



**COLUMBIA BANDS, INC.
OPERATING PROCEDURES**

FINAL

UPDATED 02/24/2025



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1.0 Introduction

The Operating Procedures for Columbia Bands Incorporated (CBI) contain information about the bands/ensembles within the CBI organization. The Operating Procedures provides policies and guidelines created by the Board of Directors (Board) on such topics as member responsibilities, music, concert dress, formation of new affiliated ensembles, and additional information on activities necessary for the operation of the organization. These Operating Procedures are meant to be complementary to the organization's Articles of Incorporation and By-Laws and may be changed at any time by the Board to meet current operational needs.

The Operating Procedures apply to all ensembles affiliated with or who are a part of CBI, except where noted.

The current ensembles associated with CBI are:

- Columbia Concert Band (CCB)
- Patuxent Jazz Band (PJB), formerly known as Columbia Big Band (CBB)
- Flute Cocktail (FC)

Other ensembles formed under CBI will be added to the ensemble list when formed and approved by the CBI Board.

2.0 Fiscal Year

The fiscal year for CBI runs from July 1 to June 30.

3.0 Organizational Management

Columbia Bands, Inc. is managed by a Board of Directors. The Board Executive Officers include President, Vice-President, Secretary, and Treasurer. There are up to seven (7) additional Board members making a total of eleven (11) voting members of the Board. In addition, each ensemble is led by an ensemble Music Director and managed by ensemble Managers – both ensemble Directors and ensemble Managers are ex-officio (non-voting) members of the Board. The voting quorum for all meetings is a simple majority.

The month-to-month management of the organization is handled by the Board of Directors. Generally, the Board is required to meet every-other-month; however, the Board frequently meets each month. Attendees to Board meetings include non-voting ex-Officio members of the Board such as Music Director – CCB, Music Director – PJB, Ensemble Manager – Flute Cocktail, Grant Manager, and other volunteer positions.

Meeting dates and times are publicly announced and open to all members. Dates and times for the routine Board meetings will be announced to members no fewer than seven days ahead of time via email.

The Board operates according to the Board Code of Ethics (Appendix A) and the By Laws of Columbia Bands Incorporated.



The Board (generally the President, Secretary or an appointed Board member) maintains a master calendar to specify all management deadlines (Appendix B). The master calendar is reviewed and updated with the election of each new Board. Board elections occur in May.

A task list for the fiscal year is also in place to assist in assuring the timely completion of all Board management tasks (Appendix B). This task list is maintained generally by the President and is updated, as needed, by the incoming Board each year. Individual tasks in the organization are often handled by at-large volunteers who are not members of the Board.

To allow for smooth transitions between volunteers, the volunteer job descriptions (Appendix C) must be provided to new volunteers and should be updated annually by the Board. A current volunteer list is also maintained and updated each fiscal year (or more often if needed) (Appendix D).

4.0 Membership Eligibility

The ensemble groups consist of members of the CBI organization. General membership requirements are defined in the By-Laws. The By-Laws state that members under the age of 18 may be admitted with special permission of the Board and the specific ensemble's Director.

The Board has agreed that the ensemble Directors may admit younger members according to the following policy:

*Individuals under the age of 18 who wish to become members should have reached at least tenth grade. An ensemble Director may choose to make exceptions in cases such as a student whose parent or private instructor plays in the Band and where that child has shown a level of playing ability that is in line with the repertoire generally performed by the ensemble. Public school students are also strongly encouraged to be active in their school Band programs. If they are not, the school's Band Director may be contacted to ensure that Columbia Band ensembles are not **competing** with the school music program. The Columbia Concert Band also serves as the ensemble partnered with Howard County College (HCC) for their MUSP 162 (Columbia Concert Band I) and MUSCP 172 (Columbia Concert Band II) courses. There may be HCC students that register for one of these classes that may be under 18. NOTE: Course names and numbers are subject to change by HCC. CCB's ensemble Director serves as the instructor for each of these classes.*

New members are accepted into a performing ensemble with the Director's approval. The Director of each ensemble determines the music requirements and overall membership make up (mix of instruments) of their performing ensemble and may adjust/change membership at their discretion. The Director is responsible for ensuring that the



new Member receives information on the location of and their responsibility to abide by the By-Laws, Members Code of Conduct, and Grievance Policy. Members are responsible for following the Code of Conduct, as described in Appendix J - Columbia Bands, Inc. Code of Conduct, and abiding by all policies implemented by the Board of Directors. Appendix I – Columbia Bands, Inc. Grievance Procedure for Members provides the process to address any members’ issues that cannot be resolved on their own, or by other appropriate means, including breaches of the Code of Conduct, By-Laws, or Operating Procedures.

5.0 Dues

The Board has set annual dues for membership at the following levels, effective for Fiscal Year 2025.

- Columbia Concert Band (CCB) - \$90 per person, or \$120 for a family
- Patuxent Jazz Band (PJB) – \$85 per person,
- Flute Cocktail (FC) - \$65 per person,

Members joining after the beginning of the fiscal year (July 1) will pay prorated dues according to the following schedule:

Participation Dates	Dues Amounts
July 1 – December 31	100% (full dues)
January 1 – June 30	50% (1/2 of the required dues)
Summer rehearsal/concert season	No Dues – participant will pay the cost of an ensemble shirt if participating in CCB or PJB; participant ineligible to vote in the May annual meeting
Howard County Community College MUSP 162 or MUSP 172 students	No dues. However, any student who continues with the CCB ensemble after their class is completed will be required to submit prorated dues per the above schedule

Dues payments can be made one of four ways: 1) check made payable to “Columbia Bands, Inc.”; 2) cash, or 3) use of an online credit or debit card option by using Square™, a credit card payment servicing company. Donations in excess of the required dues amount are accepted.

One hundred percent (100%) of dues payments is tax deductible. Members may request a letter from the CBI Treasurer acknowledging their dues payment and donation for tax purposes, if requested.

6.0 Release of Photographic, Audio, and Visual media

Members grant permission for CBI, concert event personnel and the media to use any photographs, audio or video recordings from rehearsals and performances for promotions, organizational documentation, advertising, and publicity. Members waive their right to



inspect or approve the finished product, including written copy that may be created in connection with such images. Members release CBI and its legal representatives from all claims and liability with regard to said photographs, audio and video recordings and associated written copy.

7.0 Attendance Policy

The musical success of CBI's ensembles is dependent upon members attending routine, scheduled rehearsals with all members who intend to perform at the ensembles' scheduled concerts during the season. Concert seasons are currently designated Winter, Spring, and Summer. Ensembles are not to be treated as "drop-in" organizations with only casual participation by Members. Members are expected to consistently attend rehearsals except in the event of travel, illness, or other emergency.

Attendance guidelines are as follows:

1. In the case of travel, illness, or other emergency, the Section Leader, Assistant Section Leader (if there is one) and Ensemble Director should be notified. Section leaders will follow up on all unexplained absences with a telephone call or email to the member.
2. If a Member is frequently absent or expects to miss several scheduled rehearsals, they should meet with the Director and Section Leader to decide what is most beneficial for the Ensemble in terms of a potential leave-of-absence or other appropriate and agreed-upon plan. The Director may also request a consultation with any Member to discuss participation at upcoming performances if there is a concern about attendance.
3. Members who are not able to perform at a concert should consult with the Director regarding appropriateness of attendance at the corresponding dress rehearsal and any preceding rehearsals.
4. **For Columbia Concert Band only** –Attendance at 75% of scheduled rehearsals prior to a concert is required for participation in the performance. If a member misses more than 25% of rehearsals in a concert season they will be asked to speak with their Section Leader and Director about performing in that season's concert(s). In addition, Section Leaders will send a reminder email to members who approach the 25% missed rehearsals mark. Three absences are usually 25% of the rehearsals during most concert seasons – Winter/Spring/Summer.
 - a. If a member arrives during warm up, they will be marked 1/4 tardy
 - b. If a member arrives in the first half after warm-up is complete, they will be marked 1/2 absent.
 - c. If a member leaves at the break after arriving on-time, they are considered 1/2 absent.
 - d. If a member leaves at the break *after arriving late*, they are considered fully absent.
 - e. If a member arrives after the break, they are considered 3/4 absent since the remainder of the rehearsal is less than an hour.



- f. A member who is tardy or leaves early three times in a season will be referred to the Music Director. A late arrival/early departure is more problematic than a straight absence.
5. Members are asked to notify their Section Leader and ensemble Director before taking a Leave of Absence (LOA) and upon returning from a LOA. For Columbia Concert Band only, the Board has approved a Section Quota Policy, Leave absence and Wait List Process which defines the process for LOAs, Wait Lists, and returning from LOAs. The details are provided in Appendix H – Columbia Concert Band Section Quota Policy below.
6. For Patuxent Jazz Band only – ensemble members are responsible for arranging their own substitute for all absences, whether rehearsal or performance.

8.0 Marking Music

All members are asked to mark their music as frequently as necessary to correct individual mistakes. All ensemble interpretations, as stated by the Director, are noted. When a Member returns from an absence or missing a rehearsal, they should ask another member of their Section for any updates on markings needed on the music rehearsed.

Original copies of music are to *only* be marked with pencil.

9.0 Section Leaders

The By-Laws Article VI Section 2 allows the Board of Directors and the Ensemble Director to select a section leader for each instrumental section.

The CCB Sections are as follows:

- Flute
- Oboe
- Bassoon
- Clarinet
- Low clarinets (Bassoons included, if needed)
- Saxophone
- Trumpet
- Horn
- Trombone (Euphoniums included, if needed)
- Euphonium
- Tuba
- Percussion

The CCB Section Leaders' responsibilities include the following:

- Ensure that all parts are covered. If there are not enough players to cover all parts or if parts appear to be too difficult, the Director needs to be notified.
- Ensure that each member of the section has a part to every piece in the current repertoire.
- Assign solos to section members who can comfortably play the excerpts and who have excellent attendance records and ensure that understudies for these solos are



- available when needed.
- Establish the physical setup of the section within the ensemble. Although rotation of parts is encouraged where appropriate, every effort should be made to organize the section in a manner that is logical for both players and the Director (i.e.: members playing the same part should sit together to promote good musical balance.)
 - Maintain an ongoing attendance record for the section. Any unexplained absence needs to be followed up with a phone call or email to pass on pertinent information and to verify that the section member is intending to continue rehearsing with the band.
 - Keep the Director and Ensemble Manager informed about attendance concerns within their section.
 - Disseminate pertinent information to the section.
 - Confer with a section member who has missed 25% of rehearsals in a concert season, and consulting with both the member and the Director about how to proceed.
 - Work with members to advise when taking a leave of absence (LOA) is recommended.
 - Notify the Director and Ensemble Manager of weekly planned absences.
 - Confirm a section member's confirmation of participation in the concerts at the beginning of each concert season.
 - Provide a head count by row of members that will perform in the concert to the stage set up team and/or the band manager
 - Ensure they notify the CCB's Roster volunteer about new members, LOAs and members that have left the organization.
 - Assist new members in integrating into the ensemble, ensure they have warm-up book, a copy of the warm-up procedures, check to ensure the new members are receiving emails, and introduce them to the section.

The PJB's sections are as follows:

- Saxophone
- Trombone
- Trumpet
- Rhythm (including vocalists)

Section leader responsibilities are the same as those for the Concert Band. PJB section leaders are also responsible for maintaining a list of substitutes who are available for players on request.

The FC does not have separate sections. Their Band Manager also functions as the overall Section Leader for the ensemble.



10.0 Ensemble Scheduling Conflicts

Directors and Managers of the CBI ensembles are responsible for minimizing potential scheduling conflicts within the organization. However, musicians participating in multiple ensembles within the organization will occasionally experience scheduling conflicts. It will be the responsibility of each musician participating in multiple ensembles to determine a course of action and clearly communicate with the appropriate Directors. If the conflict is of an extended duration, the Directors may, at their discretion, ask the musician to take a leave of absence from one of the conflicting ensemble until the scheduling conflict ends. This policy must be clearly communicated to the musicians when they choose to join multiple ensembles.

11.0 Privacy Policy

All information on members and supporters will be used solely for the accomplishment of CBI's mission. Such information will not be sold or provided to other organizations, whether profit or non-profit, without the express consent of the CBI Board with the membership fully informed of such action.

12.0 Conflict of Interest

The Board and general ensemble members will be free of conflicts of interest with respect to CBI assets and resources. The Board will have the responsibility to determine whether such a conflict exists and to take appropriate action. Membership data will be used only for CBI purposes and not for any type of advertising or solicitation by other organizations. Informal contact for social purposes by mutual consent may be considered within the limits of the CBI mission. Publicity lists, whether through regular or electronic mail, will be maintained by persons with no private commercial or financial interest in these data. Such data will be kept under the oversight of the CBI Board.

13.0 Concert Dress

13.1 Columbia Concert Band

Formal/Indoor attire:

Formal: all black – consisting of a black gown, or black pants/shirt (tie and/or jacket are optional) with black dress shoes.

Summer/Outdoor concert attire:

Casual (summer): blue CCB “golf” shirt, khaki (preferably long) pants, neutral-colored shoes

13.2 Patuxent Jazz Band

Formal/Indoor attire:

- Black business attire (tops and bottoms and/or dress)
- Black jacket optional
- Black shoes
- Black socks, if worn
- Holiday “accents” if desired for Winter concert



Summer/Outdoor concert attire:

Khaki Pants. Khaki shorts are acceptable for outdoor concerts on extremely warm/hot days.

“Patuxent Jazz Band” polo shirts (blue)

13.3 Flute Cocktail

Concert attire is specified by the Director and/or Ensemble Manager ahead of the concert and is based on the concert venue

14.0 Formation of New Affiliated Ensembles

Proposals for the formation of new affiliated ensembles can be submitted for the review and approval of the Board. In reviewing proposals, the Board will consider the consistency of the new ensemble relative to CBI's Constitution, By-Laws and Operating Procedures as well as the needs (financial, equipment, music, etc.) of the new ensemble and its potential impact on the overall CBI organization. All new ensembles must have a designated leader or director, member responsibilities, concert dress, etc., detailed in the proposal for formation.

Ensemble budgets (dues, revenue, expenses, prorated general costs and requested financial support) will be considered with the intent that new ensembles are income neutral to the CBI organization on a fiscal year basis either initially (preferred) or within 1 year.

Performance fees earned by any ensemble will be used to reimburse any outstanding expenses owed to CBI with the balance credited to the ensemble. Approval will be granted on a case-by-case basis. The Board will identify and track the budget, insurance, rehearsal space, performance space, publicity, and other impacts of any new ensembles and coordinate between ensembles.

15.0 Temporary Ensembles and Special Projects

Proposals for the formation of a special ensemble (such as the Maryland All State Community Band (MASCBS)) and special projects (such as hosting Community Band Day, or a small ensemble concert) must be submitted to the Board for approval.

A comprehensive project plan (Appendix E) must be submitted that includes budget, timeline, committee chair and member's roles and responsibilities, project narrative, and how the special ensemble and or project will impact the organization and other ensembles. The project plan form must be completed when submitted to the Board for approval. Updates on progress should be submitted to the Board during their regular



meetings. A formal report must be made to the Board upon completion of a special ensemble/special project.



Appendix A - Columbia Bands, Inc. Board of Directors Code of Ethics

Members of the Board (including ex officio Members of the Board) will at all times abide by and conform to the following Code of Conduct in their capacity as Board Members:

1. Each Member of the Board of Directors will abide in all respects by the *Columbia Bands, Inc. Code of Ethics* and all other rules and regulations of the organization (including but not limited to the organization's By-Laws and Operating Procedures) and will ensure that their Membership in the Columbia Bands, Inc. always remains in good standing. Furthermore, each member of the Board of Directors will always obey all applicable federal, state and local laws and regulations and will provide or cause to provide the full cooperation of CBI when requested to do so by those institutions and their persons set in authority as are required to uphold the law.
2. Members of the Board of Directors will conduct the business affairs of the organization in good faith and with honesty, integrity, due diligence, and reasonable competence.
3. Except as the By-Laws and Board of Directors may otherwise require or as might be required by law, no Board member will share, copy, reproduce, transmit, divulge, or otherwise disclose any confidential information as determined by the Board related to the affairs of the organization and each member of the Board will uphold the strict confidentiality of all meetings and other deliberations and communications of the Board of Directors.
4. Members of the Board of Directors will exercise proper authority and good judgment in their dealings with CBI contractors, suppliers, and the general public and will respond to the needs of the organization's members in a responsible, respectful, and professional manner.
5. No Member of the Board of Directors will use any information provided by the organization or acquired because of the Board member's service to the organization in any manner other than in furtherance of their Board duties. Further, no member of the Board of Directors will misuse organization property or resources and will at all times keep the organization's property secure and not allow any person not authorized by the Board of Directors to have or use such property.
6. The Board of Directors must always act in the best interest of the organization and not for personal or third-party gain or financial enrichment. When encountering potential conflicts of interest, Board members will identify the conflict and as required, remove themselves from all discussion and voting on the matter. Specifically, Board members will follow these guidelines:



- Avoid placing (or appearance thereof) one's own self-interest or any third-party interest above that of the organization; while the receipt of incidental personal or third-party benefit may necessarily flow from certain organization activities, such benefit must be merely incidental to the primary benefit to the organization and its purposes;
- Do not engage in any outside business, professional or other activities that would directly or indirectly materially adversely affect the organization;
- Do not engage in or facilitate any discriminatory or harassing behavior directed toward organization contractors, members, officers, or others in the context of activities relating to the organization;
- Provide goods or services to the organization as a paid vendor to the organization only after full disclosure to, and advance approval by, the Board, and pursuant to any related procedures adopted by the Board.



Appendix B - Columbia Bands Inc. Fiscal Year Calendar

The CBI fiscal year runs July 1 – June 30. Activities and actions presented below are based on the fiscal year.

Scheduling deadlines for Howard County Public Schools (HCPSS) are presented below as reference for developing the CBI fiscal year calendar.

<u>HCPSS Activity Period</u>	<u>Submission Deadline</u>
Fall (Sept. 1 - Dec. 31)	June 1
Winter (Jan. 1 - Mar. 31)	October 1
Spring (Apr. 1 - June 30)	January 1
Summer (July 1 - Aug. 31)	April 1

Grant Calendar will be maintained by Grant Manager to account for rolling grant application deadlines through the year.

Begin MSAC new grant applications (every three years...otherwise, continuing grant application is due in December) **NOTE: THE GRANT SUBMITTAL TIMES ARE NOW ROLLING, OPEN ENDED**– Grant Manager

July

- 1) Ensemble Director contracts updated and signed – **Action:** President and Music Directors. President is responsible for developing contracts with Ensemble Directors, and reviews the proposed contracts with the Vice President and Treasurer in regards to any potential pay increases and changes in wording in any proposed contract. President discusses and signs contracts with Ensemble Directors. Fully signed copies are provided to each ensemble director and a copy is also filed in the secure folder on the Google Drive as well as a hard copy is kept in the management binder.
- 2) Code of Ethics signature sheet is signed by new and returning board members scanned and saved online and original put in management binder after board elections. **Action: President**
- 3) Update Board Roster, confirm and update members of Board Google Group. **Action: President**
- 4) Send Certificate of Insurance to HCPSS and Howard County Arts Council (HCAC) – **Action: Insurance Liaison/President**
- 5) HCAC final grant report due, CAD interviews conducted with HCAC (Dana Whipkey) – **Action: Grant Manager, officers to review, board to help**



- 6) Prepare Fiscal Year (FY) Final report needed for HCAC Grant – **Action: Grant manager, officers to review, board to assist**
- 7) Save secretary signed June meeting minutes in Grant folder on Google drive, in addition to Minutes folder. **Action: President**
- 8) New board membership list with addresses entered in Grant folder on Google drive. **Action: XXXXXX**

August

- 1) Posters and programs for Concert for Young People – if scheduled - printed and distributed
Action: Publicity Committee
- 2) Update Rehearsal and performance calendar for fall Google calendar. **Action: XXXXXX**
- 3) Update Howard County Arts Council website with CBI performance schedule at <https://www.hocoarts.org/events/community/add> to add events. The user name and password will be provided to the individual(s) that will be overseeing this activity.
- 4) Insurance payment due. Certificate of Insurance documents are sent to HCPSS and PJB and FC rehearsal venues
Action: Insurance Liaison and Treasurer
- 5) FY Financial Report to the ensembles – **Action: Treasurer**
- 6) Update the CBI Instrument Inventory – **Action: Equipment Managers**

September

1. Attend HCAC Annual Meeting and Grant Award Ceremony
Action: President, Grant Manager or volunteers to attend / receive check.
2. Treasurer announces to ensembles that membership dues are being collected to ensembles. **Action: Treasurer**
3. Prepare Form 990 (or Form 990-N postcard if CBI receipts are below full filing requirements, currently \$50,000) for non-profit income tax return.
Action: Treasurer
4. Complete end of FY financial report for preparing Form 990-N.
Action: Treasurer
- 5.



October

- 1) Request rehearsal space to HCPSS for Winter (Jan-Mar) – **Action: President, Ensemble director or manager**
- 2) Prepare gift bags for HCAC Gala held in November
Action: Grant Manager, Publicity Committee.
- 3) Design poster for Winter Concert – **Action: Poster Designer and Publicity Committee**

November

- 1) Print and distribute posters, postcards, and/or fliers for winter concert – **Action: Publicity Committee**
- 2) Corporate tax form 990 (Form 990-N) due November 15 – **Action: Volunteer Accountant or Treasurer**
- 3) Prepare programs for Winter Concert – **Action: Program Coordinator**
- 4) Submit Music Inc / American Society of Composers, Authors, and Publishers (BMI/ASCAP) Excel spreadsheet to Music Directors to begin filling out – due Dec. 31. Each ensemble manager is asked to list the name of the piece and the composer and arranger on a provided template spreadsheet. **Action: President, with input from Directors/Ensemble Managers**
- 5) Update HCAC events calendar with any new events not already posted – **Action: Ensemble Manager, Publicity Committee.**
- 6) Rehearsal and performance schedule for January to May disseminated to ensembles – **Action: Ensemble Directors/Managers**
- 7) CBI Google Calendar Updates
Action: Internal Calendars (Ensemble Managers), External Calendar (Publicity)

December

- 1) Renewal for Association of Concert Bands with blanket license due January 1
Action: President and Treasurer
- 2) Prior to December 15, the President or Treasurer sends a reminder email to each Ensemble Director and Ensemble Manager, with a blank copy of the BMI/ACSAP reporting spreadsheet, to be completed no later than December 20. Receive BMI/ASCAP Excel spreadsheet from ensemble directors no later than Dec. 20. NOTE: For simplification the spreadsheet for that calendar year can be kept in the appropriate Association of Concert Band folder on the CBI Shared



Drive or whichever shared capability is in place, so each Ensemble Director or Manager can add the relevant information for their Ensemble. There should be a single submission from CBI for all Ensembles. **Action: President**

- 3) Submit BMI/ASCAP forms to Association of Community Bands (ACB)(1 spreadsheet for all ensembles) by December 31 deadline– President and Ensemble Managers

CBI is required to submit a list, to the Association of Concert Bands, by the end of each calendar year, of all pieces performed by the ensembles at in-person or virtual performances during that calendar year. This is a legal requirement and falls under the BMI/ASCAP licensing we benefit from by being a member of ACB. An Executive Officer of the Board (President, Vice President, Secretary or Treasurer) will provide the information to ACB. The Board Officer will provide the final document (a single document for all three ensembles) to ACB. ACB website:

https://www.acbands.org/index.php?option=com_content&view=article&id=61:acb-blanket-performance-license&catid=20:site-content&Itemid=182

Action: President, with input from Directors/Ensemble Managers

- 4) Start preparation of Form 1099 for contractor employees by December 31 -
Action: Treasurer

January

- 1) Form 1099s due Jan 31. **Action: Treasurer**
- a. Use MoneyMinder or check with accountant for completion.
 - b. Submit to accountant Board Roster with home addresses of board members for Personal Property Tax Form due April 15.
- 2) Reserve rehearsal space reservations with HCPSS for spring concert season (April-June)
Action: Music Director or Ensemble Managers
- 3) Reserve HCPSS for Spring Concerts – **Action: President, Ensemble Director or Ensemble Manager**
- a. Confirm spring performance dates for all ensembles. Only public performances should be included in promotion materials.
- 4) Update band membership Rosters – **Action: Ensemble Managers or designated volunteer**
- 5) HCAC interim grant report is due late January/early February – **Action: Grant Manager**



February

N/A

March

- 1) Prepare Maryland Annual Report/Personal Property tax form due April 15 –
Action: Treasurer
 - a. Prepare, sign and send to State of MD Dept. of Assessment and Taxation
- 2) Form Board nominating committee to begin recruitment of nominees for May Board elections. (Nominating committee to reach out to board to see if current board members plan to continue on or leave their position, and identify and approach, prospects who might potentially join the Board of Directors in May.) Written notice of board candidates provided to the membership at least 10 days, but not more than 20 days, prior to the annual meeting (1st Monday in May).
- 3) Posters design for spring concerts – **Action: Poster Designers and/or Publicity Committee**

April

- 1) Rehearsal space reservation for summer (July-Aug) – **Action: President, ensemble directors or band managers.** Note: CCB generally needs a suitably sized HCPSS HS Band Room (River Hill High School (RHHS), preferably, or one of the other Howard County High Schools if RHHS unavailable for some reason). PJB generally moves from a HCPSS school in the summer months to a community facility in the Columbia, MD or elsewhere within central Maryland to save on the cost of using a HCPSS facility as the rental costs go up increase in summer due to custodial and energy costs.
 - a. President ensures rehearsal and performance spaces and requests air conditioning as needed.
 - b. PJB reserves an alternate summer rehearsal location
2. Submit MD Annual Report/Personal Property Taxes by April 15 – **Action: Treasurer**
3. Initiate draft budget for next fiscal year – **Action: President, Treasurer**
 - a. Ask each ensemble manager for a draft budget
 - b. Need for draft budget for HCAC grant if budget not finalized. A finalized budget sent to HCAC when available.
4. Posters, postcards, and/or fliers for spring concerts printed and distributed –
Action: Publicity Committee



5. Provide prospective new board members with copy of the Code of Ethics. **Action: President**
6. Submit payment to U.S. Postal Service for our P.O. Box 2713, regardless of whether they send a reminder or not by April 30 deadline - Treasurer , Mail Volunteer

May

- 1) Conduct Board elections first week of May– **Action: Nominating Committee**
- 2) Provide new Board Members the Code of Ethics, By-laws, Operating Procedures to read **Action: President**
- 3) Update Board elections spreadsheet to track terms of board members. President updates two documents with new Board member information. One contains just names and email information, the other contains names and addresses. The contact email information is published to the Columbia Bands website; the other document must be included with the grant report to HCAC. **Action: President**
- 4) HCAC grant application due for resubmission – **Action: Grant Manager**
- 5) Proposed ensemble budgets submitted to Treasurer – **Action: Ensemble Managers / Directors**
- 6) Draft budget prepared by Budget Committee submitted to the Board for discussion – **Action: Treasurer**
- 7) Add email addresses of any new board members to Google group, delete outgoing board members after June 30. **Action: Google Group Administrator**
- 8) **Compile list of CBI Volunteer Position Assignments for upcoming Fiscal Year. Complete by June 30th. Action: President / Vice President**

June

- 1) Reserve rehearsal room for HCPSS for Sept. 1 – Dec. 31 – **Action: Ensemble Director/Ensemble Manager**
 - a. Reserve band rooms for fall (CCB conductor may choose to do this on their own).
 - i. Columbia Concert Band- RHHS Band room Mondays 6-10
 - ii. Patuxent Jazz Band – Hammond Middle School band room Tuesdays 6:30-10



- b. Flute Cocktail will need rehearsal schedule approval from board so they may submit to HCAC to reserve their space.
 - i. Flute Cocktail – every other Sunday Sept-May Howard County Arts Council 5-7
- 2) Reserve HCPSS for Fall and Winter concerts (Sept. 1- Dec. 31) – **Action: Ensemble Director or Ensemble manager**
- 3) Be sure Insurance Liaison gets Certificates of Insurance for HCPSS and HCAC (rehearsal space) – **Action: President**
- 4) Call Storage Unit to pay next years bill to avoid rate increase; 410-290-8864 Extra Space Storage – **Action: Treasurer**
- 5) Grant revisions (as needed) and signed copy of June minutes with list of officers for HCAC signed by officers needed for final report submittal in July – **Action: Grant Manager**
- 6) Begin process of review and renewal of contractor (music director) contracts – **Action: President**
- 7) Approve FY Annual Budget: Have Board-Elect meet to determine and approve new FY budget. **Action: Board and Board-Elect**
- 8) Complete handoff to Board-Elect and officers elect – **Action: Board and Board-Elect**
- 9) Review/recruit committee membership for upcoming year – **Action: Board-Elect**
- 10) Review operating procedures and make changes for upcoming year – **Action: Board-Elect**
- 11) Determine Board priorities for upcoming year – **Action: Board-Elect**
- 12) Get addresses of all board members – needed for MD State Annual report/taxes and grants **Action: Treasurer**
- 13) Storage space contract renewal due. This is paid monthly. – **Action: Treasurer**
- 14) Submit Rehearsal and performance schedule for August through July for all ensembles to insurance broker, Mayer & Steinberg, for submittal to insurance company for annual policy renewal (August). As performance dates are added to the calendar, they must be reported. Performance information must include: date, group performing, and location (including city/state) – **Action: Insurance Liaison/ President**



- 15) Board meeting consists of current (including outgoing members) and board elect members. Board-elect members are non-voting except for new officer slate and annual budget. If not conducted in May, both board members and board elects vote on new officer slate. Board votes to approve budget for the next Fiscal Year.
- 16) Delete outgoing board members from Google Board list after June 30 when their term ends. – **Action: President & Google Group Administrator**



Appendix C - Volunteer Job Descriptions

JOB LISTINGS

1. MARKETING

- 1.1 Columbia Bands Webmaster**
- 1.2 Publicity Committee**
 - 1.2.1 Graphics Artist
 - 1.2.2 Posters/Fliers
 - 1.2.3 Publicity(Performance) Announcements
 - 1.2.4 Facebook Page Moderators
 - 1.2.5 Facebook Fan Page Moderator
 - 1.2.6 Facebook Internal Group Moderator
 - 1.2.7 Google Group Administrator
 - 1.2.8 Attendance Documentation at Performances
- 1.3 Program Editor

2. ENSEMBLE POSITIONS

- 2.1. CCB
 - 2.1.1. CCB Ensemble Manager
 - 2.1.2. CCB Librarian
 - 2.1.3. CCB Personnel Roster
 - 2.1.4. CCB Uniform Manager
 - 2.1.5. CCB Equipment Manager
 - 2.1.6. CCB Percussion Trailer Transporter
 - 2.1.7. CCB Rehearsal Set-up Crew
 - 2.1.8. CCB Performance Attendance Documenter
- 2.2. PJB
 - 2.2.1. PJB Ensemble Manager
 - 2.2.2. PJB Librarian
 - 2.2.3. PJB Personnel Roster Manager
 - 2.2.4. PJB Uniform Manager
 - 2.2.5. PJB Sound System and Stage Sound Manager
 - 2.2.6. PJB Sound System Operator
 - 2.2.7. PJB Equipment Manager
 - 2.2.8. PJB Performance Attendance Documentation at Performances
- 2.3. Flute Cocktail
 - 2.3.1. Flute Cocktail Ensemble Manager

3. FINANCE



- 3.1. Grant Manager
- 3.2. Fundraising Chair
- 3.3. Accountant
- 3.4. Donation Boxes

4. LOGISTICS

- 4.1. Rehearsal Space and Performance Scheduler
- 4.2. Insurance Liaison
- 4.3. CBI Historian
- 4.4. CBI Mail
- 4.5. CBI Videographer/Performance Archivist
- 4.6. Performance Concierge

JOB DESCRIPTIONS

1.0 MARKETING

1.1 COLUMBIA BANDS WEBMASTER

1. Keeps CBI website content and design current
2. Updates pages that include, but are not limited to, a calendar of scheduled performances.
 - a. Provides information about each of the performing groups.
 - b. Gives information about musical and administrative leadership
 - c. Provides links to appropriate music-related websites.
 - d. Includes other pages/items that Columbia Bands, Inc. believes would be of interest to the ensemble fans, ensemble members, potential sponsors, and the general public.
 - e. Creates and manages pages for special events such as Maryland All State Community Band
3. Collaborates, when necessary, with the ensemble directors, ensemble managers, or any other CBI member with specialized knowledge to ensure a consistent, enjoyable, educational, and user-friendly web experience for visitors.

1.2 PUBLICITY COMMITTEE

1. Receives and compiles performance and event information from Grant Manager, CCB Manager, PJB Manager, and FC Manager.



2. Submits CBI concert announcements by email or in electronic form to a variety of publications
3. Updates and maintain press contact sheet information
4. Develops posters and fliers, as requested, and gets prints made for CBI concerts
Reminds designer for posters six weeks prior to the concert date. Posters are prepared for distribution four weeks prior to a performance.
5. Coordinates information posted on all CBI social media platforms.
6. Helps coordinate/oversee development of programs for concerts/performance, gets copies made and available for distribution at the concert/performance.
7. Volunteer positions associated with the Publicity Committee are listed below.

1.2.1 GRAPHIC ARTIST

1. Designs Posters for concerts of the CBI ensembles
2. Posters/Flyers are developed at least 6 weeks prior to the concert date.
3. Sends to the Publicity Chair and President for edits and approval.
4. Develops other graphics as needed, such as for the Columbia Bands website.

1.2.2 CCB PUBLICITY POSTERS/FLIERS

- 1 Asks Poster/Flier graphic artist to make the poster as far in advance as possible (at least 6 weeks)
- 2 One in black and white; one in color : PDF and JPEG
- 3 Sometimes there are several events to be publicized (like Summer – put all on 1 poster)
- 4 Sends electronic poster file, via email, to the Columbia Bands Board and Ensemble manager for comment/review
- 5 Occasionally there are minor tweaks, such as adding or subtracting a logo based on changing sponsorship.
- 6 Once approved, submits final files, electronically, to the copy center at Staples through the CBI account.
- 7 Prints posters (also called fliers).



- 8 Tries to have posters ready three weeks in advance of the earliest event noted on the poster.
 - 9 Takes the posters to rehearsal
 - 10 Announces to band members that posters are available
 - 11 Email the membership the electronic files and add them to CBI Google drive (may need a board member to do this)
 - 12 Confirm our webmaster, for CBI, receive an electronic file of all posters, so they can be publicized on our website.
 - 13 Confirm our publicity committee members have so they can post online, social media etc.
- 1.2.3 PUBLICITY ANNOUNCEMENTS for PERFORMANCES
1. Submits, by e-mail, CBI Concert Announcements
 - a. Includes concert information for CBI concerts to a variety of publications and websites
- 1.2.4 FACEBOOK PAGE MODERATORS
1. Update Facebook pages for CBI, PJB, and MASCB
- 1.2.5 FACEBOOK FAN PAGE MODERATOR
1. Keeps tabs on the Columbia Bands Facebook page.
 2. Updates status with upcoming concerts and other events
 3. Creates Facebook "events" for all of our concerts
 4. Sends "invitations to events" to all of our subscribers.
- 1.2.6 FACEBOOK CBI INTERNAL GROUP MODERATOR
1. Manages group created for members of CBI to communicate
- 1.2.7 GOOGLE GROUP ADMINISTRATOR
1. Adds, deletes, makes changes to members' e-mail communication subscriptions to the appropriate ensemble group(s).
- 1.3 PROGRAM EDITOR**
1. Designs and produces all programs for formal concerts of the CBI ensemble groups
 2. Works with ensemble manager/section leaders for accurate names of band members performing in each concert



3. If applicable, ensures all advertising is complete and included in programs.
4. Ensures programs are printed and folded
5. Ensures programs are delivered to the concert site on time.

2.0 ENSEMBLE POSITIONS

2.1 Columbia Concert Band (CCB)

2.1.1 CCB ENSEMBLE MANAGER

- 1 Keeps in close contact with the CCB activities and serves as liaison to the CBI Board.
- 2 Works with the Board and Ensemble Director to assure that all other volunteer positions to ensure associated activities are completed.
- 3 Keeps the band informed of rehearsal and performance schedule unless Director does this weekly.
- 4 Works closely with CCB ensemble Director on logistics needs for performances and solicits volunteers from within the ensemble for assistance as needed.
- 5 Works closely with the Section Leaders on any issues or concerns, as needed. Director has access to the HCPSS scheduling system and schedules rehearsals in HCPSS facilities. Ensemble Manager will assist if non-HCPSS facilities need to be secured for a rehearsal.
- 6 Work with CCB Personnel Roster Manager in developing master attendance spreadsheet for Section Leaders to access. This enables tracking of absences in accordance with CCB Attendance Policy. Work with Section Leader and Ensemble Director, as needed, if any attendance issues arise.

2.1.2 CCB LIBRARIAN

Manages the sheet music and storage for all CCB music and assures distribution to the CCB Section Leaders for distribution to their sections.

1. Accepts new music purchased by director.
2. Ensures new music is entered into the music database
3. Ensures music databases are maintained and distributed.
4. Applies CCB stamp to each individual piece of that music.
5. Numbers each individual piece of that music.
6. Identifies each numbered piece of music on form created as to instrument represented.
7. Staples the form to the music jacket for future use.
8. Distributes new music to section leaders via Google Drive to enable individual for print by individual members.
9. Collects from section leaders, band members, and the file cabinet in Mike's office, such music as band director determines should no longer be in folders.
10. Collates music collected, determines what original parts are missing



and tries to track them down.

11. Maintains the storage space of the music

CBI Music Library:

Extra Space Storage

10400 Old Columbia Rd, Columbia, MD 21046

New Customer: (877) 518-8147

Current Customer: (410) 290-8864

Storage Gate Hours

Mon-Sun: 6:00am-10:00pm

Storage Office Hours

Mon-Fri: 9:30am-6:00pm

Sat: 9:00am-5:30pm

Su: closed

<http://www.extraspace.com/Storage/Facilities/US/Maryland/Columbia/501509/Facility.aspx#cid=glbc>

2.1.3 CCB PERSONNEL ROSTER

1. Maintains and updates monthly roster of CCB personnel.
2. Ensures roster updates go to CCB Google Group Administrator to update the Google Group for CCB.
3. Emails section leaders or section leader coordinator at the beginning of each new concert season to ensure updates on leave of absences, new members and members that have left.
4. Work with Program editor and section leader coordinator on list of members performing in each concert

2.1.4 CCB UNIFORM MANAGER

1. Provides concert shirts (ordering and distribution) for CCB.
2. Purchases shirts from Fully Promoted

<https://fullypromotedarbutus.business.site/>

2.1.5 CCB EQUIPMENT MANAGER

1. Keeps track of all CCB (CBI?)-owned equipment (percussion items, extra wind instruments, auxiliary items, etc.), including where each item is housed, current operating condition, use level, and by whom.
2. Arranges transportation of trailer to and from local CCB summer performances. Secures volunteers to help load and unload trailer items at summer venues.
3. Ensures proper form is filled out and signed when CCB loans equipment to a non-CCB musical entity, and ensures proper return of loaned item(s).

2.1.6 CCB PERCUSSION TRAILOR TRANSPORTER

1. Drives the concert band's percussion trailer to performance locations for summer concerts. (The trailer "resides" in the parking lot of Christ Memorial Presbyterian Church in Columbia, MD).

2.1.7 CCB REHEARSAL SET UP CREW

1. Arrives one hour prior to rehearsal (approximately 7:00 P.M.).
2. Sets up chairs and stands in the band room for the 7:30 rehearsal.
3. Situates percussion equipment in appropriate places.



2.1.8 DONATION BOXES AT CCB PERFORMANCES - Treasurer

1. Sees that donation basket(s) are at the performance venue.
2. Counts all donations and makes sure Treasurer gets the money.
 - a. Ideally, if Treasurer is present, he/she tallies money and holds for deposit.

2.1.9 ATTENDANCE DOCUMENTATION at PERFORMANCES

1. Counts number of people in attendance for all performances.
2. Keep track and give to Grant Writer for grant-related information and requirements
3. Provide clarification about venue and type of performance, addresses, whether tickets were sold or not, etc., for grant writing purposes.

2.2 Patuxent Jazz Band (PJB)

2.2.1 PJB ENSEMBLE MANAGER

- 1** Manages all aspects of the Jazz Band and provides liaison to Board.
- 2** Tracks all other volunteer positions to ensure associated activities are completed.
- 3** Keeps in contact with PJB Director and helps develop rehearsal and performance schedule
- 4** Works with PJB Director, as needed, to help reserves rehearsal space.
- 5** Makes contact with potential performance sites.
- 6** Manages production of all concert programs.
- 7** Upon Board approval, secures payment for performances with venue.

2.2.2 PJB LIBRARIAN

Manages sheet music and storage for all PJB music, assures distribution to section leaders for distribution to members.

1. Active music is kept under the control of the librarian
2. Accepts new music purchased by director and can purchase new music with ensemble director's approval
 - a. Collates music collected, determines what original parts are missing and tries to track them down.
3. Numbers each individual piece of that music.
4. Applies PJB stamp to each individual piece of that music.
5. Identifies each numbered piece of music on a digital form as to instrument represented and keeps track of missing parts etc.
6. Music is captured digitally to a PJB Google Drive account and is tracked/catalogued using a spreadsheet kept on the same drive under Google Docs.
7. Uploads to Google drive and shares with members
8. Brings a box of music for each rehearsal for members
9. Maintains the storage space of the music

CBI Music Library:

Extra Space Storage

10400 Old Columbia Rd, Columbia, MD 21046



New Customer: (877) 518-8147

Current Customer: (410) 290-8864

Storage Gate Hours

Mon-Sun: 6:00am-10:00pm

Storage Office Hours

Mon-Fri: 9:30am-6:00pm

Sat: 9:00am-5:30pm

Su: closed

<http://www.extraspace.com/Storage/Facilities/US/Maryland/Columbia/501509/Facility.aspx#cid=glbc>

2.2.3 PJB Personnel Roster Manager

1. Maintains Roster.
2. Ensures roster updates go to Karen Carothers to update the Google Group for CCB.
3. Emails section leaders or section leader coordinator at the beginning of each new 'season' to ensure updated on LOA's, new members and members that have left.

2.2.4 PJB UNIFORM MANAGER

1. Provides concert shirts for the Band.
2. Purchases shirts from Fully Promoted
<https://fullypromotedarbutus.business.site/>
3. Provides, occasionally, other "spirit-wear" to include T-shirts, hats, etc.

2.2.5 PJB SOUND SYSTEM and STAGE SOUND MANAGER

1. Maintains inventory and stores sound system.
2. Arranges for transport of sound system to and from gigs.
3. Maintains documentation on configuration and settings
4. Works with PJB manager if repairs are necessary or on suggestions for potential upgrades.
5. Requests/gets clear instructions from the director or band manager about the size and number of PJB stands needed for each performance. School-provided stands are used at HCPSS concerts; performers provide stands at outside concerts.
6. Makes available, by delivery or pick-up, the number and size stands needed for the performance for any small ensemble performances requiring the music stand volunteer.

2.2.6 PJB SOUND SYSTEM OPERATOR

1. Facilitates/assists with setup, sound check, break play list and breakdown of equipment at gigs.

2.2.7 PJB Equipment Manager

1. Role is currently handled by the PJB SOUND SYSTEM OPERATOR.

2.2.8 ATTENDANCE DOCUMENTATION at PERFORMANCES

1. Counts number of people in attendance for all performances.
2. Keep track and give to Grant Writer for grant-related information and requirements



3. Provide clarification about venue and type of performance, addresses, whether tickets were sold or not, etc., for grant writing purposes.

2.3 FLUTE COCKTAIL

2.3.1 ENSEMBLE MANAGER

1. Provides liaison on FC activities to Board.
2. Tracks all other volunteer positions to ensure associated activities are completed.
3. Develop rehearsal schedule
4. Reserve rehearsal space and submit contract for space to Board for approval
5. Store, organize, and distribute music to the musicians
6. Schedule performances
7. Primary contact for performances
8. Maintain music database and library
9. Produce all concert programs

3.0 FINANCE

3.1 GRANT MANAGER

1. Manages all aspects of grants and grant funding for the organization.
2. Finds new funding sources.
3. Writes all grant applications.
 - a. Howard County Arts Council
 - b. Maryland State Arts Council
 - c. Community Foundation of Howard County
4. Ensures completion of all grant deliverables.
5. Completes and submits all grant reports.
6. Maintains grant calendars.
7. Attends grant information sessions by various grant providers.
8. Reports all grant related information to the Board in a timely manner.
9. Acts as liaison to Howard County Arts Council.

3.2 FUNDRAISING CHAIR

1. Sets and develops fundraising strategy for Columbia Bands, Inc. and its member ensembles for fiscal year (**starts July 1**).
2. Coordinates with Board and Treasurer for fundraising goals.
3. Finds and appoints volunteers for the following areas:
 - a. Program Ads Coordinator
 - b. Grants Manager/Writers
 - c. Sponsorship
 - d. Donors/Annual Giving
4. Coordinates regular meetings of all fundraising volunteers.
5. Reports progress on fundraising goals to Board, regularly.



6. Maintains donor list.

3.3 ACCOUNTANT

1. Handles all IRS and other governmental agency compliance issues and tax filings.
2. Advises regarding sales tax on sales of recordings that have been avoided by not "selling" the recordings, but rather providing them free of charge to those making contributions to the band.
3. Handles all government correspondence, which should be forwarded to the president for appropriate response.

3.4 DONATION BOXES at PERFORMANCES

1. Sees that donation basket(s) are at the performance venue.
2. Counts all donations and makes sure Treasurer gets the money. Ideally, if Treasurer is present, he/she tallies money and holds for deposit.
3. Treasurer tallies money and deposits into bank.

4.0 LOGISTICS

4.1 Rehearsal Space and Performance Scheduler

1. Reserves rehearsal space for the ensemble group and schedules performance concerts

4.2 Insurance Liason

1. Coordinates communication regarding the organization's insurance needs with the insurance broker and/or insurance carrier currently
 - Mayer and Steinberg, 25 Hooks Lane, Suite 304
 - Baltimore, MD 21208
 - 410-484-7000
 - Agent: Nancy Lopez, nancy@mayersteinberg.com
2. Reviews and ensures completion of the insurance policies, billing statement, and renewals.
3. **If necessary, meet with the broker and** representatives from the Board of Directors of the Columbia Bands organization.
4. Coordinates Liability Policy payments and updates according to following schedule:
 - a. June – Send Nancy Lopez, nancy@MayerSteinberg.com (or current broker) the **list of ensembles, number of members in each, and anticipated concert locations for all ensembles for the next FY.**
 - b. July- receive Policy, **review and ensure premium payment by due date.**
5. Coordinates Directors & Officers Policy:



- a. July – receive Policy, review
- b. Ensure premium payment by due date.

4.3 CBI Historian

1. Collects and stores our concert programs/posters as well as any publicity about us that people turn in to us.
2. Periodically places all collected items in the boxes which are stored in the music library system.
3. Maintains digital records of performances

4.4 CBI MAIL

1. Collect CBI mail on a weekly basis from Box 2713 at U.S. Post Office located at 6801 Oak Hall Lane, Columbia, MD. 21045
 - a. In absence of President, Jeanette Donald or President (there are two keys for the mailbox – one for Jeanette and one for the current President).
 - b. Crucial in April, May and June that the mail does not lapse since vital grant-related correspondence arrives by post, rather than electronically.
2. Takes mail to rehearsal
3. Distributes to appropriate people.

4.5 CBI VIDEOGRAPHER

- ~~1. Provides a video/digital record of CBI events for archival records~~
- ~~2. Generates photographs for Publicity Committee use and social media operations.~~
- ~~3. Maintains videos on YouTube channel.~~

1. Maintain video and audio performance archives for CBI performances
2. Coordinate and execute Audio and Video recordings of CBI performances into finished presentable format, either personally or through volunteers.
3. Provide relevant performance recordings to end-customers within CBI (Publicity, Ensemble Managers, Webmaster, Facebook Page Admins, etc).
4. Coordinate team of volunteers for Recording Team, Audio Editing Team, Video Editing Team, and Video Composting Team

4.5.1 CBI Recording Team

1. Create audio and video recordings of all CBI performance activities
2. Deliver recordings to CBI Videographer on day of performance, or as soon as possible thereafter.



4.5.2 CBI Audio Editing Team

1. Edit raw audio recordings from the Recording Team into final representative condition for release
2. Provide audio recordings to Ensemble Director approval. Address and edits or concerns from Ensemble Director.
3. Deliver audio recordings to CBI Videographer via upload to private repository.

4.5.3 CBI Video Composting Team

1. Generate full concert video composite from the raw video recordings from the Recording Team.
2. Deliver audio recordings to CBI Videographer via upload to private repository.

4.5.4 CBI Production Editing Team

1. Combine final Audio edit with the final Video composite.
2. Edit the full-length Video material into finished products to established publication practice. For example, Videos for publication should be done per piece, not full-length concerts.
3. Consult with Ensemble Director to address any presentation issues, questions, or concerns.
4. Deliver final Videos to CBI Videographer via upload to private repository,

4.6 CBI PHOTOGRAPHY COORDINATOR

1. Manage and maintain storage of produced photographs
2. Provide relevant photographs to end-customers within CBI (Publicity, Ensemble Managers, Webmaster, Facebook Page Admins, etc).
3. Coordinate teams of Rehearsal Photography and Performance Photography volunteers

4.6.1 CBI Rehearsal Photography Team

1. Team Members are responsible for producing 1-2 interesting photographs at each rehearsal.
2. Volunteers must be members of the ensemble they're photographing.
3. Deliver photos to CBI Photography Coordinator in a timely manner.

4.6.2 CBI Performance Photography Team

1. Team Members are responsible for producing up to 24 high-resolution photographs at each ensemble performance.
2. Deliver photos to CBI Photography Coordinator in a timely manner.
3. Volunteers may not be performing members of the ensemble they're photographing, as this activity requires activity during performances.
4. CBI Members may volunteer to photograph other photograph performances in which they are not performing. For example, CCB members may photograph FC.



4.7 PERFORMANCE CONCIERGE or REPRESENTATIVE

1. Maintains an information/assistance table in the lobby during concerts, and places way finding signs (yard signs, wall signs) in venues to help newcomers find entrances and auditoriums



Appendix D - Volunteer Position List

The full list of CBI Volunteer positions are listed below. The CBI volunteer personnel assignments may be updated at the beginning of each fiscal year. The list will be documented in a supplemental attachment *CBI Volunteer List for FY20xx*.

1. MARKETING

- 1.1. Columbia Bands Webmaster
- 1.2. Publicity Committee
 - 1.2.1. Graphics Artist
 - 1.2.2. Posters. Fliers
 - 1.2.3. Publicity (Performance) Announcements - Publicity Committee
 - 1.2.4. Facebook Page Moderators – CCB, FC, PJB, MASCB
 - 1.2.5. Facebook Fan Page Moderators
 - 1.2.6. Facebook CBI Internal Group Moderator
- 1.3. Google Group Administrator
- 1.4. Program Editor

2. Ensemble Position

- 2.1. CCB
 - 2.1.1. CCB Ensemble Manager
 - 2.1.2. CCB Librarian
 - 2.1.3. CCB Personnel Roster
 - 2.1.4. CCB Uniform Manager
 - 2.1.5. CCB Equipment Manager
 - 2.1.6. CCB Percussion Trailer Transporter (Note: requires a vehicle with approved tow hitch and siring)
 - 2.1.7. CCB Rehearsal Set-up Crew
 - 2.1.8. CCB Donation Boxes
 - 2.1.9. CCB Performance Attendance Documenter
- 2.2. PJB
 - 2.2.1. PJB Ensemble Manager
 - 2.2.2. PJB Librarian
 - 2.2.3. PJB Personnel Roster Manager
 - 2.2.4. PJB Uniform Manager
 - 2.2.5. PJB Sound System and Stage Equipment Manager
 - 2.2.6. PJB Sound System Operator
 - 2.2.7. PJB Performance Donation Boxes
 - 2.2.8. PJB Performance Attendance Documenter



- 2.3. Flute Cocktail
 - 2.3.1. Flute Cocktail Ensemble Manager

3. FINANCE

- 3.1. Grant Manager
- 3.2. Fundraising Chair
- 3.3. Accountant
- 3.4. Donation Boxes

4. LOGISTICS

- 4.1. Rehearsal Space and Performance Scheduler – Ensemble Directors and Managers
- 4.2. Insurance Liaison
- 4.3. CBI Archivist/Digital Recordkeeper
- 4.4. CBI Mail
- 4.5. CBI Videographer
- 4.6. Performance Concierge



Appendix E - Special Ensemble/Project Plan

1. Name of the Ensemble/Project:

2. Date(s) of the Planning Period:

3. Date(s) of the Event:

a. Date(s) of Rehearsals prior to event:

4. Committee Chair and responsibilities

5. Committee members and responsibilities:

6. Project Narrative:



7. Project Budget

Income	Estimated	Notes
Total		
Expenses	Estimated	
Total		

8. Impact (or potential) on CBI and other ensembles:

General concert scheduling and publicity timeline- concert venue space should be confirmed 3 months prior to the date, Poster designed 2.5 months prior, Baltimore Sun listing submitted 1.5 months prior, gig-information sheet sent to the ensemble 7 calendar days prior to performance.



Appendix F - Summer Concert Scheduling

Rev. Nov 2024

SCHEDULE ENSEMBLES to perform summer concerts – Bookings Manager (or Ensemble Manager, or PRESIDENT)

Scheduling objectives by ensemble:

1. Columbia Concert Band - Up to 3 dates
 - 1.1. Community Band Day - Typically early June; typically organized by Ensemble Director directly.
 - 1.1.1. Typically 45-50 minutes of stage time.
 - 1.1.2. Strong preference for the latest available performance slot.
 - 1.1.3. Abbreviated set largely pulled from Spring Concert repertoire.
 - 1.1.4. Generally booked by invitation of host band - nothing for BOOKINGS MANAGER to do.
 - 1.2. Columbia Lakefront Stage - high-priority for this ensemble, late-season. Request Saturday of the weekend before the weekend before school begins (usu. 3rd weekend of August)
 - 1.2.1. Typically 120 minutes of stage time, with intermission
 - 1.2.2. Full-duration setlist with some repeats from Spring but mostly new material.
 - 1.3. Other Local Venue - high-priority for this ensemble, late-season. Effectively rain-date for Columbia Lakefront Stage. Request the weekend immediately before or after Lakefront.
 - 1.3.1. Preferred Venue: Lurman Woodland Theatre
 - 1.3.2. Secondary Venue: Carroll Baldwin Hall (outdoors, brick patio)
 - 1.3.3. Few alternatives exist nearby
 - 1.3.4. Typically an exact duplicate of the Lakefront performance.
 - 1.4. Logistical Considerations
 - 1.4.1. CCB requires approximately 3600sqft (60ft x 60ft) of performance space.
 - 1.4.2. The Venue must either be acoustically projective or must provide an audio technician familiar with large classical ensemble amplification.
 - 1.4.3. Requires approximately 100 folding chairs for performers.
 - 1.4.4. Requires up to two (2) standard 120V/15A nominal electrical outlets.
 - 1.4.5. Requested Fee: \$600 honorarium paid as donation to Columbia Bands, Inc.
2. Patuxent Jazz Band - Up to 4 dates
 - 2.1. Prioritize Howard County Venues per Board directive in September 2024.
 - 2.1.1. Aim for at least 3 Howard County performances per summer season.
 - 2.2. Pursue variety of Venues over the course of years
 - 2.2.1. Some repetition is valuable, but the band members enjoy variety
 - 2.3. Attempt to schedule one “travel” Venue no more than 45 minutes driving distance from Hammond Middle School according to Google Maps



- 2.3.1. Limited exception for a well-established opportunity, with sufficient notice to the ensemble
- 2.4. No fewer than three weeks between performance dates
 - 2.4.1. Preferred schedule is early June, mid-July, mid-to-late August, and Labor Day.
- 2.5. Prioritize participation in existing concert series
 - 2.5.1. Concerts should be revenue-neutral or -generating; do not rent space for an event.
- 2.6. Raindates are not typically scheduled.
- 2.7. Logistical Considerations
 - 2.7.1. PJB requires a minimum of 600sqft of performance space (30ft wide by 20ft deep)
 - 2.7.1.1. The band may squish into as little as 25ft wide ***OR*** 15ft deep, but not both.
 - 2.7.2. The ensemble is capable of providing a self-contained PA system. Otherwise, the Venue must provide a PA system and an audio technician familiar with large jazz ensemble amplification.
 - 2.7.3. Requires approximately 35 folding chairs for performers.
 - 2.7.4. Requires at least 5 (5) standard 120V/15A nominal electrical outlets on at least 3 separate circuits - maximum potential load draw of 3000W.
 - 2.7.4.1. If Venue is providing amplification, requires at least 3 standard 120V/15A nominal electrical outlets for electric instruments.
 - 2.7.5. Setlists vary by gig.
 - 2.7.5.1. 120 minutes of stage time (with intermission) is preferred
 - 2.7.5.2. 45 minutes of stage time for a festival appearance is acceptable for one event per season.
 - 2.7.5.3. 45 minutes is the absolute minimum performance duration to be valuable to PJB operations.
 - 2.7.6. Requested Fee: \$600 honorarium paid as donation to Columbia Bands, Inc.
- 3. Flute Cocktail - Does not currently operate a summer season.

Timeline:

- September
 - BOOKINGS MANAGER consults ENSEMBLE DIRECTORS, ENSEMBLE MANAGERS to post-mortem previous summer season
 - Note any challenges, problems, successes, surprises.
 - Confirm goals and schedule objectives for upcoming season.
 - BOOKINGS MANAGER review existing Venue Details
 - Confirm contact information, operating status, locations from publicly available information.
 - BOOKINGS MANAGER investigate and document any new Venues discovered or suggested following previous season's booking.



- Record and save copies of online resources
 - Perform site visits to take representative photos and measure stage dimensions if possible. Do NOT trespass to do this!
 - CBI VIDEOGRAPHER generates Demo Reel for each summer-season ensemble.
 - 3-5 minutes duration
 - Selections of various styles from preceding full season
 - Visually distinct Venues and events are a bonus.
 - Ask ENSEMBLE DIRECTORS for preferred clips or performances to be included.
 - Upload to CBI YouTube channel as “Unlisted” by the beginning of October.
 - Send URL link to BOOKINGS MANAGER upon upload.
- October
 - Early: BOOKINGS MANAGER determines preferred list of Venues to contact for the upcoming season.
 - Booking is largely a game of contacting seven places to book one gig, but that must be balanced against the risk of over-advertising.
 - For purposes of this list, Columbia Festival of the Arts / Lakefest constitutes a preferred “Venue” for PJB.
 - BOOKINGS MANAGER sends first-contacts to any Venues on the preferred list **NOT** known to have a later booking season
 - Submit any forms if requested (e.g. HCR&P)
 - In direct emails, include:
 - Brief introduction:
 - “The Patuxent Jazz Band is booking our 2025 summer concert season, and we would love to include <VENUE NAME> in our schedule.”
 - Brief description of the ensemble, including size, genre, and Central Maryland, Howard County, or Columbia origins as appropriate.
 - Link to ensemble’s Demo Reel as well as columbiabands.org
 - Scheduling constraints or preferences.
 - Requested fee, with note that CBI is a registered 501(c)(3)
 - Some Venues request recent high-resolution photos of the ensemble. Consult PUBLICITY COORDINATOR for appropriate materials.
- November
 - Mid: BOOKINGS MANAGER evaluates response to October contacts to determine if additional Venues should be contacted to complete the schedule.
- December
 - Early: BOOKINGS MANAGER send follow-up email to all venues contacted in October or November.
 - Express gratitude for consideration, and reiterate availability to respond to questions or concerns.



- Brief, mostly just to remind the Venues of us.
 - Mid: Email Columbia Lakefront contact person (Jeff Good) to confirm he is still point of contact for Columbia Lakefront.
 - If he is no longer responsible, make contact with the Columbia Association to find their new booking agent.
- January
 - Mid: BOOKINGS MANAGER officially emails Lakefront to request performance dates.
 - Same as the October email, generally.
 - Request specific dates for CCB, after consultation with HCPSS calendar.
 - The calendar is usually published by November in at least draft form.
 - Mid: BOOKINGS MANAGER makes first contact with the Inner Arbor Trust / Chrysalis to query potential options in their season for PJB and possibly CCB.
 - Most likely option in recent years has been an afternoon Festival slot on Labor Day. We are optimistic this will continue.
 - Email should be less formal than contacts to other venues - more of a “checking in, any clues what you’re thinking yet” thing.
 - Keep the IAT’s operating timeline in mind. They cannot make any commitments more than 90 days in advance, only the general shape of plans.
 - Late: BOOKINGS MANAGER communicate with Carroll Baldwin Hall as other details start to fall into place to set a schedule with them.
 - They are incredibly flexible and helpful, but do need some respect and notice in coordination.
 - Try not to schedule PJB on the same weekend as a pre-scheduled DJ Swing Dance - as of the time of writing, those happen the Third Sunday each month.
- February
 - Early: BOOKINGS MANAGER send additional follow-up email to all venues contacted in October or November, if further communication has not occurred.
 - First, **check for published schedules**. If a venue has published a concert schedule for the upcoming summer that does not include a CBI ensemble, discontinue contact for this season.
 - Around this time, calling Dave Simmons of Columbia Festival of the Arts / Lakefest directly is mildly appropriate. He gets buried in email.
 - Mid: BOOKINGS MANAGER pass a “gig forecast” to ENSEMBLE MANAGERS and ENSEMBLE DIRECTORS.
 - Should only include information for gigs that have started to come back with more information and interactions. Do not over-speculate!
 - Include all information as best known at the time, as well as a subjective certainty rating for that information, e.g.:
Saturday, June 15th, 1:00-1:45pm
Columbia Festival of the Arts - Lakefest



[Columbia Lakefront Stage](#)
[10275 Wincopin Cir, Columbia, MD 21044](#)

Date Certainty: High

Time Certainty: Medium-High

Gig Certainty: High

- ENSEMBLE MANAGERS and DIRECTORS decide whether to share the gig-forecast with their ensembles.
- March
 - Contracts start coming through from scheduled gigs. PRESIDENT or other designated OFFICER must execute signatory authority after BOOKINGS MANAGER, ENSEMBLE MANAGER, and ENSEMBLE DIRECTOR confirm details.
 - Late: ENSEMBLE DIRECTORS pick setlist for summer performances.
 - Not a hard deadline, just something to be aware of.
 - Ensure lead time for any charts that need to be ordered.
- April
 - Contracts should finish up this month.
 - BOOKINGS MANAGER sends all contracted and confirmed performances to PUBLICITY COMMITTEE
 - PUBLICITY COMMITTEE designs posters and other advertising material and plans.
 - Full-season material is appreciated if possible.
 - Note: Inner Arbor Trust / Chrysalis events will frequently need to be publicized late due to their operating cadence.
- May
 - PUBLICITY COMMITTEE launches publicity material (e.g. online calendar listings and Facebook events) at least six weeks prior to first summer-season performance. This will usually be early May.
 - Confirm with BOOKINGS MANAGER if the Venue is taking the lead on any online publications or social media events. Request “Co-Host” credit where and when possible.
 - Early: BOOKINGS MANAGER gives contact information for ENSEMBLE MANAGER and ENSEMBLE DIRECTOR to the Venue contact for day-of issues.
 - Most communication still passes through BOOKINGS MANAGER
 - Mid: ENSEMBLE MANAGERS begin solving logistics hurdles for each concert.
 - Most notably, confirming source of folding chairs at least two weeks prior to any concert where the Venue is not providing them.
 - Mid: UNIFORM MANAGERS or ENSEMBLE MANAGERS arrange for band-uniform polo shirts for new Members.
 - If new shirts must be ordered, our existing vendor is Fully Promoted Arbutus
sales.arbutus@fullypromoted.com
1768 Sulphur Spring Rd, Arbutus, MD 21227



- There's approximately 7 business day turnaround on embroidered polos.
 - PUBLICITY COMMITTEE retains compatible graphics for embroidery or printing.
- June-August
 - Performance Season!
 - Early: BOOKINGS MANAGER confirm payment details from all venues.
 - If a physical check will be handed off, ensure Venue staff know who to give it to and make sure the recipient expects it.
- Three weeks pre-concert: BOOKINGS MANAGER confirm details for parking, load-in, earliest arrival.
 - Check with ENSEMBLE MANAGER for preferred arrival time before checking with Venue to assist in negotiations.
 - Check with ENSEMBLE MANAGER for number of ADA-placard spaces required at a venue.
 - After details confirmed, ENSEMBLE MANAGER distributes relevant information to their Ensemble.
 - Some venues require performers register for tickets to receive parking assignments.
- Two weeks pre-concert
 - ENSEMBLE MANAGER makes equipment-transportation and stage-setup plans; arrange for relevant volunteers.
- One week pre-concert
 - ENSEMBLE MANAGER makes a "gig sheet" and distributes it to all performers.
 - An example of a rather complicated gig sheet is attached as Appendix G
 - BOOKINGS MANAGER does last check with all parties for last-minute information.
 - Confirm which party is responsible for weather cancellation, and on what timeline it is made.
 - If CBI is responsible for cancellation, the call should be made by ENSEMBLE DIRECTOR and ENSEMBLE MANAGER no fewer than four (4) hours pre-concert.
- Day Of Concert
 - ENSEMBLE MANAGER takes charge of event logistics from CBI's perspective
 - Onsite point of contact for technical and logistical issues for both Ensemble and Venue personnel.
 - In the event of weather cancellation, publicize far and wide as possible as fast as possible.
 - If CBI is the cancelling party:
 - ENSEMBLE DIRECTOR contact the BOOKING MANAGER immediately.
 - BOOKING MANAGER contact the venue immediately.
 - If the Venue is the cancelling party (i.e. they contact the BOOKING MANAGER):



- BOOKING MANAGER contact the ENSEMBLE MANAGER and ENSEMBLE DIRECTOR immediately.
 - ENSEMBLE MANAGER email the ensemble immediately.
 - ENSEMBLE MANAGER contact PUBLICITY COMMITTEE, WEBMASTER, and FACEBOOK ADMINISTRATORS directly, even if they are not on the ensemble email.
 - PUBLICITY COMMITTEE update all possible public-facing media options.
 - WEBMASTER put a large banner or pop-up on all pages of the CBI Website; remove it no fewer than 48 hours following the cancelled event, unless two events occur within that timeframe, in which case remove it the morning after the cancelled event to prevent public confusion.
 - FACEBOOK ADMINISTRATORS cancel any Facebook events and update their titles with a prepend “CANCELLED -” for clarity’s sake. Also make a direct post announcing the cancellation.
- In the event of weather cancellation, a designated representative may be present onsite at the venue if and while it is safe to do so to turn away members of the public who did not see the cancellation previously.
 - This is optional; members of the public have appreciated the effort in the past.
- Week Following Concert
 - ENSEMBLE MANAGER and ENSEMBLE DIRECTOR check in with Ensemble members at rehearsal. Quick post-mortem.
 - If any issues need to be pushed back to the venue (e.g. lost instrument stand), inform BOOKING MANAGER.
 - If a new Venue was involved, quick temperature check of whether the Ensemble would like to return there in the future.
 - Late in week (Thursday-ish), BOOKING MANAGER send gracious post-event email to Venue contact expressing gratitude and following up on any issues raised in the Ensemble post-mortems.

Venue Details: (sorted by driving distance from Columbia Lakefront Stage)

1. Columbia Lakefront Stage
 - 10275 Wincopin Cir, Columbia, MD 21044
 - 1.1. Distance: 0.0mi (reference point) (Howard County)
 - 1.2. Ownership: Columbia Association <https://columbiaassociation.org/lakefront-live/>
 - 1.3. Booking Contact:
 - Jeff Good, Paradise Events jeff@paradiseeventsfun.com 410-531-5858
 - 1.4. Booking Timeline:
 - 1.4.1. Booking in January of the same calendar year (e.g. Jan 2025 for August 2025)
 - 1.4.2. Contract in mid-March
 - 1.5. Stage Dimensions: 32’w x 20’d (PJB)



- 1.5.1. Note: CCB has historically performed here by spilling off the low stage onto the sidewalk.
- 1.5.2. As of January 7, 2024, the Columbia Association had submitted plans to the Maryland Legislature for a permanent stage at this location. Lateral dimensions are roughly the same as temporary stages have been, but it would be raised substantially above sidewalk level in a way that would materially prevent CCB using the space as in the past.
 - 1.5.2.1. CA is aware of this issue and at the time had extensions as a considered option for the design. It is not known to us whether this was integrated into the final plans.
- 1.5.3. The new stage, as of January 2024, is slated for construction in early 2025 to be complete for the 2025 Lakefront Live season. As of this writing, there is no known update regarding timeline or continued viability of Columbia Concert Band at this venue.
- 1.5.4. Temporary stage has been covered since ~2016; permanent stage is expected to have a roof, but extensions will not.
- 1.6. Notes:
 - 1.6.1. Two-hour concert set, allows intermission
 - 1.6.2. Historic hometown-stage of CCB, played basically annually (when weather allowed) since the mid-90's.
 - 1.6.2.1. Frequently pushes back at first about giving CCB a slot due to scheduling-committee concerns, but typically acquiesces on the basis of tradition and community-arts support.
 - 1.6.3. Will not schedule both PJB and CCB due to concerns of audience-fatigue.
 - 1.6.4. CCB is the major priority of CBI in this venue.
 - 1.6.5. Venue provides audio engineer
 - 1.6.6. Venue ***does not*** provide chairs for performers
 - 1.6.7. Venue handles weather cancellation; takes non-cover and ensemble size into account.
 - 1.6.8. CA Contact Person:
Marlys East, marlys.east@columbiaassociation.org 410-715-3000
- 2. Lakefest @ Columbia Lakefront Stage
10275 Wincopin Cir, Columbia, MD 21044
 - 2.1. Distance: 0.0mi (reference point) (Howard County)
 - 2.2. Ownership: Columbia Festival of the Arts
<https://columbiafestival.org/lakefest/live-music/>
 - 2.3. Booking Contact:
Dave Simmons, Director of Programming dave@columbiafestival.com 410-715-3044
 - 2.3.1. Frankly, call him.
 - 2.4. Booking Timeline:
 - 2.4.1. First contact in October
 - 2.4.2. Serious details in February



- 2.4.3. Contract late March
- 2.5. Stage Dimensions: 32'w x 20'd (PJB)
 - 2.5.1. Stage has cover during this event.
 - 2.5.2. Cannot spill over sides during this event; CCB too large.
- 2.6. Notes:
 - 2.6.1. Festival gig, 45 minute set, limited to no setup time.
 - 2.6.2. Usually second or third full weekend of June.
 - 2.6.3. Festival provides audio engineer.
 - 2.6.4. Festival provides chairs for the performers.
 - 2.6.5. Festival handles weather cancellation. Often very hot.
- 3. The Chrysalis in Symphony Woods
10431 Little Patuxent Pkwy, Columbia, MD 21044
 - 3.1. Distance: 0.8mi (Howard County)
 - 3.2. Ownership: Inner Arbor Trust
 - 3.3. Booking Contact:
Paul Woods, Artistic Program Manager paul@innerarbortrust.org 317-730-3800
 - 3.4. Booking Timeline:
 - 3.4.1. First contact in December or January, casually
 - 3.4.2. Second contact in February or March, casually.
 - 3.4.3. Cannot guarantee any dates more than 90 days in advance of a performance; talks don't get serious until about 120 days in advance, but they'll have a rough idea of available times by March or April.
 - 3.5. Stage Dimensions: 60'w x 40'd (PJB, CCB [tight])
 - 3.5.1. Depth is measured to a staircase from the deck to the loading dock near center stage. There is more wing-space and depth in other parts of the stage for CCB to flow into.
 - 3.6. Notes:
 - 3.6.1. Has high standards for audience draw; generally unwilling to give CBI ensembles a full stage-front concert to ourselves.
 - 3.6.2. Generally willing to incorporate us into a festival event somehow, or sometimes a "Chrysalis Cabaret" small-event for PJB
 - 3.6.2.1. Labor Day Celebration was moderately successful venture.
 - 3.6.3. Performance terms vary from festival-set to two-hour with intermission.
 - 3.6.4. Venue provides audio engineer
 - 3.6.5. Venue provides chairs for the performers
 - 3.6.6. Venue handles weather cancellation.
 - 3.6.7. Other contacts:
Ira Brody, Director of Operations ira@innerarbortrust.org 202-253-1940
Nina Basu, President & CEO, nina@innerarbortrust.org 410-935-9279
- 4. Color Burst Park
6000 Merriweather Dr, Columbia, MD 21044
 - 4.1. Distance: 0.9mi (Howard County)
 - 4.2. Ownership: Howard Hughes Corporation



- 4.3. Booking Contact:
Ian Kennedy, Executive Director - Merriweather Arts and Culture Center
ian@merriweatherarts.org 443-472-3559 (Amped in the Park series)
- 4.4. Booking Timeline:
 - 4.4.1. Unknown
- 4.5. Stage Dimensions: 25'w x 20'd (PJB [tight])
 - 4.5.1. Roughly; columns constrain width, stairs and low wall constrain depth.
 - 4.5.1.1. CCB spillover would be very nasty, not advised.
 - 4.5.2. Covered
- 4.6. Notes:
 - 4.6.1. CBI has never performed here.
 - 4.6.2. Making contact with this venue is very, very difficult.
 - 4.6.3. Venue most likely provides audio engineer
 - 4.6.4. Venue most likely **does not** provides chairs for the performers
 - 4.6.5. Unknown if Venue handles weather cancellation.
 - 4.6.6. Other contacts:
Rashida George rashida.george@howardhuges.com, possibly
- 5. F. Leonard Dunn Amphitheater in Centennial Park
10000 Clarksville Pike, Ellicott City, MD 21042
 - 5.1. Distance: 2.2mi (Howard County)
 - 5.2. Ownership: Howard County Recreation & Parks
<https://www.howardcountymd.gov/summerconcerts>
 - 5.3. Booking Contact:
Karen Ehler, Special Events & Youth Camps
kehler@howardcountymd.gov 410-313-4635
 - 5.3.1. Note: Retiring in December, 2024.
Interim: Danielle Bassett, dbassett@howardcountymd.gov
 - 5.4. Booking Timeline:
 - 5.4.1. Artist letter & application form posted in early October
 - 5.4.2. Application window is Nov 1 - Jan 31
 - 5.4.3. Selection occurs in April
 - 5.4.4. Contracts in early June.
 - 5.5. Stage Dimensions: 34'w x 30'd (PJB)
 - 5.5.1. ADA ramp constrains stage right about 6' back from the apron.
 - 5.5.2. Covered
 - 5.5.3. Fronted by planter bed, substantial drop off back, unable to spillover
 - 5.6. Notes:
 - 5.6.1. CCB and PJB have both performed here.
 - 5.6.1.1. PJB uses the full width and has lots of space behind. Works well.
 - 5.6.1.2. CCB was much smaller thirty years ago when they played here.
Also, they spilled off the front before the flowerbed was planted.
 - 5.6.2. Howard County runs this venue through their Sunset Serenades concert series
 - 5.6.2.1. Wednesday evenings in July (and maybe early August)



- 5.6.2.2. 90 minutes stage time, no intermission
 - 5.6.3. Venue provides audio engineer, except when they don't.
 - 5.6.3.1. PJB is sometimes booked specifically because we can provide PA.
 - 5.6.4. Venue provides chairs for the performers
 - 5.6.5. Venue handles weather cancellation.
 - 5.6.6. Application form required, posted each October.
 - 5.6.7. Other contacts: None.
6. Baldwin Commons Park at Carroll Baldwin Hall
9035 Baltimore St, Savage, MD 20763
- 6.1. Distance: 8.5mi (Howard County)
 - 6.2. Ownership: Carroll Baldwin Memorial Institute
<https://www.carrollbaldwinhall.org/about-us>
 - 6.3. Booking Contact:
Norma Broadwater, Hall Manager rentals@carrollbaldwinhall.org 410-294-3561
 - 6.4. Booking Timeline:
 - 6.4.1. Incredibly flexible.
 - 6.4.2. Does not run a concert series.
 - 6.4.3. Generally book them last due to flexibility, though don't take them for granted.
 - 6.5. Stage Dimensions: Variable, multiple setup options. (CCB, PJB)
 - 6.5.1. Both large ensembles fit, though in different ways.
 - 6.5.2. CCB fits on a large, shallow, wide elevated patio against the building
 - 6.5.3. PJB fits more naturally on a lower sidewalk portion
 - 6.5.4. Uncovered
 - 6.6. Notes:
 - 6.6.1. CCB and PJB have both performed here.
 - 6.6.2. It's not really a Venue, and we're the *only ones* who perform there, so audience is often small.
 - 6.6.2.1. Audience and Hall staff are very appreciative and helpful.
 - 6.6.3. Often traffic noise due to being a public square surrounded by streets with through-traffic. Though some park and come back or stop to listen!
 - 6.6.4. Venue does not provide an audio engineer
 - 6.6.4.1. CCB doesn't really need one (Hall reflects sound okay)
 - 6.6.4.2. PJB provides our own PA
 - 6.6.5. Venue provides chairs for the performers
 - 6.6.6. Venue ***does not*** handle weather cancellation.
 - 6.6.7. Other contacts: None.
7. Harrison Burton Memorial Stage at Granville Gude Park
8300 Mulberry St, Laurel, MD 20707
- 7.1. Distance: 12.2mi
 - 7.2. Ownership: Town of Laurel
<https://www.cityoflaurel.org/Facilities/Facility/Details/Granville-Gude-Park-amp-Lakehouse-15>



- 7.3. Booking Contact:
J. Carrillo, jcarrillo@laurel.md.us 301-725-7800 x2317
- 7.4. Booking Timeline:
Unknown
 - 7.4.1. Does not appear to run a concert series.
 - 7.4.2. May only be available on a rental basis.
- 7.5. Stage Dimensions: 27'w x 19'd (PJB [tight])
 - 7.5.1. Covered
- 7.6. Notes:
 - 7.6.1. CBI has never performed here.
 - 7.6.2. No dedicated parking, limited access, big field.
 - 7.6.3. Not really clear who does anything with it.
 - 7.6.4. Other contacts: None.
- 8. The Vortex at CAA Park
202 Ingleside Ave, Catonsville, MD 21228
 - 8.1. Distance: 14.1mi
 - 8.2. Ownership: Sun Rider 9 Productions, LLC
 - 8.3. Booking Contact:
Unknown
 - 8.4. Booking Timeline:
Unknown
 - 8.5. Stage Dimensions: Unknown (PJB?)
 - 8.5.1. Covered, walled on 3 sides.
 - 8.5.2. Attempted a site-survey, but is fenced on private land.
 - 8.6. Notes:
 - 8.6.1. New venue in 2024, built on a low budget.
 - 8.6.2. Seems to mostly run for-profit, ticketed concerts of bands associated with the owning company's record label?
 - 8.6.3. Few available details.
 - 8.6.4. Included mostly because a CBI Member suggested it be checked out.
- 9. Lurman Woodland Theatre
425 Bloomsbury Ave, Catonsville, MD 21228
 - 9.1. Distance: 15.3mi
 - 9.2. Ownership: Catonsville Recreation and Parks Council, sort of.
 - 9.3. Booking Contact:
Mike & Mindy Lang, lurmantheater@gmail.com or liquidprosound@comcast.net
 - 9.4. Booking Timeline:
 - 9.4.1. Open for Applications as soon as their season ends (late August).
 - 9.4.2. Require performance-schedule submission; they do in-person evaluation.
 - 9.4.3. Contracting likely December.
 - 9.4.4. Announce season in early January.
 - 9.5. Stage Dimensions: 70'w x 45'd (estimated) (CCB [historic], PJB)
 - 9.5.1. Not covered
 - 9.5.2. Wind-protected by forest. Sounds pretty good, too.



- 9.6. Notes:
 - 9.6.1. CCB used to perform here pretty regularly, and would like to return.
 - 9.6.1.1. PJB has never performed here, but would like to.
 - 9.6.2. As of 2024, Mike Lang specifically told CBI that they will no longer program large ensembles like either CCB or PJB and are going in a different direction due to their understanding of audience preference.
 - 9.6.3. Still toss an application with Demo Reel at them in October just in case, but it's not a high likelihood anymore unless something changes.
 - 9.6.4. Venue does not provide an audio engineer.
 - 9.6.5. Venue does not provide chairs for performers.
 - 9.6.6. Venue handles weather cancellation.
 - 9.6.7. Other contacts: None.
- 10. Amphitheater at Cabin John Regional Park
7410 Tuckerman Ln, Bethesda, MD 20817
 - 10.1. Distance: 25.6mi
 - 10.2. Ownership: Montgomery Parks <https://montgomeryparks.org/parks-and-trails/cabin-john-regional-park/>
 - 10.3. Booking Contact: Unknown
 - 10.4. Booking Timeline: Unknown
 - 10.5. Stage Dimensions: 32'w x 20'd sort of. (PJB)
 - 10.5.1. It's a weird truncated triangle with some tiered segments.
 - 10.5.2. Listed dimension is just the size of the flat ground portion of it.
 - 10.5.3. Smallest rear tier is covered, remainder is uncovered.
 - 10.5.4. Small audience hillside.
 - 10.6. Notes:
 - 10.6.1. Decent parking lot and access to the stage.
 - 10.6.2. Usage seems inconsistent. 2024 concerts only mentioned a Sunday *morning* concert series, which would be hilarious.
 - 10.6.3. No idea how to book here. Montgomery Parks seems to do something with having performers register as Vendors and then they decide who to hire entirely internally?
 - 10.6.4. No other logistics known.
- 11. Gaithersburg Concert Pavilion
27 S Summit Ave, Gaithersburg, MD 20877
 - 11.1. Distance: 26.9mi
 - 11.2. Ownership: City of Gaithersburg <https://www.gaithersburgmd.gov/about-us/city-facilities/concert-pavilion>
 - 11.3. Booking Contact:
Gaithersburg Parks & Recreation Department
parksrec@gaithersburgmd.gov 301-258-6350
 - 11.4. Booking Timeline: Unknown
 - 11.5. Stage Dimensions: 32'w x 22'd (PJB) ... Sort of.
 - 11.5.1. Covered, walled.



- 11.5.2. An acoustic shell (with lights!) was added at some point, which added structural beams that constrain the opening to 24'8" at the plaster line...but they're trussed-beams, so we could go in front and behind them?
- 11.5.3. Also, the apron is curved and is 28' at its deepest.
- 11.5.4. Also, there's an integrated track with some theatrical drapes hanging on it. Which is neat but probably not something we'd use.
- 11.5.5. Need to play around with a CAD model of this stage to see how PJB would really do with it.
- 11.6. Notes:
 - 11.6.1. CBI has never performed here.
 - 11.6.2. Gaithersburg does appear to run a concert series in this venue.
 - 11.6.3. Large public parking garage is available a half-block away, free on weekends.
 - 11.6.4. Unknown if Venue provides an audio engineer.
 - 11.6.4.1. There is a concrete pad and utility tunnel at an audio position in the field, so it's possible / likely that they do.
 - 11.6.5. Unknown if Venue provides chairs.
 - 11.6.6. Unknown if Venue handles weather cancellation.
 - 11.6.7. Other contacts: None.
- 12. Robert V. Setera Amphitheater at Allen Pond Park
3330 Northview Dr, Bowie, MD 20716
 - 12.1. Distance: 27.7mi
 - 12.2. Ownership: City of Bowie, <https://www.cityofbowie.org/459/Amphitheater-Use-Robert-V-Setera>
 - 12.3. Booking Contact:
M. Corley mcorley@cityofbowie.org 301-809-3086
 - 12.4. Booking Timeline:
Unknown
 - 12.5. Stage Dimensions: 47'w x 18'd (minimum) (PJB)
 - 12.5.1. Semi-covered, projective shell.
 - 12.6. Notes:
 - 12.6.1. CCB played at Allen Pond Park decades ago. Not sure if it was this stage.
 - 12.6.2. Runs a concert series on Sunday evenings
 - 12.6.3. Unknown if Venue provides an Audio Engineer.
 - 12.6.4. Unknown if Venue provides chairs.
 - 12.6.5. Unknown if Venue handles weather cancellation.
 - 12.6.6. Other contacts: None
- 13. Bayside Concert Stage at Downs Park
8311 John Downs Loop, Pasadena, MD 21122
 - 13.1. Distance: 30.6mi



- 13.2. Ownership: Anne Arundel County Recreation & Parks
<https://www.aacounty.org/recreation-parks/parks/popular-activities/concerts-parks>
- 13.3. Booking Contact:
 Ranger Collins, Rpcoll21@aacounty.org 410-222-6230
 - 13.3.1. Actual booking done by Friends of Downs Park
thefriendsofdownspark@gmail.com
 This email was not available when starting to book 2025.
- 13.4. Booking Timeline:
 - 13.4.1. Contact in October
 - 13.4.2. Re-contact in December
 - 13.4.3. Book in January / February
- 13.5. Stage Dimensions: 47'w x 26'd (PJB)
 - 13.5.1. Irregular squashed octagon, actually, but totally workable for PJB.
 - 13.5.2. Long sloping stairs that would make CCB not really work.
 - 13.5.3. Covered, lights, fans. Persistent breeze.
- 13.6. Notes:
 - 13.6.1. The Friends organization doesn't have a huge public presence and apparently tend to book the same acts year after year, but it's such a great stage that it's worth trying to get into the series.
 - 13.6.2. Unknown if Venue provides an Audio Engineer.
 - 13.6.2.1. Suspect yes, due to permanent flown main PA speakers.
 - 13.6.3. Unknown if Venue provides chairs for performers.
 - 13.6.4. Unknown if Venue handles weather cancellation.
 - 13.6.4.1. Presume yes, but different standards due to bayside location and substantial cover.
 - 13.6.5. Other Contacts: None.
- 14. Hubert I Snyder Concert Shell at Oregon Ridge Park
 13401 Beaver Dam Rd, Cockeysville, MD
 - 14.1. Distance: 31.3mi
 - 14.2. Ownership: Baltimore County Recreation and Parks
<https://www.baltimorecountymd.gov/departments/recreation/parks-directory/oregon-ridge-park-and-lodge>
 - 14.3. Booking Contact:
 Annie Sanchez, oridge-rp@baltimorecountymd.gov 410-887-1818
 - 14.4. Booking Timeline: Unknown
 - 14.5. Stage Dimensions: 77'w x 36'd (CCB, PJB)
 - 14.5.1. CCB would squash sideways a lot, but it'd work.
 - 14.5.2. Covered, but limited acoustic projection.
 - 14.5.3. Very much an ageing structure.
 - 14.6. Notes:
 - 14.6.1. The BSO and Hunt Valley Wind Ensemble have played here, and it hosts some very large festivals.



- 14.6.2. Uncertain of near-future operations; an official development plan for the park calls for it to be torn down and the whole area reworked to put up a smaller stage facing a different direction.
- 14.6.3. Unknown if Venue provides an Audio Engineer.
 - 14.6.3.1. Possibly, due to an audio-site concrete pad and utility tunnels.
- 14.6.4. Unknown if Venue provides chairs for performers.
- 14.6.5. Unknown if Venue handles weather cancellation.
- 14.6.6. Other contacts: None
- 15. Concert Pavillion at Quiet Waters Park
600 Quiet Waters Park Rd, Annapolis, MD 21403
 - 15.1. Distance: 34.2mi
 - 15.2. Ownership: Anne Arundel County Recreation & Parks
<https://www.aacounty.org/recreation-parks/parks/popular-activities/concerts-parks>
 - 15.3. Booking Contact:
Ranger Pauline Champlin, Rpcham23@aacounty.org 410-222-1777
 - 15.3.1. Booking eventually done by Friends of Quiet Waters Park
 - 15.4. Booking Timeline: Unknown.
 - 15.5. Stage Dimensions: 59'w x 30'd (CCB [tight]?, PJB)
 - 15.5.1. Covered, Lighted, lots of sound equipment.
 - 15.5.2. I'd like to CCB try this place someday. Annapolis Symphony plays here so there's a chance it'd fit.
 - 15.6. Notes:
 - 15.6.1. Summer concert series plays to an enormous field out front.
 - 15.6.2. The Friends organization doesn't seem hugely well-publicized, but it seems they've got this venue running pretty well.
 - 15.6.3. Unknown if Venue provides an Audio Engineer.
 - 15.6.3.1. Suspect yes, due to permanent installed materials.
 - 15.6.4. Unknown if Venue provides chairs for performers.
 - 15.6.5. Unknown if Venue handles weather cancellation.
 - 15.6.6. Other Contacts:
Friends of Quiet Waters Park <https://fqwp.org/volunteer/Concertinfo@fqwp.org>
- 16. Baker Park Bandshell
21 N Bentz St, Frederick, MD 21701
 - 16.1. Distance: 41.1mi
 - 16.2. Ownership: City of Frederick
<https://www.cityoffrederickmd.gov/facilities/facility/details/Baker-Park-Bandshell-82>
 - 16.3. Booking Contact:
Ryan Homes Summer Concert Series
<https://www.celebratefrederick.com/events/summer-concert-series/participate/>
 - 16.4. Booking Timeline:
 - 16.4.1. October: Application form opens



- 16.4.2. Late November: Application form closes
- 16.4.3. January: Review begins
- 16.4.4. March: Notification of selection deadline
- 16.4.5. Applications are retained for 3 years.
- 16.5. Stage Dimensions: 39’w x 26’d (PJB)
 - 16.5.1. Weird half-dodecagon, but the band would fit as long as Rhythm shifts forward a bit so Trumpets can take up the back wall.
 - 16.5.2. Covered and shielded bandshell with some lighting.
 - 16.5.3. Permanently-installed audience seating.
- 16.6. Notes:
 - 16.6.1. Concert series performances are 90 minutes without intermission
 - 16.6.2. Busy park, parking is rough, pretty formal setup though.
 - 16.6.3. Venue provides “full sound production”
 - 16.6.4. Unknown if Venue provides chairs for performers.
 - 16.6.5. Unknown if Venue handles weather cancellation.
 - 16.6.6. Other contacts:
 - Anna Davey (Lipowitz), Office of Special Events
 - adavey@cityoffrederickmd.gov 301-600-1492
- 17. William A. Humber Amphitheatre at Shamrock Park
 - 39 N Hickory Ave, Bel Air, MD 21014
 - 17.1. Distance: 48.9mi
 - 17.2. Ownership: Town of Bel Air
 - <https://www.belairmd.org/facilities/facility/details/shamrock-park-6>
 - 17.3. Booking Contact:
 - Julia Potler, Events Manager, jpotler@belairmd.org 410-638-3528, 410-638-4506
 - 17.4. Booking Timeline:
 - Unknown
 - 17.5. Stage Dimensions: 57’w x 30’d (CCB [tight], PJB)
 - 17.5.1. CCB has performed here for Community Band Day; it is tight.
 - 17.5.2. Rear 21’ of the stage are covered. Some integrated lights, sound system.
 - 17.6. Notes:
 - 17.6.1. Summer concert season runs on Wednesdays, Sundays.
 - 17.6.1.1. Already has local Bel Air Concert Band and Jazz Band, plus sometimes Service Jazz Bands, not sure there’s a slot in there for either of us really.
 - 17.6.2. Unknown if Venue provides Audio Engineer
 - 17.6.3. Unknown if Venue provides chairs for performers.
 - 17.6.4. Unknown if Venue handles weather cancellation.
- 18. Rehoboth Beach Bandstand
 - 1 Rehoboth Avenue, Rehoboth Beach, DE 19971
 - 18.1. Distance: 121mi
 - 18.2. Ownership: City of Rehoboth Beach
 - <https://www.rehobothbandstand.com/info/>



- 18.3. Booking Contact:
 - Substantial press-pack requirements, sent to events@cityofrehoboth.com
- 18.4. Booking Timeline:
 - 18.4.1. “Starts in September...and concludes by the end of March”
 - 18.4.2. Retains information for a couple of years.
- 18.5. Stage Dimensions: 38’ x 38’ octagon (PJB)
 - 18.5.1. They’ve got a diagram showing how to fit 114 chairs in there basically locking arms together. I’m skeptical it would work for CCB.
 - 18.5.2. Covered, lights.
- 18.6. Notes:
 - 18.6.1. It’d be neat once as a long-distance throw of a trip, if we can swing it. Arguably a day trip, since it’s only 2.5hrs each way, though people may of course opt to stay the night or make a weekend of it.
 - 18.6.2. Concert series with 75-minute performance slots, no intermission. Fri/Sat/Sun.
 - 18.6.3. Venue provides audio engineer (and lighting!)
 - 18.6.3.1. Do not bring or suggest a sound technician! Not cooperative.
 - 18.6.4. Unknown if Venue provides chairs for performers.
 - 18.6.5. Unknown if Venue handles weather cancellation.



Appendix G - Sample Gig sheet - Labor Day 2024 Patuxent Jazz Band

Patuxent Jazz Band

2 September 2024
Labor Day Celebration

Gig Sheet

Location

The Chrysalis (Outdoors)
Merriwether Park at Symphony Woods
10431 Little Patuxent Parkway
Columbia, MD 21044

Timeline

9:00-9:15a - Bass arrive, unload & vacate loading dock
9:10-9:25a - Drums arrive, unload & vacate loading dock
9:20-9:35a - Keys arrive, unload & vacate loading dock
9:30-9:45a - Guitar arrive, unload & vacate loading dock
9:45a - Remaining band members begin arriving at Lot 2
9:50a - Loading Dock closes
10:15a - All band members onsite
10:29a - All band members in chair and ready to play
10:30a - Soundcheck
11:00a - Field opens to audience; clear stage; free time
11:50a - May re-enter stage and warmup a bit
11:57a - Onstage, in seat.
12:00p - Event Begins "Welcome and Introduction"
12:05p - PJB downbeat
1:00p - PJB finishes - clear **everything except chairs** immediately! Help your bandmates!
1:10p - PJB completely clear of performance area
1:30p - Packed up and released

Parking

Unless confirmed with Jeff individually, parking will be in Lot 2, shown in blue below. Walking path in purple.



Do not park at the Library or Toby's.
No extra spaces are available in the Chrysalis Lot.
Gear-transport in the cars assigned to the Chrysalis lot is available on request.



Contacts

Jeff Eckert 919-349-8470
Matt Pisarcik 215-620-1728

Concert Dress

Summer Dress

- Khaki/tan bottoms; shorts okay
- Closed-toe shoes; **NO** flip-flops/sandals
- PJB Polo Shirt
- Sunglasses optional
- Hat optional

The stage faces WSW and the sun will be overhead while we perform (an hour before solar noon)

Other Gear

- Chairs provided by venue
- **BRING YOUR OWN MUSIC STAND**
 - CBI has 6 to loan
- Instrument stand to help with load-out
- Wind-clips
- Water Bottle!!
- Bug Spray
- Battery-Operated Stand Lights
 - Do NOT expect a power plug.

Notes

Some performer-hospitality refreshments will be provided by the venue.

Tickets **are** required for audience parking assignments.

Audience should bring seating as well. Some lawn chairs are available for rental.

Please bring a lawn chair and stay to support the other groups!



Patuxent Jazz Band

2 September 2024
Labor Day Celebration

Gig Sheet

Additional Notes

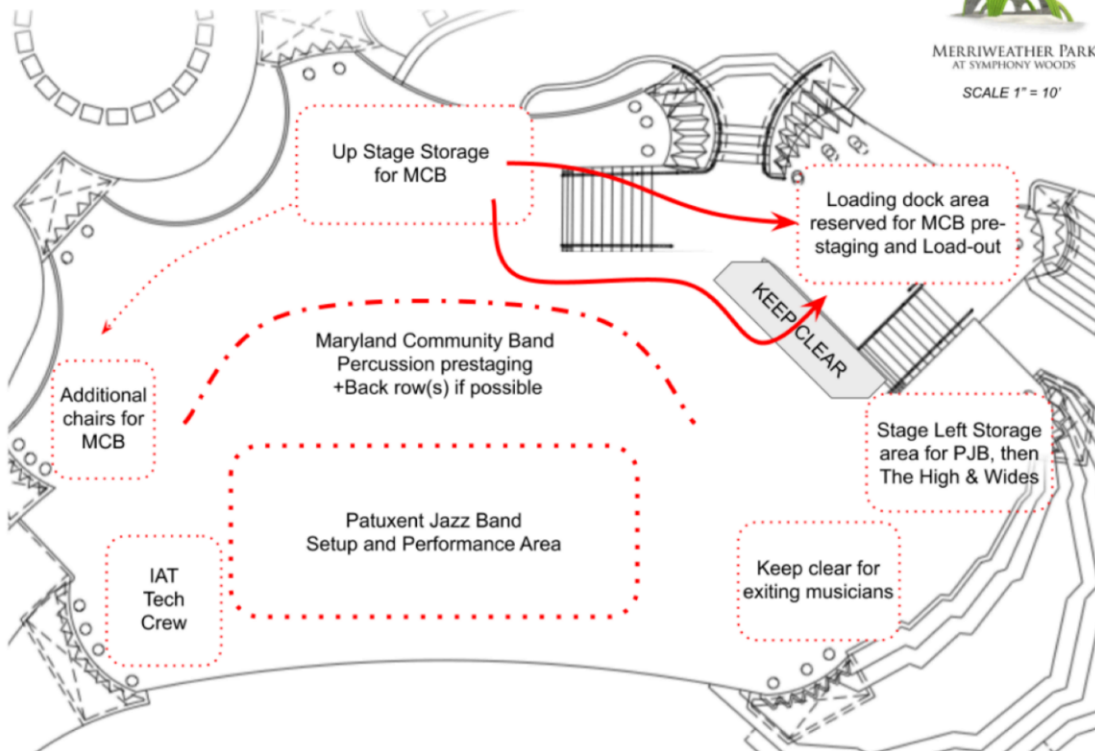
Due to the nature of this event, there's a lot of moving pieces. Please be helpful and accommodating to venue staff if they ask you to do something. Please be patient and understanding if "ideal" isn't possible. We just have to make it work for an hour.

With the complexity of load-in and stage setup, please **do not arrive early**. Only arrive according to the schedule given above. Do not crowd the loading dock or access road. Driving access to the rear of the stage will not be available until after Maryland Community Band has fully loaded out, likely around the full end of the event. If heavy equipment needs to be removed prior to 4pm, please bring a cart.

The venue provided the below stage diagram. The hillside for the audience is at the bottom of the diagram.

2024.09.02 Labor Day Celebration Chrysalis Full Stage Plot

Stage flow and storage



Note the location of our storage area. **Place cases and PJB material ONLY in this area.** Do not block the loading dock stairs or lift. Do not leave material on the loading dock. Please consider bringing an instrument stand to help more effectively clear the stage - i.e. put your instrument on its stand in the storage area and go back for your music stand / etc. and help others, then packing up the instrument once we've all cleared the stage. The ensemble using the storage space after us arrives at 2:00p; please be closed up and neatly packed by then.



Appendix H – Columbia Concert Band Section Quota Policy

The Columbia Concert Band (CCB) has experienced unprecedented growth in recent years. We continue to receive many inquiries from potential new members expressing interest in joining the band. The Board recognizes that this growth has resulted in logistical challenges, due to limited space in our rehearsal and performance facilities. This growth also presents challenges in maintaining overall ensemble balance. The CBI Board has approved the implementation of CCB Section Quotas, effective 01 January 2025.

** Please note that current CCB members will not be impacted (i.e. not removed) in sections that exceed Section Quotas. These sections will simply be “Full” and not available to accept new musicians. **

Definition of Terms

• “Section Quotas” - Section Quotas define the maximum number of musicians in each section. As usual, all sections are not expected to be the same size. Section Quotas are determined by the Musical Director to ensure musical quality and ensemble balance. The ideal maximum number of members per section in a full ensemble are:

- Piccolo 1
- Flute 9
- Oboe 4
- Bassoon 4
- Clarinet 15
- Bass Clarinet 4
- Alto Saxophone 6
- Tenor Saxophone 2
- Baritone Saxophone 1
- Trumpet 12
- Horn 8
- Trombone 7
- Bass Trombone 1
- Euphonium 4
- Tuba 4
- Percussion 7
- TOTAL 89

• “Section is Full” - If a Section already has the maximum number of musicians, then that Section is considered “full.”

• “Section is Not Full” – If a Section has less than the maximum number of musicians, then that Section is considered “not full.”

• “Section Wait List” – This is a list of members, or potential new members, who express interest in joining a Section. This is a time-ordered list of members. When an opening occurs within a Section, the musician at the top of the Wait List is offered the opportunity to join the Section.



- “Top of Wait List” – This musician will be the 1st person who is offered the opportunity to join the Section when a position becomes available.
- “Performance Season” – This is a Spring, Summer, or Winter season of rehearsals and performances.

Section Quota Process

If a potential new CCB member expresses interest in joining the ensemble, the musician will be added to the Wait List for the next performance season. Their name, section, date of inquiry, and contact information will be added to the Bottom of the Wait List.

Approximately six (6) weeks prior to each performance season, CCB members will be contacted to determine their commitment to rehearsals and performances for the upcoming season. Based on the commitment of existing CCB members, a determination will be made if each Section is Full or Not-Full for the upcoming performance season. Based on Section Full/Not-Full status, musicians on each Section Wait List will be contacted to determine their availability to join the ensemble. Once a Section is Full, no new members will be added.

If an existing CCB member needs to take a Leave of Absence for one (1) performance season, the member’s spot will not be filled. The member will have priority opportunity to immediately return for the next performance season regardless of section size.

If an existing CCB member needs to take a Leave of Absence for two (2) or three (3) performance seasons, but not longer, they will be added to the Top of the Wait List. The member will be first on the Wait List to return to the Section when a position is available.

If a CCB member needs to take a Leave of Absence for more than a year, they will be placed at the End of Wait List. They will be added to the Wait List in time order and return when the Wait List allows.



Appendix I – Columbia Bands, Inc. Grievance Procedure for Members

(Board Approved 9/13/2015)

The Columbia Bands, Inc. (CBI) Grievance Policy applies to all involved with CBI including Members, volunteers, Directors, and independent contractors (collectively called Members).

1.0 Introduction

Columbia Bands, Inc. aims to create a musical environment where Members feel valued and safe. We also recognize that there may be occasions when Members have concerns and this grievance procedure enables individual Members to raise grievances more formally. The procedure provides an open and fair way for Members to enable quick resolutions before grievances escalate.

Timely:

After filing a grievance report, you should expect to hear back from your recipient within a week (7 days) to schedule the initial meeting.

Unbiased: We will attempt to deal with the situation as objectively as possible.

Confidential: We will do our best to ensure that information about your grievance is shared only with relevant parties and the Board of Directors.

Consistent: Having a grievance procedure ensures that all official grievance reports will be dealt with in the same manner, regardless of the parties involved. This prevents ad hoc decision-making and gives Members confidence that they are being treated in the same manner as all other Members.

If you feel that anyone in a particular situation is at risk of physical harm or there is criminal behavior involved, please seek help from the Howard County Police Department at 410-313-2200 or, if you reside outside Howard County, your local police department.

Informal Discussions

We encourage you to resolve an issue by talking directly with the other party/parties informally, if possible. You may find it useful to enlist the assistance of a third party (your section leader, music director, or ensemble manager) to help informally mediate discussion. We hope that the majority of concerns will be resolved at this stage. If your attempt at informal resolution fails, please proceed to formal procedures.

2. Formal Procedure

Members have the right to file or withdraw their formal grievance at any time. The Board of Directors will do everything possible to ensure that filing a grievance has no negative impact on the Membership of the person submitting the grievance.



Stage 1

If a Member feels that the matter has not been resolved through informal discussions, they should put the complaint in writing to the President of the Board of Directors. If the complaint involves the President, then the volunteer should address their concern to the Vice-President or any other Board member they are comfortable approaching. Board Approved 9/13/2015 1 A meeting will be held between the volunteer and the President of the Board (or other Board Member) to discuss the complaints raised. The meeting will be an opportunity for the volunteer to explain their complaints and share how they would like them to be addressed. The member has a right to be accompanied to the meeting.

Stage 2

Following the meeting, the President (or other Board Member) will give a written response within five working days outlining how the complaint(s) will be addressed. If the complaint requires further investigation, the President (or other Board Member) will carry out further meetings or investigations which will likely extend the five working days limit. The response will follow this meeting and include a reference to the Right of Appeal.

3. Right of Appeal

If the member wishes to appeal any grievance decision, they must appeal in writing within five working days of the decision being communicated to them by the President of the Board. The President will convene an Appeals Committee composed of Members of the Board of Directors to hear the appeal and the member will be invited to a meeting with the Appeals Committee. The member will have the right to be accompanied to the appeal meeting.

The Appeals Committee's decision will be final.



Appendix J - Columbia Bands, Inc. Code of Conduct

Purpose:

The Columbia Bands, Inc. (CBI) defines for everyone involved in the CBI in any capacity 1) the required standards of ethical conduct; 2) the outcomes we are committed to; and 3) the behaviors which are unacceptable and not tolerated. The intent of the Code is to provide a framework to promote ethical day to day conduct and decision making. The Code does not replace the need for common sense and common decency in how Members conduct themselves.

Requirements:

All Members, Directors, Contractors, and Volunteers (collectively referenced as Members for this document) must abide by the Code of Conduct and the principles that it promotes.

Responsibilities:

All Members are responsible for applying and complying with the Code. The Board of Directors is responsible for ensuring the awareness and compliance with the Code.

What happens if there is a breach of the Code?

There is a range of consequences for breaches of the Code depending on the nature and seriousness of the matter. The Board of Directors has a responsibility to address alleged breaches promptly (as defined by the Operating Procedures and Grievance Process) and in a fair and reasonable manner. They need to assess the seriousness of any alleged breaches and how they should be dealt with. Possible outcomes for a Members who have breached the Code may be:

- Counseling;
- Conduct improvement plans;
- Formal disciplinary action;
- Referral to the police in case of suspected possible criminal activity; or
- Termination of membership or service to the organization

What to do if you are concerned about a breach of the Code?

Members should report any breach or concerns about a breach to the President or any member of the Board of Directors.

Protection for people who raise concerns

The CBI is committed to protecting any person who raises concerns about a breach from retaliation or reprisals. Any attempt to make detrimental action against a person who



raises a legitimate breach will be treated seriously and may lead to disciplinary action.

Code of Conduct

The Code requires members to adhere to the standards set out below. These standards also apply to social activities related to any member of CBI that take place outside CBI premises and activities, and to comments made about other Members on social media where the status of the person making the comments as a CBI member is indicated or can be inferred.

1) Promote a positive musical environment

- a) Treat everyone with courtesy and respect and with due sensitivity to the needs of people with different backgrounds and cultures;
- b) Treat everyone in a way that promotes harmonious and productive relationships and a collaborative teamwork approach;
- c) Do not bully or harass anyone or discriminate against them;
- d) Do not encourage or support others in harassing or bullying, or in acting in a way that is contrary to harmonious relationships among the Members;
- e) Where appropriate, attempt to settle any complaints, disagreements or grievances involving other Members themselves in the first instance.

2) Demonstrate honesty and integrity

- a) Avoid situations which may give rise to financial or other conflicts of interest, and should any conflicts or possible perceptions of such conflicts arise, declare them immediately to the President;
- b) Ensure that their actions and decisions are not influenced by self-interest or considerations of personal gain or other improper motives;
- c) Not accept bribes or inducements that are intended to influence their decisions or action;
- d) Not make threats or otherwise attempt to intimidate anyone in any way.

3) Act competently and ethically

- a) Not be under the influence of alcohol or drugs during rehearsals or performances;
- b) Carry out their responsibilities diligently and efficiently;



- c) Comply with all applicable CBI policies and procedures;
- d) Avoid conduct that could bring the CBI or any of its Members into disrepute, including when using social media;
- e) Act in a way that protects and promotes the interests of the CBI.

4) Maintain the security of confidential official information

- a) Keep secure and confidential all personal information and records;
- b) Not release or use official information without proper authority, such as discussing or providing information on social media that could identify Members or divulge personal information;
- c) Not disclose, use or take advantage of confidential information obtained in the course of their membership, including when they cease to be a member in the CBI

5) Maintain appropriate relationships with Members

- a) Members must not take an unfair advantage of or exploit any relationship with other CBI Members in any way.