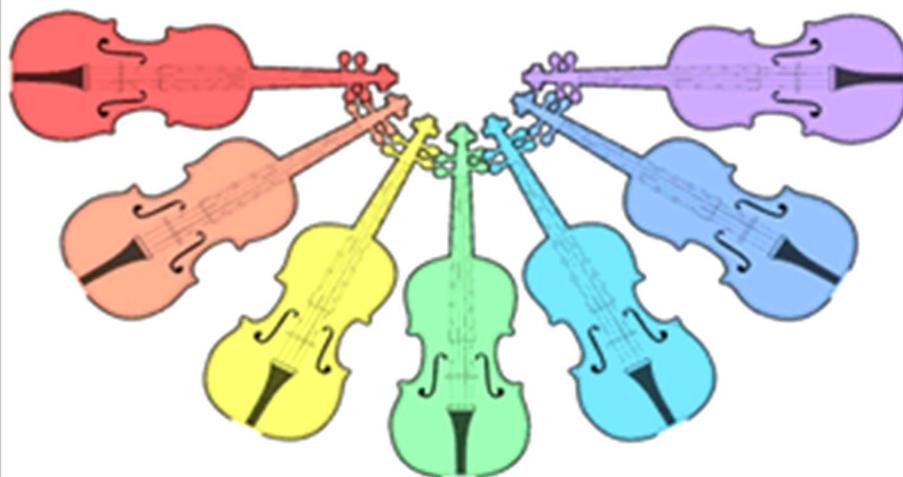


ALL SEASONS ORCHESTRA



Musicians Handbook

(Including Mission Statement and Bylaws)

2020

Mission Statement

Approved by a vote of the membership, October 2017, Revised January 2020

All Seasons Orchestra serves the Redwood Coast community by enriching the experience of musicians of all ages and abilities through friendly, supportive, mentored rehearsal, and by promoting the enjoyment of music through free, public performance.

Incorporation Bylaws

Adopted by a vote of the membership December 14, 2019

1. **Incorporation:** All Seasons Orchestra is a nonprofit public benefit corporation (State of California C 4313250, August 29, 2019) exempt from income taxes under IRC 501 (c) (3), FEIN 82-3214753, and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law of the State of California for public and charitable purposes.
2. **Purposes:** The specific purpose of this corporation is to serve the Redwood Coast community by enriching the experience of musicians of all ages and abilities through friendly, supportive, mentored rehearsal, and by promoting the enjoyment of music through free, public performance.
 - a. This corporation is organized and operated exclusively for the purposes set forth above within the meaning of Internal Revenue Code section 501 (c) (3).
 - b. No substantial part of the activities of this corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and this corporation shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of any candidate for public office.
 - c. The property of this corporation is irrevocably dedicated to the purposes set forth above and no part of the net income or assets of this corporation shall ever inure to the benefit of any director, officer, or member or to the benefit of any private person.
 - d. Upon the dissolution or winding up of this corporation its assets remaining after payment, or provision for payment, of all debts and liabilities of this corporation shall be distributed to a nonprofit fund, foundation or corporation which is organized and operated exclusively for charitable, educational and/or religious purposes and which has established its tax-exempt status under Internal Revenue Code section 501 (c) (3).
3. **Membership:** Anyone may become a member of All Seasons Orchestra by paying annual membership dues. There are two types of memberships: Musician Memberships, and Community Supporter Memberships. The purpose of the memberships is to support the orchestra and its mission. The only difference in the memberships is that the Musician Memberships

are reserved for performers. The amount of membership dues may be reviewed annually by the Working Group and set by the Manager. Membership dues for individuals may be waived at the discretion of the CFO or CEO. A roster of Memberships shall be maintained.

4. **Officers:** The Officers of All Seasons Orchestra include the Chief Executive Officer, the Chief Financial Officer, The Secretary, and two Directors. The initial officers of the corporation on August 29, 2019:

CEO Richard LaForge

CFO Donald Bicknell

Secretary Susan Bicknell

Director Rachel Huang

Director Valgene Phillips

The officers are elected annually by the Membership. All members are eligible to become officers. The responsibility of the officers is to assure that ASO operates exclusively for the benefit of its purposes as outlined above, and that the documentary and filing responsibilities for maintaining nonprofit corporation status are fully executed annually as required by law. The Officers also provide oversight for the Manager(s). Additional Director positions may be added as desired, by a vote of the current Officers.

5. **Working Group:** All Seasons Orchestra is guided and run through active participation of the members of the Working Group which may include: Manager(s), Treasurer, Conductor(s), Musical Director, Section Leaders, Concert Master, Librarian(s), Publicity Coordinator, Recruitment Coordinator, Flier and Program Editor(s), Web Master, Equipment Wrangler, Liaison to Friends of the All Seasons Orchestra, Welcoming Committee, and others who have interest and commitment. Individuals may hold multiple positions.

The Working Group meets as appropriate at the discretion of the Manager(s). In addition, any two members of the WG may call on the Manager(s) to hold a meeting for any specific purpose.

Members of the Working Group consult widely among the members of the orchestra as appropriate.

6. **Artistic Decisions:** Artistic decisions are the purview of the Conductor in consultation with the Assistant Conductor, Concertmaster, Musical Director and Librarian. Artistic issues include:

Selection of music

Organization of rehearsals

Setting the concert order

Auditioning small ensembles and soloists

Disposition and availability of musical resources such as instruments and music owned by the orchestra

7. **Operational Decisions:** Operational decisions are the purview of the Manager(s) in consultation with the Working Group. Either the Manager(s) or 4 members of the WG may call for a vote of the membership on any issue at any time. Operational issues include:

Scheduling of timing and location of concerts

Transportation of instruments to off-site concert locations

Relations with our home venue

Relations with our concert venues

8. **Policy Decisions:** Policy decisions and election of the Manager(s) are subject to membership ratification. Policy issues include:

Adoption of and changes to the mission statement

Adoption of and changes to bylaws

Adoption of and major changes to Musician's Handbook

Membership ratification is by simple majority vote of all of the members voting. Votes may be cast at any regular rehearsal or special meeting called for that purpose, or they may be cast via email. Email votes must be received by the manager 24 hours prior to the rehearsal or meeting scheduled for the vote. Policy issues will be distributed in writing via email to the membership at least 2 weeks before voting.

9. **Calendar:** Whenever possible, concert dates and rehearsal calendar are set one year in advance through the collaboration of the Manager(s), Musical Director, and Conductor(s), and others as necessary. Wherever possible, conflicts with other major musical events (Eureka Symphony, Humboldt State University, and other major events) should be avoided.
10. **Personnel Evaluation and Appointments:** Members of the WG are appointed by the Manager. Term of office is one year. Individuals may be

reappointed at the mutual agreement of the Manager in consultation with the membership and the individual, annually in September. Consultation with the membership shall include, but not be limited to an annual request to the membership for comments on the performance of individuals in the key positions of Manager, Treasurer, Conductor, Concert Master, Musical Director (if any), Librarian, and Section Leaders (if any). Such request may be informal via email, or may be a more formal survey, but will be conducted in a confidential manner. The Manager shall compile commentary provided for Treasurer, Conductor, Concert Master, Musical Director, Librarian and Section Leaders. Commentary shall be considered confidentially by the Working Group in the absence of the individual under review. The WG shall make recommendations for retention and compensation of these individuals to the Manager. The Manager shall then decide on retention and compensation for each individual for the coming year. If an individual is not retained for the coming year, he/she shall be given a terminal appointment of a term at the mutual agreement of the individual and the Manager, and a public search for the replacement for that position shall be undertaken. Viable candidates shall be introduced to and interviewed by the orchestra, and evaluation and subsequent appointment of candidates shall roughly follow the annual evaluation procedures set forth herein.

The Treasurer or Secretary shall compile commentary provided for the Manager. In the absence of the Manager, the WG shall nominate candidates for Manager based upon the review of the commentary. An election of the membership shall be held annually in September for the purpose of electing the Manager. Simple majority shall prevail. If no candidate receives a majority, there shall be a run-off election of the top two candidates.

The chronological sequence of events for annual performance reviews shall be as follows:

- a. The Manager(s) shall solicit performance review data on Manager(s), Conductor(s), Musical Director, Librarian(s), Treasurer, Concertmaster, and others as appropriate, from the membership in July.
- b. The Treasurer or Secretary shall compile the performance review data on the manager(s) and share it with the members of the Working Group, exclusive of the manager(s).
- c. The Working Group shall consider the performance review data and nominate candidate(s) for manager for the coming year.

- d. On or about September 15, the membership shall vote on manager(s) for the coming year. The results of the election shall be conveyed to the Officers immediately. The Officers shall consider the vote of the membership and shall appoint a Manager for a term of one year. (If the Manager is also an Officer, he/she shall recuse from participation in this decision.)
- e. The duly elected and appointed manager(s) shares the performance review data on Treasurer, Conductor, Musical Director, Librarian, and Concertmaster, and others as appropriate, with the Working Group in the absence of the individual being evaluated. After appropriate consultation, the manager appoints these positions and any other members to the Working Group. The manager(s) shall formulate constructive review comments to be shared confidentially in writing with each person evaluated.

11. Friends of the All Seasons Orchestra: ASO is assisted by Friends of All Seasons Orchestra. Friends of All Seasons Orchestra includes all Community Supporter Members.

12. Responsibilities:

- a. Officers (CEO, CFO, Secretary, Directors): To assure that ASO operates exclusively for the benefit of its purposes as outlined above, and that the documentary and filing responsibilities for maintaining nonprofit corporation status are fully executed annually as required by law. To provide oversight for the management of ASO.
- b. Manager(s): Relations with our home venue, membership, dues, developing the concert schedule, relations with our concert venues and partners, personnel issues, leadership.
- c. Treasurer: All financial activities of ASO. Maintaining appropriate bank account(s), maintaining and reporting on ASO's budget, initiating and managing fundraising projects, managing gate donations, managing and appropriately recognizing donations from individuals, initiating and managing funding from public sources such as grant funding, managing and authorizing expenditures, managing and authorizing payroll, securing appropriate insurance.
- d. Conductor(s): Conducting the orchestra, selecting music in collaboration with the Musical Director and the Assistant Conductor, leading the musicians to understand the history and background of the music and

the intentions of the composer, planning rehearsals, interpreting musical scores and communicating that interpretation to the musicians.

- e. Musical Director: Orchestra development, assisting the Conductor in developing a musical program for concerts, musician development, providing opportunities for professional development of the conductor, working with the librarians to develop the music collection.
- f. Section Leaders: Assessing the needs of the musicians in your section, mentoring the musicians in your section where appropriate, helping to establish mentoring relationships between musicians of diverse abilities as appropriate, assessing needs for musical instruments or rehearsal and concert set up and communicating them to the manager(s) and/or conductor.
- g. Concertmaster: Leadership among the strings, particularly the upper strings, bowing marking of the upper string parts, tuning the orchestra, intonation of the orchestra and appropriate instruction to the orchestra on intonation, mentoring of string players and helping to establish mentoring relationships between string players, and all other Section Leader Duties for the string sections.
- h. Librarian(s): Curation of the music collection, assuring that the music collection will be useful in perpetuity, acquisition of new music in collaboration with the Musical Director and the Conductor, removal of music that is not appropriate for ASO in collaboration with the Musical Director, assuring sheet music is in a playable condition and that adequate copies are available, distributing music to the musicians, collecting the music after a concert set and returning it to archival condition for storage, maintaining the storage facilities and resources, providing support for the conductor and musical director as they select music for concert sets. Developing electronic archives. Maintaining the sheet music data base. Maintaining the archives of ASO including past programs, newspaper articles, player information forms, bylaws, musician's handbook, and standard operating procedures.
- i. Publicity Coordinator: Assuring that the ASO and its activities have an appropriate level of visibility in the community.
- j. Recruitment Coordinator: Assuring that the ASO has a sufficiently large and balanced roster of musicians for the performance of its repertoire.

- k. Flier and Program Editor(s): Developing a program and a flier for each concert.
 - l. Web Master: Developing and maintaining a web presence for ASO.
 - m. Equipment Wrangler: Assuring equipment and instruments are present and arranged for all rehearsals and concerts, renting (driving, loading and unloading) a truck if necessary, for remote concerts.
 - n. Welcoming Committee: Assuring that new musicians to the orchestra are welcomed and oriented. Distributing the Musicians' Handbook. Administering the Player Information Form.
 - o. Liaison to Friends of the All Seasons Orchestra (FASO) and Lead Friend: The Liaison to FASO recruits and works with a non-musician person to serve as Lead Friend. They work with the Working Group to develop FASO. They assess needs that can be met by FASO. Needs may include:
 - Providing refreshments for concerts
 - Flier distribution and posting
 - Ushering at concerts, program distribution
 - Helping with set up and clean up at concerts
13. **Compensation:** Persons holding key positions may be compensated dependent on need and availability of resources. Decisions regarding compensation are made by the Treasurer in consultation with the WG, as a part of the annual evaluation cycle. Compensation is commensurate with qualifications and fair employment practices. Compensation practices in general and for each compensated individual are reviewed annually in September.
14. **Finances:** All Seasons Orchestra is supported by memberships, donations at the gate at concerts, and from private donations and public funds. Donations may be made to All Seasons Orchestra and are tax deductible under our nonprofit status under IRC 501 (c) (3).

The Treasurer, on behalf of All Seasons Orchestra shall maintain bank accounts for routine operating income and expense activities as appropriate including a reserve fund. The Treasurer shall maintain records of all transactions and balances and shall report thereon when requested. The Treasurer shall present an annual financial report and an annual budget to

guide the fundraising activities of ASO. The treasurer shall manage all fundraising activities of ASO.

The Treasurer, on behalf of All Seasons Orchestra shall maintain insurance policies as appropriate and as may be required by any venues we use.

15. **Amendments:** These Bylaws shall be reviewed annually in September, and any suggested amendments considered for adoption by a vote of the membership.

Musicians Handbook

Approved by a vote of the members October 2017
Condensed by Dick LaForge, December 2017
Revised November 2018, Revised March 2020

The purpose of this handbook is to articulate expectations for participation of musicians in All Seasons Orchestra, and to provide information necessary to assure that every musician will have a fulfilling and fun experience.

Membership:

- To the extent feasible considering maximum size and orchestral balance, ASO will accommodate musicians of all ages and skill levels.
- The minimum skill level is that the musician must be able to read music and must understand the fundamentals of their instrument.
- The maximum size of orchestra that can be accommodated is probably around 65.
- Recruitment will be focused on those sections where additional players are desired to achieve appropriate musical balance.
- Recruitment in all sections will consider a balance of skill levels in the sections such that stronger players can assist less experienced ones.
- If you are already in the orchestra (membership in good standing), you have a seat and can not be bumped by the addition of a newer player.
- The Conductor, in consultation with appropriate Section Leaders, will determine whether players will be added and whether they will audition or not.
- All Seasons Orchestra is a 501 (c) (3) nonprofit organization. All musicians must join the organization.
- To be a member in good standing, a musician must have joined, paid the current dues (or received a waiver), and attended regularly. Membership dues are voluntary and are fully tax deductible.
- To join the orchestra, please first contact the Managers
- ASO members are encouraged to take leadership and support roles, as described below.

ASO Leadership:

- The Manager(s) deal with enrollment, concert and rehearsal venues, personnel, scheduling, and overall coordination.
- The Musical Director is an experienced professional who helps with planning the musical program and mentors the conductor(s).
- The Conductor is the composer's voice and interpreter. He/She deals with music selection, interpretation, and rehearsal schedule. He/She is the captain of the ship during rehearsals.
- The Concertmaster is the Section Leader for the strings. In addition to mentoring the string musicians, the Concertmaster will work with the Librarian to assure that string parts are marked with bowings. The Concertmaster can call for and lead string sectional rehearsals when needed.
- Section Leaders: To help keep things running smoothly, to enhance communications between musicians and conductor, and to assure that the needs of each section and musician are being met, we have Section Leaders for each group of like instruments. Section Leaders are selected by the Conductor in consultation with each section. It is an honor and important responsibility to be a Section Leader. Section Leaders are like Principals in other orchestras. But, unlike (for example) professional orchestras, the Section Leader is not necessarily the most talented and experienced musician in the section. The Section Leader is the most responsible person in the section, with the ability to make decisions for the section and the time commitment to assist other players. Among the responsibilities of Section Leaders are: assuring that all parts in the section are covered and solos are assigned fairly, addressing issues of intonation, assessing the needs of the musicians in your section, mentoring the musicians in your section where appropriate, helping to establish mentoring relationships between musicians of diverse abilities as appropriate, assessing needs for musical instruments or rehearsal and concert set up and communicating them to the manager(s) and/or conductor, and assessing any issues with sheet music and communicating them to the librarian for assistance.
- The Librarian organizes and distributes our sheet music, and deals with program selection and archives.
- ASO cannot run smoothly without the help of volunteers. Some of the roles are Publicity Coordinator, Recruitment Coordinator, Equipment Wrangler, Program and Notes Editors, Web Master, Facebook Page Editor, Welcoming Committee.

Contact Information:

Manager: Don Bicknell: email don.w.bicknell@gmail.com, phone 599-4691

Conductor: Jeremy Cotton: email jeremycotton@gmail.com, phone 832-8888 (Prefers text messages),

Concertmaster: Holly MacDonell: hollymacdonell@gmail.com, phone 499-1399

Librarian: Susan Bicknell: email s.h.bicknell@gmail.com, phone 768-1975, cell 599-4692.

Current Officers:

Manager: Don Bicknell

CEO: Susan Bicknell

CFO (Treasurer): Don Bicknell

Secretary: Dick LaForge

Directors: Valgene Philips, George Ingraham, Marsha Lang

Rehearsals:

We rehearse on Saturdays from 10 am to 12 pm at the Eureka Woman's Club, 1531 J Street, Eureka. It is important to the entire orchestra that you attend all the rehearsals you can. If you cannot be at a rehearsal, please email or call the Manager. Players who are students should give priority to their school activities. Some things players can do to help the orchestra:

-- Rehearsals start exactly at 10:00. Please be ready to play, as being late distracts everyone.

-- String sectional rehearsals may be held from time to time led by the Concertmaster, and will be scheduled for 9 am Saturday.

-- If you must miss a rehearsal, please be sure that the sheet music for your part is present at the rehearsal to allow someone else to cover your part.

-- It is expected that players will practice their parts at home, so that rehearsals can focus on coordination and interpretation.

-- Always bring a pencil (not a pen) for making notes on your parts.

- Please refrain from talking or softly practicing while the conductor is working with a section other than yours.
- If you are a brass player, please bring a towel to clean up condensation produced by your instrument.
- Please do not use cologne or perfume.
- Of course, no food or cell phones during active rehearsal time. Water bottles are OK.
- Traditionally, we have a break halfway through rehearsals. Snacks are provided on a voluntary rotating basis by members of the orchestra. If you are scheduled to bring a snack, please remember to take any dishes and leftovers home with you, and plan on staying a few minutes to help clean up after rehearsal.
- Volunteers are needed to arrive early to assist in setting up chairs and stands, assembling the percussion section, and to stay to put away all of these and sweep and clean up after we are done.

Concerts:

- ASO schedules concerts for the coming year in (or before) September. The current practice is to schedule three sets of music for the year, with two concerts to be played from each set. Each set has a concert at our home venue, Eureka Woman's Club. In addition, each set has a remote concert. We have scheduled other concerts in the recent past at D Street Neighborhood Center in Arcata, Trinidad Town Hall, Fortuna River Lodge, and McKinleyville Church of the Latter Day Saints.
- Soloists: Opportunities for development of musicianship shall be provided when appropriate for members of the orchestra through concerto level soloist experience. ASO shall hold an annual "Concerto Audition." We will advertise broadly that soloist opportunities are available. Potential soloists shall apply to audition by providing the title and composer of the piece they intend to play in concert. The soloist will also provide the necessary information regarding the source of the score and parts. The music will be evaluated for suitability for ASO and for availability and cost. If the music is judged to be suitable, available and of reasonable cost, an invitation to audition will be extended. Potential soloists will be auditioned by the Conductor in (or before) June, and up to 3 soloists may be selected for the following year. If soloists are chosen from outside the membership of ASO, the soloists shall become members of ASO.
- If you know you will miss a concert, please notify the Managers, and leave your folder in the folder bin after your last rehearsal.

- Musicians should arrive at least one-half hour before concert time in concert dress, to have time to warm up and relax.
- Concert dress is usually all black. Any changes or variations will be announced.
- Please leave cases and any personal items “off stage” or in the designated room.
- Sometimes it is necessary to recruit “ringers” to assist with performances. Ringers must become members of the orchestra. At minimum, ringer musicians must attend the dress rehearsal. Ideally, they should attend more rehearsals.
- Volunteers are needed to arrive extra early to assist in setting up chairs, stands, and percussion instruments, and to bring snacks for the audience. We are responsible for putting everything away and for cleaning the facility after the concert. For remote concerts volunteers are needed to help to load, unload and transport percussion instruments and music stands.
- Often there is opportunity for small groups to play at our concerts. ASO musicians are encouraged to form small groups for this purpose. If you are in a group that wants to play, talk with the conductor and/or manager.
- Advertising of our concerts by our players is very effective. Please post fliers, put digital copies of our fliers on your social media, encourage people personally, and bring your friends and family.

Sheet Music:

- All Seasons Orchestra owns all of the sheet music we play so that we can provide our players with the most legible, durable sheet music possible. We want each player to play up to her or his potential. For that purpose, we maintain a set of masters for each title, from which under the principle of fair use, new copies are printed for personal study.
- Sheet music will be provided to you free of charge. A vinyl folder embossed with All Seasons Orchestra will also be provided so that you can keep your music in good condition. We expect you to take your folder home with you for practice. We expect you to return your vinyl folder at the end of a concert set if you will not be playing in the next concert set. You may make a voluntary donation to ASO to help us replace lost or unreturned folders.
- Sheet music will be made available for you to pick up at or before the beginning of each rehearsal set. It is your responsibility to assure that you have the sheet music that you need when scheduled for rehearsals and concerts. Sheet music is distributed by means of accordion files that are available at every rehearsal and concert.

- If you have extenuating circumstances, a set of sheet music may be compiled for you by the Librarian and mailed to you.
- If you have issues with vision, the Librarian has the ability to print larger format sheet music. Just ask.
- You should consider that the sheet music belongs to you, is your personal study copy, as long as it is needed for rehearsals and concerts. You are entitled to make any marks you wish on the music, and to arrange it and tape it in any order you wish to facilitate page turns.
 - We ask that you return your music to the accordion files at the end of each concert set. It is routine to ask that sheet music be returned in the condition it was distributed – that normally means mark only in light pencil and erase your marks before turning in your music. However, if you make extensive marks on the music, marks other than light pencil (ink, colored pencil), and tape music in an order other than the original to facilitate page turns, we ask you to put your name on your copy. As long as it is still in good condition, we will keep it in the file for you for the next time we play it. Only music in good condition will be returned to archives. Sheet music with extra staples or paper clips or other metal fasteners, or that is excessively taped, or that is tattered, torn or soiled will be discarded. It is the sole discretion of the librarian to determine if sheet music is retained or discarded.
- We maintain a web page at <https://allseasonsorchestra.org>. It has a members only section that is password protected. This section includes digital copies of the music that is currently in rehearsal. The members-only password is Vivaldi4Seasons. This will enable you to use your music with an electronic music stand or to print your music in your own preferred format.

Venue:

The Eureka Woman’s Club is our home venue. EWC is our valued host and partner in our mission to support the redwood coast community through the provision of musical programing. Our relationship with EWC depends on all of us demonstrating respect for the building and facilities, as well as the members of the EWC and their other tenants. It is of utmost importance that we leave the building in clean and usable condition for others who come after us.