) and providing these in the notification.

E. NSYS Committee Meetings

1) NSYS Committee Meetings:

- Open Meetings: All Committee meetings (except executive sessions) shall be open to the general membership.
- Executive Sessions: NSYS Committee Officers may, by majority vote, convene an executive session of the Committee or Officers only without the general membership to discuss any issue requiring privacy, such as those involving health or personnel concerns. (For more details on process and conflict of interest policies, refer to the BSO Policies and Procedures.)
- Special Meetings: Special meetings of the Committee may be called by the Chair or at the request of any three members of the Committee. Seven days prior notice is preferred when practical.
- Vote Count: Each voting Committee member shall have one vote.
- Quorum: A quorum shall be comprised of 50% or more of the voting Committee Members. Once a quorum is present it shall remain in effect for the duration of the meeting.
- Majority: All business shall be conducted by a simple majority of the quorum unless otherwise specified in the policies, following Robert's Rules of Order.
- Presence: Participation in meetings may be in-person or remote.
- Conflict of Interest: All Committee Members and Officers shall conform to the ethics and conflicts of interest policies of the BSO.

F. NSYS Conductors and Coaches

1) **Conductor Selection.** NSYS ensemble conductors are fundamental to achieving the mission and purpose of the organization. Their deep understanding of the developmental pathways young musicians follow, combined with their knowledge of orchestral repertoire, enables them to select music that challenges, inspires, and fulfills evolving musicians while fostering a lifelong enthusiasm for musical growth.

As part of the larger Bellingham Symphony Orchestra organization, NSYS conductors also help strengthen pathways for lifelong musical participation by supporting opportunities for advancing youth musicians and by fostering professional growth opportunities, including assistant conducting experiences, for emerging conductors.

Because of this challenging, complex role, selecting NSYS ensemble conductors needs a well-defined process, with a high level of engagement and transparency in the BSO and NSYS organizations. The following are steps in the selection process for new NSYS ensemble conductors:

- Preliminary position description: The NSYS Committee Officers develop a preliminary position description and proposed pay model for the conductor role.
- Input and refinement: The description is provided to the NSYS membership, BSO Executive Committee (EC), BSO Music Director, and BSO Executive Director (ED) for input, and NSYS Committee Officers prepare an updated description.
- Final review: The updated description is reviewed and approved by the EC, and the decision is reported to the BSO Board.
- Task force: The EC appoints a Task Force to conduct screening, interviewing, background reviews, and preparation of a prioritized candidate list. Participants on the Task Force should include individuals from the NSYS Committee, EC, ED, and BSO Music Director. The NSYS Student Representative may also be engaged in one or more phases of the selection process. Additional members of the Task Force may be drawn from the NSYS Membership and the BSO Board of Directors, if necessary.
- Recruiting: The ED develops and implements a recruitment and screening plan, which includes marketing and networking strategies, timetable, and process coordination responsibilities.
- Screening: The ED reviews applications to ensure they meet requirements, and develops a list of interview candidates.
- Interviewing: The Task Force develops a consistent, fair model for interviews, and conducts one or more rounds of interviews. After completing interviews and reviews of qualifications, the Task Force agrees on a prioritized list of candidates who are the best match across all requirements and desired attributes.
- Background Check: The Task Force or ED performs a detailed background check on the top candidates, and reviews any discrepancies.
- Selection: The Task Force agrees on a top candidate and presents their recommendation to the NSYS Committee and EC. If they approve, the ED is authorized to initiate a contract.
- Negotiation and Hiring:
 - The ED presents the candidate with a contract for signature.
 - If the candidate requests changes to the contract, the ED works with the Task Force for approvals or rejections (major changes to the requirements or compensation require approval by the EC), and

- prepares a financial analysis if any changes are needed in the compensation.
- If the candidate chooses not to agree to the contract, the ED will report this to the Task Force, and the next highest candidate on their prioritized list will be considered.
- Once the contract is signed, the ED notifies all parties. The Task Force develops the list of all onboarding and initial review activities, and the ED or staff coordinate the planning.
- **Onboarding:** The Task Force agrees on a plan for onboarding activities, including announcements, introductions, and initial performance reviews. Once the Task Force action items (including a process review) are completed, further action is handed over to the NSYS Committee, and the Task Force is disbanded.
- **Reviewing:** The NSYS Committee Officers conduct initial performance reviews with the new hire to ensure that all requirements are being met, expectations are clear and well-aligned, and the candidate is set for success.

2) Coach Selection. NSYS coaches are an integral part of the structure of the organization, helping young musician participants develop their technical and interpretive skills. They also help participants increase their understanding of how orchestras operate - including rehearsal and concert etiquette - and how their roles and responsibilities in an orchestra can evolve over a lifetime.

“Coaches” as used here may include short- or long-term individuals performing as section teachers, assistants to conductors, instrument or section experts, or other experienced musicians or educators who work directly with NSYS students in a capacity other than the conductor.

- The coach selection process is developed by the NSYS Committee with the NSYS Program Coordinator and ED during planning for each season, where staffing numbers and expenses are prepared and presented to the BSO Board. The selection and hiring process may include elements of the conductor selection process, but may be streamlined to reflect NSYS needs and attributes of potential candidates.
- Candidates for coaching positions should reflect the diversity of the community and come from a variety of academic, professional, and other sources.
- The NSYS Committee, NSYS Program Coordinator, and ED are responsible for working to incorporate input from appropriate individuals (such as the Conductor) in developing the description and process.
- The Program Coordinator manages the selection process under the leadership of the ED.

3) Performance Review. Providing feedback on conductor and coach performance is essential to ensuring they meet requirements and work to close any gaps, and contributes to a positive experience for them and program participants.

- On an annual basis, the NSYS Committee obtains input from youth program participants, parents, and the community, and assesses the input to identify where the individuals are meeting or exceeding requirements, and where improvements or changes are needed.
- The NSYS Committee uses the performance review data to support proposals to the BSO EC to renew or discontinue contracts, and to recommend stipend adjustments.
- The NSYS Committee Officers (or a subset) deliver the performance reviews to each conductor.
- Reviews of Coaches may be conducted by the NSYS Committee Officers (or their designees) as they deem appropriate, based on legal and policy guidelines.

4) **Contract Term and Renewals.**

- New conductors and coaches are typically offered an initial one-year contract.
- If performance reviews are satisfactory, conductors and coaches may be offered additional renewal contracts.
- The NSYS Committee proposes contract renewals, including any multi-year contracts, to the BSO EC for review (including financial analysis) and approval.
- If the BSO EC and the NSYS Committee (or other individuals asked to provide input, such as conductors) disagree on whether a contract should be renewed, a Task Force will be created with members of both groups to resolve the issue. If they cannot resolve the issue, it will be presented to the BSO Board members-at-large for resolution by majority vote.

5) Conductor and Coach Conduct Deficiency. NSYS conductors and coaches are independent contractors (as defined by Personnel and Representation Policies, Section 1) who agree to meet a set of expectations that are critical to achieving and sustaining the mission and vision of the NSYS and BSO. While not employees, NSYS conductors and coaches are subject to the “BSO Violence Prevention: Weapons and Armaments Policy” (see Legal and Ethical Policies 2+1) and all other BSO policies and legal requirements pertaining to independent contractors.

As long as NSYS conductors and coaches meet minimum standards for performance and conduct, any areas of improvement are identified and managed through the performance review process (paragraph 3 above). However, major conduct deficiencies are addressed in the following manner:

- **Notification.** Notification of conduct deficiencies by a NSYS conductor or coach may be made by any parent, musician/student, volunteer, staff, contractor, board member, committee member, or community member who has interacted with the conductor or coach.
 - Notification should be made to an NSYS Committee Officer or the BSO ED.
 - The notification may be written or verbal.

- Legal requirements may preclude honoring requests for anonymity in some cases.
 - Legal requirements may require reporting to state or local authorities.
 - Within seven working days after the notification is received, the ED will investigate and document the deficiency for review, and will consult with legal counsel as needed.
- Review. The ED will determine whether the deficiency is “Serious” or “Other.” Legal counsel may be consulted as appropriate.
 - “Serious” conduct deficiencies include any behavior that is dangerous to the health or welfare of NSYS participants, members, volunteers, or staff, or which involves potential legal or financial implications.
 - “Other” conduct deficiencies include any behavior which violates conduct guidelines or established norms, but do not rise to the level of a serious deficiency.
- “Serious” Deficiency Action.
 - The ED will refer “Serious” deficiencies in writing to the President of the BSO Board for immediate review and action, including (but not limited to) warning or dismissal.
 - The President and ED may consult with the NSYS Committee and EC in response to the “Serious” deficiency.
 - In the case of disagreement over response, the final decision will be made by the ED.
- “Serious” Deficiency Follow-up. The ED will document the deficiency and action taken, and distribute this to the NSYS Committee Officers, EC, and the individual’s personnel file.
- “Other” Deficiency Follow-up. The ED will notify the individual, including:
 - Details of the specific behavior.
 - The specific expectations the individual is failing to meet, including how appropriate behavior is demonstrated.
 - What the consequences will be if the individual fails to correct the deficiency.
 - The timetable or deadline for correcting the deficiency.
- Warnings. If a verbal or informal warning is given to an individual of a conduct deficiency:
 - On the first infraction after verbal or informal warning, the individual will be notified that a second infraction will result in a written notice, including the elements identified above for “Other” deficiency follow-up.
 - Verbal or informal warnings will be documented in the individual’s file and the ED will be notified.
 - A third infraction by the individual will result in a referral to the NSYS Committee Officers for action, including (but not limited to) immediate dismissal or action plan.
- Return after Dismissal.
 - Conductors or coaches dismissed for “Serious” conduct deficiencies are not eligible for any future contracts with the BSO or NSYS.
 - Conductors or coaches dismissed for “Other” conduct deficiencies may be considered for future contracts after five years. Such

consideration requires the review and agreement of EC, NSYS Committee, ED, and BSO Legal Council.

G.NSYS Policy Amendments and Disassociation

1) NSYS Policy Amendment Process: The policies concerning the NSYS are integrated into, and governed by, the By Laws and Policies and Procedures of the BSO, including routine amendments and changes affecting the overall organization. However, policies that apply uniquely to the NSYS Members, students, audiences, directors, and other aspects of NSYS operations may be amended by a separate process.

- Proposal: Any General Member, Committee Member, or Committee Officer may propose an amendment to these NSYS policies by providing a written copy (print or electronic) at least seven days before a General Membership Meeting or Committee Meeting (operational or special).
- Voting: Voting on the proposed amendment shall follow the procedures outlined for General Membership and Committee Meetings.
- Referral to BSO Governance Committee: Amendments which receive a majority vote of the General Members or Committee Members are referred to the BSO Governance Committee to be reviewed for conformity with BSO By Laws, BSO Policies and Procedures, legal requirements, and organization strategies and best practices.
- No Changes: If the BSO Governance Committee recommends the amendment without changes, it will present it to the BSO Board of Directors for adoption and inclusion in the BSO Policies and Procedures document. The Board will then notify the NSYS Committee of the policy's effective date.
- Changes: If the BSO Governance Committee recommends changes to the amendment, it will return it to the NSYS Committee with detailed suggestions. The NSYS Committee will choose whether to bring the amendment and possible changes to the General Membership or to conduct a vote on the changes in the Committee and return the updated amendment to the Governance Committee for completion of the process.

2) Disassociation: In the event that the NSYS organization or the BSO should raise issues that could drive consideration of separation:

- The NSYS Committee or BSO Board of Directors shall develop a detailed presentation of the issue or issues driving separation, and why the issue or issues cannot be resolved through normal processes.
- The BSO Board of Directors and the NSYS Officers shall appoint individuals to serve on a joint task force.
- If the task force determines a strategy for resolving the issue or issues, it shall prepare a plan for the resolution.
- If the task force determines that a separation is necessary, it shall develop a plan to delineate management structures, separation of assets, financial accounting, and all details required to re-initiate NSYS operations as a separate entity. Such a plan must be approved by a two-thirds majority of the NSYS Committee and BSO Board of Directors.

- If the task force cannot agree on a resolution or separation strategy, the issues shall be returned to the NSYS Committee or the BSO Board of Directors, which shall present a plan for resolution or separation to the general membership. A two-thirds majority vote is required for a separation.

====END OF PROPOSED ADDITION 'B'=====

LEGAL AND ETHICAL POLICIES

Section 1. Applicability

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

Section 2. Compliance with Law

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

Section 3. Conflicts of Interest

The purpose of this Conflict of Interest Policy is to uphold the highest ethical standards and ensure transparency in the governance of the Bellingham Symphony Orchestra (BSO). This policy seeks to protect the organization's integrity by identifying, disclosing, and appropriately managing situations where personal, financial, or professional interests could conflict - or appear to conflict - with the mission and decision-making of the organization. By fostering accountability and trust, this policy ensures that all actions taken by the board are in the best interests of the organization, its players, and community.

A. A conflict of interest or potential conflict of interest arises when a board member's personal, financial, or professional interests could potentially interfere with their ability to act in the best interests of the BSO. Examples include, but are not limited to:

- 1) A personal or familial ownership or investment interest in any entity with which BSO has a financial transaction or arrangement. This includes relationships with vendors, sponsors, or other parties that could influence impartial judgment.
- 2) A personal or familial compensation arrangement, with BSO or with any entity or individual with which BSO has a financial transaction or arrangement. This includes personal or family financial gain from a decision or contract involving the orchestra.

- 3) A potential personal or familial ownership or investment interest in, or compensation arrangement with, any entity or individual with which BSO is negotiating a financial transaction or arrangement.
- 4) Serving as a board member, officer, or employee of another organization with conflicting or overlapping interests.
- 5) Simultaneously serving as a board member and as an orchestra player (or spouse, partner, or close relative of a player), specifically where decisions regarding musician stipends, performance opportunities, or other matters might directly impact the individual. (See “Recusal for Player-Board Members” below.)

B. Disclosure

Disclosure is essential to maintain transparency, preserve trust, and ensure that decisions are made solely in the best interests of the BSO, free from undue influence or the appearance of impropriety. Accordingly, Board members are required to disclose any actual or potential conflicts of interest to the Executive Committee.

Disclosure is also required for possible appearance of impropriety. An "appearance of impropriety" exists when a reasonable person, with knowledge of the relevant circumstances, could perceive that a board member's personal interests might improperly influence their actions or decisions on behalf of the BSO, even if no actual conflict exists.

We require directors and staff to complete Conflict of Interest forms at the start of their terms and at least annually, disclosing any financial or familial interest in transactions and arrangements with us, or certifying that none exist. In addition, the annual statement affirms from the the board member that:

- 1) They have read, understood, and will comply with this policy.
- 2) They will disclose when they learn that a negotiation, transaction, or arrangement exists that may present a conflict of interest or appearance of conflict of interest.
- 3) When a conflict of interest or appearance of conflict of interest occurs, they agree to offer to recuse as outlined in this policy and comply with any special guidelines and constraints that affect them.

Section 7. Child Safety Policies and Procedures

A. Purpose

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

B. Scope

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

C. Recruitment Practices

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

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

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

D. Community and Student Behavior Policies

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

E. Support for Staff

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

F. Reporting and Responding to Suspected Child Abuse and Neglect

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

G. Communication

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

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

Section 8. Claim Reporting

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

Section 9. Drug Free Workplace

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

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

B. We allow:

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

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

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

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

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

Section 10. EEOC/Discrimination and Harassment

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

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

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

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

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

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

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

Section 11. Workplace Safety

Employees' safety is of paramount importance to the BSO. Any injuries or near misses suffered in the course of employment must be reported immediately to a manager, or as soon as possible following medical care if necessary. Employees are expected to continually be on the lookout for unsafe working conditions or practices. If an employee observes an unsafe condition at the workplace, they should warn others, if possible, and report that condition to their supervisor immediately. If employees observe a coworker using an unsafe practice, they are expected to mention this to the coworker and to their supervisor. Likewise, if a coworker brings to an employee's attention an unsafe practice they may be using, the employee should thank the coworker and make any necessary adjustments to what they are doing. Questions regarding the safety of the workplace and practices should be directed to a supervisor for clarification.

Section 12. Breaks and Meal Periods

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

Section 13. Lactation Breaks

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

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

Section 14. Domestic Violence Leave

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

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

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

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

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

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

Section 15. Whistleblower Protection

- A.** We prohibit retaliation against any member, officer, director, contractor or employee who *in good faith* reports a suspected conflict of interest, fraudulent or dishonest act, gross misconduct or other violation of these policies on the part of a BSO officer, director, orchestra member, staff, volunteer, or others associated with BSO.
 - 1) We consider harassment, and adverse employment or contractual actions against the individual reporting as retaliation.

- 2) We act promptly to assess, investigate, and resolve reports and complaints.
 - 3) We hold accountable anyone responsible for retaliation and take action as we deem appropriate, up to and including termination of membership, contract or employment.
 - 4) We protect the identity of the reporting party, upon request, to the extent feasible and consistent with
 - any mandatory reporting requirements and
 - the need to conduct an adequate investigation.
- B.** We encourage individuals to report concerns, whether a concern of misconduct, conflict of interest, or retaliation.

Section 16. Instrument Loan Program

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

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



Youth Symphony Coordinator Proposal DRAFT

As the North Sound Youth Symphony and BSO explore partnership and collaboration possibilities, one area is a staff position and other contracted work. The Youth Symphony Coordinator would be a new position and an employee of the BSO. The North Sound Youth Symphony would be under contract with the BSO for the Youth Symphony Coordinator position as well as other areas not covered by the position including additional website work, marketing, finance, and other areas to be determined and outlined in the contract. In addition, BSO and NSYS will explore aligning BYCP and NSYS performances at WWU's PAC concert hall for the 2026-2027 season.

BSO responsibilities:

- Hire, train, and oversee staff with input from NSYS board representative(s)
- Regular communication with NSYS board and artistic staff (set check-in dates/times)
- Work with NSYS on funding source for staff position and other contracted work costs: donors, grants, etc.
- Create and maintain NSYS student portal and page on BSO website (including music PDFs)
- Merging NSYS music library with BSO music library (project summer 2026 OR 2027)
- Marketing and social media
- Bookkeeping for NSYS

NSYS responsibilities:

- Representative on hiring committee
- Regular communication with BSO staff (set check-in dates/times)
- Contract with BSO for the Youth Symphony Coordinator position
- Work with BSO on funding source for staff position and other contracted work costs: donors, grants, etc.

Stipend range:

- \$5,200-\$13,000 depending on rate as well as how many hours per week

Position Summary: The **Youth Symphony Coordinator** is responsible for the operational and logistical components of running the North Sound Youth Symphony.

Essential Job Functions:

1. Implement Registration and Enrollment for NSYS

- Work with BSO Marketing team to market NSYS registration to the community.
- Work with BSO Finance staff and NSYS Treasurer to set up registration payments and track receipt of payments.
- Manage and track registration form and scholarship form.
- Manage NSYS page and update it with registration and scholarship information.
- Email students and families to confirm registration and/or scholarship applications.
- Coordinate and schedule auditions for students.

2. Implementation of rehearsals and concerts and coordination of logistics:

- Secure venue for performance and rehearsal dates.
- Maintain consistent communication with venues used by NSYS for rehearsals and performances during the season to ensure adequate and timely preparation and service.
- Coordinate payment for the venue by working as a liaison between BSO Finance staff, NSYS Treasurer, and the venue.
- Attend all NSYS rehearsals, masterclasses, and performances and support NSYS artistic staff.
- Track attendance at each NSYS session, call parents if students are absent, and communicate absences with the NSYS artistic staff.
- Sit in the lobby to answer questions from parents and students and monitor student pickup and dropoff.
- Interact in a friendly manner with students and parents.
- Set up and tear down rehearsal spaces with chairs and music stands. Some rooms may require moving tables or other furniture.
- Set up table and snacks for students at rehearsals.
- Work closely with NSYS artistic staff and BSO Executive Director to meet any other logistical needs that arise.

3. Coordinating NSYS Artistic Staff and Volunteers

- Conduct annual background checks for staff each year.
- Implement contracts for staff to sign each year.
- Submit payroll for staff at the end of each session.

4. Miscellaneous logistical tasks

- Order music for groups when necessary and coordinate with BSO Librarian and NSYS artist staff on repertoire needs.
- Upload music to the Student Portal on the BSO website for students and parents to access.
- Regularly communicate pertinent information with students, artistic staff, and parents.
- Regularly check NSYS email and answer questions and inquiries.

5. Other duties as assigned

Performance Requirements:

- Advanced skills and abilities in planning and organizing, data analysis, problem solving and decision-making, adaptability/flexibility, composure and self-control.
- Demonstrates reliability and responsibility.
- High level of attention to detail and time management.
- Demonstrates leadership skills and takes initiative.
- An ability to work independently with limited oversight.
- Superb verbal communication skills, tact and diplomacy for handling sensitive information and fostering positive relationships.
- Ability to lift furniture such as tables and chairs up to 30 pounds.

Qualifications:

- Experience working with youth is required.
- Some college experience is preferred.
- A basic working knowledge of Microsoft Office programs and Google Drive is required, proficiency preferred.

Supervisory and Reporting Relationships:

- Reports to the BSO Executive Director
- Works under policies and procedures of the Bellingham Symphony Orchestra and NSYS.

Hours and Working Conditions:

- This is a part-time, hourly position; hours may vary but are estimated at 8-10 hours per week
- Evening/weekend hours are required for concerts or events and NSYS session
- Working conditions are those of a small office environment and on-site at concert/rehearsal/event venues
- There is some lifting of up to 30 pounds involved for concert, event, and rehearsal production
- Salary range is \$20-25 per hour, DOE

The Bellingham Symphony Orchestra is an equal opportunity employer.

Bellingham Symphony Orchestra seeks Youth Symphony Program Coordinator

The Bellingham Symphony Orchestra is an enthusiastic and thriving community-based orchestra that features an extraordinary level of talent in its ~80 players, and attracts soloists of international stature such as Yo-Yo Ma, Gil Shaham, Jennifer Koh, Anthony McGill, and James Ehnes. It is financially stable, with healthy reserves and an annual operating budget of approximately \$900,000. The BSO is the resident orchestra of the historic Mount Baker Theatre in Bellingham, WA.

Bellingham is located between the Vancouver B.C. and Seattle metropolitan areas, nestled on the shores of Puget Sound and in the shadow of majestic Mount Baker (Kulshan). It offers a rich variety of recreational, cultural, and educational activities, as well as natural beauty and exceptional schools. Bellingham regularly tops lists of “Best Places to Live,” and is ranked the second best arts community in the country (based on the number of active arts businesses per capita).

The current season is the 50th for the orchestra, and the 12th with Yaniv Attar as Music Director. Juilliard-trained, Attar is beloved by audiences and players alike for his engaging podium style and programming that honors the classical canon while celebrating contemporary works and commissioned pieces. The 2025-26 season also features the eleventh year of the Harmony from Discord program, honoring the works of those who composed in the face of oppression, and celebrating the power of music to overcome adversity. The BSO’s Youth and Community Engagement program, including the Bellingham Youth Chamber Players, extends outside of the concert hall and into local schools and the broader community.

We have a great team that is enthusiastic about sharing fine orchestral music with our community. We strive to put forth high quality work with innovative strategies. The mission of the Symphony is, “The BSO engages, connects, and uplifts our community by performing powerful, beautiful, and inspiring music.” For more information on the orchestra's Mission, Vision, DEI statement, and history, please visit www.bellinghamsymphony.org/about-us-home.

North Sound Youth Symphony (NSYS) was founded in 1993 to offer a fun and inspirational experience to aspiring young musicians, nurturing musical expression and culture for life. Students audition to play in one of two full orchestra ensembles: the introductory Philharmonia (for students in 5th grade level and up), and advanced Symphony (through high school). Both ensembles offer professional instruction and social opportunities for young people to connect across cultural, educational, and economic differences through their shared discipline and love of music. NSYS students are public-schooled, private-schooled, and home-schooled. They come from urban and rural communities throughout the North Sound area. Through our programming, NSYS encourages a love of music that may take many future directions, including pursuing a professional career, playing for pleasure, or supporting community ensembles. www.northsoundyouthsymphony.org

Position Title

Youth Symphony Program Coordinator

Position Description

The **Youth Symphony Coordinator** supports the North Sound Youth Symphony (NSYS) Board and artistic staff in the operational and logistical aspects of NSYS.

Location

Position is in Bellingham, WA with work done at various venues (including the Mount Baker Theatre, WWU, Bellingham High School), at the BSO Office (316 W Champion St, Bellingham, WA), and the possibility of remote.

Hours & Working Conditions

This is an hourly position estimated at 8-10 hours per week and may vary. Evening/weekend hours are required for concerts, events, and rehearsals. There is some lifting of up to 30 pounds involved for concert, event, and rehearsal production.

Duration

Applications are open now, will remain open until filled, but priority will be given to submissions as they come in.

Pay/Salary & Benefits

Salary range is \$20-25/hour DOE.

Qualifications

- Experience working with youth is required.
- Some college experience is preferred.
- A basic working knowledge of Microsoft Office programs and Google Drive is required, proficiency preferred

Application Instructions

Please submit a resume, cover letter, and three references to jobs@bellingshamsymphony.org. Resume review and interviews are scheduled on an ongoing basis. The Bellingham Symphony Orchestra is an equal opportunity employer.