



SYMPHONY
TACOMA

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MUSIC DIRECTOR

Volunteer Opportunities

Building Community Through Music

Symphony Tacoma commits to represent the diversity of our community through equity and inclusion.

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OVERVIEW

Inspiring audiences with live musical experiences that transcend tradition, Symphony Tacoma (formerly Tacoma Symphony Orchestra) has been a vital part of Tacoma's cultural landscape for 70 years. In 2014, Symphony Tacoma welcomed new music director Sarah Ioannides, whom the Los Angeles Times called "one of six female conductors breaking the glass podium."

Established in 1946 with 30 volunteer musicians from the University of Puget Sound, the organization was professionalized in 1993 under the leadership of Harvey Felder, now conductor laureate. Today's Symphony Tacoma is a professional symphony with an Orchestra of over 80 musicians and a volunteer chorus, Symphony Tacoma Voices, with 70-plus musicians. Keeping live musical performance alive in the heart of the region, Symphony Tacoma attracts an annual audience of nearly 20,000 citizens throughout Pierce County and the Greater Puget Sound area.

Programmatically the Symphony's core season includes five main-series classical concerts, holiday choral pops and springtime orchestral pops, and annual performances of Handel's *Messiah*. These concerts are primarily held at the downtown Broadway Center for the Performing Arts in the historic Pantages and Rialto theaters, where Symphony Tacoma has been one of the primary resident arts organizations for more than 30 years. It also appears frequently with celebrity guest artists—Chris Botti, Jackie Evancho, Wynonna, Kenny Rogers and more—at the Tacoma Dome and Washington State Fair.

A growing menu of community engagement activities includes Mini Maestros, an interactive series for children ages 2-8 featuring reduced orchestra and chamber ensembles; and Simply Symphonic, an educational series for fourth and fifth graders with a curriculum partnership with Carnegie Hall's Link Up program. In addition, Symphony Tacoma's principal string musicians offer regular coaching for orchestra students in underserved Tacoma high schools, and master classes for the Tacoma Youth Symphony's senior orchestra.

Deeply committed to its role as one of the hubs of Tacoma's cultural sector, Symphony Tacoma is dedicated to the belief that the community is made stronger and more vibrant by experiencing great music together.

Volunteers are the lifeblood of the Symphony. In addition to the Orchestra, Voices and staff, the foundation of our success rests upon the many helping hands of the Gala steering committee, standing committees, Symphony Associates and Board members. This document is intended as an overview and introduction to the different ways of serving Symphony Tacoma as a volunteer. We appreciate your interest and hope you will find the involvement that suits you best.

Those interested in volunteering in any of these capacities should contact the Symphony Tacoma offices at 253-272-7264.

SYMPHONY TACOMA ASSOCIATES

WHO ARE THE SYMPHONY TACOMA ASSOCIATES?

Symphony Tacoma's Associates are engaged, enthusiastic, diverse teammates who believe in symphonic music and its vibrant contribution to our community. Associates come from different walks of life. Some may be considering future membership on the Board of Directors, the elected body legally charged with governance and financial oversight of the organization. Some may be early in their careers and eager to gain experience in community service and nonprofit volunteering. Still others are subscribers and donors of the Symphony who want to deepen their engagement and help advance the Symphony in a hands-on role.

WHAT DO ASSOCIATES DO?

Associates assist in planning special events, volunteer at concerts or in the office, and help with running community engagement and education programs such as Simply Symphonic. Some serve as ex-officio members of the Board's standing committees: Audience Development, Artistic Development, Stewardship and Advancement, Finance, and Leadership & Governance. Associates have the opportunity to attend dress rehearsals, Symphony Tacoma's Annual Appreciation Reception, and other special functions of the organization.

WHAT'S EXPECTED?

Interested prospects are usually sponsored by a member of the Board of Directors or a current Associate. Members are encouraged to become Symphony Tacoma subscribers and to consider making an annual financial gift to Symphony Tacoma. A three-year term is typical, although many Associates choose to serve longer.

Symphony Associates meetings are held bimonthly at 4:00 pm on the third Thursday of the month. The Associates Steering Committee meets on alternate months, third Thursday, 4:00 pm.

Symphony Tacoma Associates are accountable to the Symphony Board of Directors via the Board president. The Symphony Engagement Manager coordinates Associates activity. The Associates Chair serves as liaison to the full Board of Directors.

WHAT ARE THE BENEFITS OF MEMBERSHIP?

- Be involved in the concert production process
- Experience dress rehearsals
- Enjoy Music Mixers prior to concerts
- Attend the Annual Symphony Tacoma Appreciation Reception
- Access Symphony Tacoma newsletters and communication
- Enjoy the Annual Associates picnic
- Get to know other dedicated people committed to Symphony Tacoma

SYMPHONY TACOMA ASSOCIATES STANDING COMMITTEES

- Steering Committee
- Concert Support: Meet & Greet, Patron Services Assistance, Off-Site Concert Support
- Music Mixers
- Rehearsal Support
- Administrative Support
- Education

SYMPHONY TACOMA VOICES

WHO ARE THE SYMPHONY TACOMA VOICES?

The 70-plus member Symphony Tacoma Voices has a long and proud history as part of the Symphony Tacoma organization. The volunteer choir consists of professional singers, music educators, as well as amateur singers from across all walks of life in the south Puget Sound region. Our choir, ranging in age from 16 to 86, represents the best of what arts can do for people in a community. Amateur means to work at something one loves. This work then is reflected not only in our energetic and inspiring Monday night rehearsals, but in our volunteerism, our fund raising and support for the orchestra, our visibility in the community and our international travel. Under the leadership of Geoffrey Boers, the choir has toured to China, Italy, Germany, the Czech Republic, Austria, Croatia, and Bosnia.

WHAT DO THE VOICES DO?

Symphony Tacoma Voices performs throughout the concert season both in conjunction with the Symphony and as a stand-alone chorus. Programmatically the Chorus' season includes annual performances of Handel's *Messiah*, one or more performances with the orchestra for various classical concerts, and a springtime concert of their own. The group rehearses each Monday evening from September through mid-May. Membership is attained via audition typically in late August or early September or by special arrangement during the season.

STANDING COMMITTEES

AUDIENCE ENGAGEMENT COMMITTEE

PURPOSE:

The Audience Engagement Committee builds strong audience support and loyalty for Symphony Tacoma through appropriate enhancements to the concert experience. The committee develops and implements an audience engagement strategy, including pre- and post-concert events featuring Symphony Tacoma staff and musicians, guest artists, local music educators, and other experts. The Committee works with staff on strategies to convert single ticket purchasers to season subscribers (and donors) and promotes opportunities for volunteer involvement at all levels of the organization. The Committee's key responsibilities and activities include.

KEY RESPONSIBILITIES AND ACTIVITIES:

1. Planning and executing a variety of events/activities (e.g., Music Mixers) that augment the concert experience for subscribers and single ticket buyers.
2. Enlisting the Music Director, Executive Director, professional staff, Symphony Associates, and board members in engagement activities that surprise and delight audience members.
3. Supporting efforts to convert single ticket buyers to season subscribers with strategies that move "tryers" to "buyers" to "advocates" for Symphony Tacoma.
4. Identifying and resolving issues that may discourage attendance or put off participation in Symphony Tacoma events and programs.
5. Monitoring and supporting annual season subscription campaign and single ticket sales strategies with a goal of increasing attendance at concert events.
6. Acting as a sounding board to the marketing staff on sales and promotion strategies, including an interactive web site and robust social media presence.

MEETINGS:

The Audience Engagement Committee meets monthly on the second Wednesday from 3:30 to 5:00 PM at the Symphony Tacoma Office.

FINANCE COMMITTEE

PURPOSE:

The Finance Committee is responsible for the overall direction and control of the finances of the corporation. The Chair of the Committee is the Treasurer of the Board.

KEY RESPONSIBILITIES AND ACTIVITIES:

1. The Committee, in consultation with the Executive Director and the Music Director, recommends and presents to the Executive Committee and the Board an annual budget for approval no later than the June Board meeting. The annual budget must be presented to, and reviewed by, the Board at least one month prior to approval.
2. Responsible for monthly review of financial performance drivers and outcomes, analysis in partnership with staff as needed, and preparation for Board discussion.
3. Partner with the Executive Director (ED) and Staff to generate, analyze and recommend to the Board scenarios for improving revenue and expense.
4. Forecast year-end performance against budget and goals quarterly for review and discussion by the Executive Committee and the Board.
5. Review and make recommendations around external financing, banking related issues, and third-party costs.
6. Participate in development of the budget for special events, including the annual Gala.
7. Monitor the Endowment Fund and adherence to the Symphony Tacoma Investment Policy.
8. Review and update (or revise as needed) financial policies and procedures. Draft new policies as necessary and bring to the Board for approval. Monitor and ensure compliance with all financial policies and procedures.
9. Work with external audit firm on preparation of annual reviewed financial statements and IRS Form 990. Prepare for Board discussion of both documents.
10. Develop, maintain and drive committee action through an annual work plan that aligns with and supports the Symphony Tacoma Strategic Plan and annual priorities set by the Board.

MEETINGS:

The committee meets monthly on the third Monday from 5:00 to 6:30 PM at the Symphony Tacoma office.

FUND DEVELOPMENT COMMITTEE

PURPOSE:

The Fund Development Committee oversees the planning and implementation of fundraising strategies and campaigns, which are implemented by Board members and staff.

KEY RESPONSIBILITIES AND ACTIVITIES:

A primary responsibility of the Board of Directors is to generate the philanthropic resources needed to fulfill the mission of Symphony Tacoma. Fund development is a Board-wide activity, not one that is relegated solely to the Fund Development Committee. The Fund Development Committee enables the Board's efforts by performing the following activities:

1. The committee works closely with the development staff to produce the annual development plan, which specifies strategies, sources, and responsibilities.
2. The committee ensures the collective identification, cultivation and stewardship of potential and current funders.
3. The committee trains, inspires, models, and advises the Board in matters of fund development and fundraising techniques, and it ensures Board engagement in seeking to reach individual influence giving goals.
4. The committee provides support for special fundraising events.
5. The committee participates in budget development to ensure contributed revenue goals are attainable, and it provides periodic reports to the Board regarding fundraising activities and evaluation of the results.

MEETINGS:

The committee meets every month on the first Wednesday at 4:00 PM at Symphony Tacoma Office.

LEADERSHIP & GOVERNANCE COMMITTEE

PURPOSE:

The Leadership & Governance Committee is responsible for assuring that the Board maintains high standards of governance in carrying out its responsibilities.

KEY RESPONSIBILITIES AND ACTIVITIES:

1. Maintain the By-laws by reviewing and updating as required.
2. Recruit high-quality Board Members from the community by:
 - Ensuring that all prospective candidates have a genuine passion for the arts, and the time and desire to serve effectively.
 - Targeting industries and businesses that reflect the community.
 - Soliciting names of key community contacts in the targeted areas from Board Members and others on a continuous basis.
 - Rapidly integrating new Board Members by assigning mentors and holding formal orientation sessions.
 - Holding follow-up discussions with new Board Members to assure proper integration with the Board.
3. Monitor the health and motivation of the Board by:
 - Conducting a survey of all Board Members on an annual basis.
 - Holding focus meetings with subsets of the Board as appropriate.
 - Periodic informal discussions with Board Members as appropriate.
4. Organize an annual Board Retreat
5. Improve and maintain the efficacy of Board Members via education and training.
6. Develop the Strategic Plan, and monitor progress against the Plan.
7. Monitor the effectiveness of the Advisors and Symphony Associates.

MEETINGS:

The committee meets monthly on the first Thursday at 4:00 PM at the Symphony Tacoma Office.

COMMUNITY CONNECTIONS COMMITTEE

PURPOSE:

The Community Connections Committee identifies opportunities for authentic connections with organizations and individuals that reflect the rich diversity of the South Sound region. The Committee helps develop inclusive strategies, facilitates introductions and supports efforts to build meaningful relationships for the mutual benefit of the community and Symphony Tacoma. The Committee's key responsibilities and activities include:

KEY RESPONSIBILITIES AND ACTIVITIES:

1. Recognizing racial, cultural, ethnic, age, differently abled, and social groups that are under-represented at Symphony Tacoma events and identifying barriers that may discourage attendance/participation.
2. Developing/implementing plans for ongoing outreach to under-represented groups and identify resources needed to expand and deepen community engagement.
3. Evaluating effectiveness of Symphony Tacoma community connections and providing feedback on marketing/communications strategies, collaboration possibilities, artistic partnerships, etc.
4. Identifying opportunities and support strategies to broaden Symphony Tacoma's education programs through creative partnerships and new funding sources (e.g., *Tacoma Creates*).
5. Suggesting strategies that inform Symphony Tacoma's audience engagement efforts, such as contextual experiences related to concert programs.

MEETINGS:

A meeting schedule is in development for this new committee.

GALA STEERING COMMITTEE

PURPOSE:

The Gala Steering Committee spearheads the solicitation of auction donations and Gala sponsors and provides input on strategic choices such as event invites, décor, and budget goals.

KEY RESPONSIBILITIES AND ACTIVITIES:

1. Work in partnership with the Gala coordinator to identify potential item donations, approach donors, solicit their donation and submit a record to the Symphony.
2. Work in partnership with the Executive Director to identify potential sponsors.
3. Identify potential volunteers and serve as liaison to the Gala coordinator to recruit and place volunteers in needed positions.
4. Attend the Gala and provide additional volunteer support to set up the silent auction, assist with décor, or sell raffle tickets as requested.

MEETINGS:

The Committee typically meets monthly from April through early October.

BOARD OF DIRECTORS

The Board of Directors of Symphony Tacoma established and oversees the policies and governance of the organization, establishes the vision and strategic plan, and hires and oversees the Music Director and Executive Director. It is responsible for making certain that the organization has the financial and human resources to fulfill its mission, and that business is conducted in a manner consistent with the policies and bylaws, Musicians' Union Collective Bargaining Agreement, employee handbook, and organizational values.

Prospective Board members are nominated by anyone on the Board and reviewed by the Leadership / Governance Committee. If elected, they serve a three-year term, after which time they may be nominated for additional terms (Symphony Tacoma does not have term limits). Officers are elected annually, but it is traditional for officers to serve for two consecutive years under normal circumstances.

Board members are expected to meet the following commitments:

- To subscribe to the full concert season.
- To make an annual financial contribution. There is no set dollar amount for donations, but directors are expected to contribute an amount that is significant to them.
- Directors are expected to attend all Board meetings and are required to attend a minimum of 70% of the meetings.
- To serve on at least one committee. Committees are a mixture of standing and task forces, and engage in a mixture of planning, oversight and action, but the emphasis is on doing the work of the organization, not sitting in meetings.
- To participate in fund-raising activities. Ways of participating include: prospect identification, cultivation, solicitation, and donor stewardship. Directors are expected to attend the annual Gala, to assist in procuring auction items, and to arrange for at least one table of guests at the Gala.
- To be an ambassador for the Symphony. This includes inviting and encouraging people to attend concerts; seeking and maximizing opportunities to increase the Symphony's presence and visibility in the community; and being conversant with "elevator speech" talking points and prepared to share them with colleagues and contacts.

Board members sign an annual commitment form outlining how they will participate in the success of the organization.

MEETINGS:

Board of Directors meetings occur monthly except in March, July, and December.