

THE YPSILANTI COMMUNITY BAND—THE FIRST 30 SEASONS¹

By

Jerry Robbins, Ed.D.

It's a Tuesday evening. Wayne Jahnke assembles his trombone as he readies for a rehearsal of the Ypsilanti Community Band (YCB). Across the room--which is crowded with numerous other adult musicians warming up on various concert band instruments--Lorne Kennedy warms up his clarinet by playing scales and arpeggios.

Both Jahnke, a retired utilities administrator, and Kennedy, a retired postal worker, have met for this purpose most Tuesday nights for the past 30 years. Both are charter and continuous members of a local volunteer musical organization that began in 1979.

The YCB began on January 22, 1979, when Lynn Cooper, then in his 10th year as a band director in the Ypsilanti schools, called together a group of 23 of his friends, his former students, and band students from Eastern Michigan University (EMU). At that exploratory meeting, it was decided to continue with the organization of a community band and the first rehearsal was set for February 20, 1979. More than 50 people attended that first rehearsal and the Band was under way.²

From those actions, the present Ypsilanti Community Band was born. However, this was, by no means, the first adult band organization in the community.

Predecessor Bands in the Community.

The Ypsilanti community has a rich tradition of organized adult band music. This is, of course, in addition to its extensive traditions with public and private school and university band programs.

City Band, Ypsilanti Cornet Band, and Light Guard Band.

In *The Story of Ypsilanti* (1923), Harvey Colburn mentions a city band in the mid-1800's, led by Fred Cutler, a local cornetist.³ Perhaps this is the same group mentioned

¹ Material not given a specific citation is from the YCB archives.

² John Betrus, Chapter I ("The Ypsilanti Community Band") of his thesis for the degree of Master of Music from Eastern Michigan University. A copy of this chapter may be found in the YCB archives. Betrus drew much of his information about the beginnings of the YCB from interviews with Lynn Cooper, the Band's founder, in February 1985 and from printed documents (programs, newspaper clippings, and letters) that Cooper made available to him at that time.

³ *Ibid.*

by James Thomas Mann in *Ypsilanti: A History in Pictures* (2002), where he refers to and provides a photograph of the Ypsilanti Cornet Band, a group of approximately 10 players. The caption reads: "The Ypsilanti Cornet Band was founded in the 1870's and led by Fred Cutler. The band often performed while riding in a glorious chariot of blue and gold, or marching at the head of a parade. It was said there could be no finer or more inspiring music than that of the Ypsilanti Cornet Band. Eventually the band separated, the chariot was lost, and now even the memories are gone." The photograph identifies part of the players and their instruments: "Fred Cutler, cornet; Al Stuck, tuba; O.F. (Cub) Berdan, solo alto; Fred Emerick, tenor; _____ Rogers, cornet; Gabriel Muir, tenor; Robt. Young, baritone & cornet; James Lowden, tenor."⁴

This band dissolved and was replaced by the Light Guard Band in 1872. This band was presumably attached to Ypsilanti's Company G of the Michigan National Guard, and it performed at many military and civic functions into the late 1890's.⁵

A second Ypsilanti City Band was organized in 1876, led by Charles Skinner. According to Harvey Colburn in *The Story of Ypsilanti*, "its first public appearance outside of Ypsilanti was in the City of Chicago, where it . . . was much admired for its appearance and music. Attending a State Tournament at Flint, the band won first place for musical proficiency and second place for drill."⁶

Unknown "marching bands"—perhaps including the Light Guard Band--greeted the men of Company G when they returned to Ypsilanti from the Spanish-American War on May 19, 1899.⁷

The (original) Barnhill Band and the Barnhill Memorial Band.

Perhaps the best remembered former Ypsilanti adult band was the "Barnhill Band," founded by John F. Barnhill, a professor of mathematics at Michigan State Normal College (now EMU). In 1923, Professor Barnhill reestablished the Normal College Band and then, in 1924,⁸ turned his musical and organizational talents to the task of establishing the Ypsilanti High School (YHS) Boys Band and, later, in 1937,⁹ the YHS Girls Drum and Bugle Corps. By this time he had also organized an adult Ypsilanti community band. This adult band was well known for its summer park concerts and was

⁴ Thomas J. Mann, *Ypsilanti: A History in Pictures*. Chicago: Arcadia Publishing Co., 2002, p. 61.

⁵ Betrus, *op. cit.*

⁶ *Ibid.*

⁷ Mann, *op. cit.*, p. 119.

⁸ Lois Hopp Katon, in "The Ypsilanti High School Drum & Bugle Corps," *Ypsilanti Gleanings*, Summer 2006, p. 5, gives this date as "mid-year of 1925."

⁹ Lois Hopp Katon, *ibid.*, gives this date as "winter of 1935," with a first performance in March 1936.

conducted by Barnhill himself until his death in 1941. The band was then renamed the John F. Barnhill Memorial Band in his honor. The Memorial Band was led by a number of area musicians, most of whom had been band members under Barnhill. Unfortunately, the band's numbers began to dwindle and it dissolved in the 1960's.¹⁰

Ypsilanti Community Band

The Beginnings. The original purposes as set by Lynn Cooper and the other founders of the YCB were: “to contribute positively to the musical environment of the area it serves. . . .; to provide an opportunity for individual musical expression and growth among the membership; [and] to reaffirm the community concert band position in American music.”¹¹ With minor changes in wording over the 30-year history of the YCB, the intent of these purposes remains firmly in place.

Among the features that have made and continue to make YCB different from many other musical groups are (a) the policy and tradition of “no auditions,” (b) the policy and tradition of “any player of a concert band instrument is welcome,”¹² (c) “all concerts are free,” and (d) all personal services are donated.¹³

Conductors

The YCB has had five conductors. Their lengths of service have ranged from one season to more than 10 seasons.

Lynn Cooper (1979-1985). Lynn Cooper, the founding conductor, took up the trumpet while in the 5th grade at George Elementary in Ypsilanti. He played in the YHS band under Al Townsend. Later, he was the drum major of the University of Michigan marching band and he received his bachelors and masters degrees from that institution.¹⁴ He began his teaching career in 1966 in the Whiteford Schools of Ottawa Lake, moved to

¹⁰ From the YCB 10th anniversary brochure, supplemented by materials provided to the author by the late Harold Goodsmann, in particular, Goodsmann’s unpublished paper, “The Life of John F. Barnhill.”

¹¹ “Constitution and Bylaws of the Ypsilanti Community Band,” n.d., YCB archives.

¹² The “no audition” policy has been in place continuously through the life of the Band. In the early years, there was a policy of membership “if a vacancy exists” but, for many years now, this has not been enforced and all have been welcome. For much of its life, YCB required members to be “post high school,” but all age/educational status provisions have been removed in recent times. There have been very few members under 18, though.

¹³ Token honoraria are offered to guest artists who perform with the Band.

¹⁴ *Ypsilanti Press*, June 10, 1984.

West Junior High School in Ypsilanti in 1969, and was appointed Director of Bands at Ypsilanti High School in 1971.¹⁵

In 1979, Cooper felt that “the area was ripe for a post-high school performance group. In addition, Cooper held strongly to a personal tenant [*sic*] that some sort of functional organization should be established as a learning extension of the K-12 public school band program.”¹⁶ Cooper led organizational and musical activities of the YCB during the formative first seven seasons.

He left the area in 1985 to accept a position at Asbury College in Kentucky, from which he has retired recently. During his years at Asbury he completed his doctorate (from UM) and became chair of the Department of Music at that institution.

Paul Stanifer (1985-1986). Although Ronald Sutton, a member of the YCB, conducted the December 1985 concert, Paul Stanifer is credited with service as the second YCB conductor for the 8th (1985-1986) season. Stanifer lived at the time in Temperance, MI. He had taught in the Bedford schools for 17 years before switching to a management and sales career. During those years, he had conducted the Music Youth International group during its 1980 tour of Morocco and Spain and its 1981 tour of the British Isles. He also served as a conductor at the Blue Lake Fine Arts Camp.¹⁷

Stanifer later joined the staff of the Michigan School Band and Orchestra Association and he currently serves as the Executive Director of that organization.

Charles Lee (1986-1988). Charles Lee, a native of Indiana, served as YCB’s third conductor for the 9th and 10th (1986-1988) seasons. A former high school and college band director, he had previously worked at St. Joseph’s College and Morehead State University. He was the first director of bands at the University of Nevada at Las Vegas. He also served on the Indiana State Arts Commission and had been director of entertainment for the Las Vegas Seagulls professional soccer club. Lee received his Ph.D. from the University of Michigan in higher education in 1982.¹⁸

At the time of his appointment as YCB Music Director and Principal Conductor, Lee was the corporate marketing manager for education at the Burroughs Corporation. Following his service with the YCB, Lee held other corporate positions. He recently retired and lives in South Carolina.

Kenneth Bowman (1988-1998). Kenneth Bowman served as the YCB conductor for the 11th through 20th seasons (1988-1998), making him the fourth conductor.

¹⁵ Personal correspondence between the author and Lynn Cooper, September 23, 2008.

¹⁶ Betrus, *op. cit.*, pp. 4-5.

¹⁷ *Ypsilanti Press*, April 14, 1986; *Ann Arbor News*, February 16, 1986.

¹⁸ *Ann Arbor News*, October 25, 1986; *Ypsilanti Press*, December 11, 1986.

Bowman grew up in Connecticut, where his first band experiences, in elementary school, were on the saxophone. However, he switched to tuba for high school, college, and thereafter, having had a chance to study with the famous William J. Bell, tubist of the New York Philharmonic. His first degree was from Danbury State Teachers College in Connecticut. Bowman then served in the U.S. Army after graduation and played with the First Army Band (NY) and the Ninth Army Band in Fairbanks (AL).

He began his teaching career in 1961 in Fairbanks, teaching at the elementary level. After earning his masters degree from the University of Michigan in 1965 he taught band in Armada, MI for two years. He came to Lincoln High School in 1967 and was the band director there until his retirement in 1989.¹⁹

Bowman was a charter member of the YCB and performed with the group from 1979 through 1998, when he retired from the YCB. After playing tuba with the Band for about 10 years, he guest-conducted the December 1988 concert and was named conductor in early 1989. He died in 2007.

Jerry Robbins (1998-present). The fifth conductor, Jerry Robbins, has served in that role from 1998 to the present time. A native of Arkansas, he started playing the trombone in the 6th grade. His bachelor's degree is in mathematics and music from Hendrix College and his masters and doctorate are in educational administration from the University of Arkansas, Fayetteville. After a brief career as a high school band director in Clinton, AR, he went on to become a high school principal, university professor, department chair, and central university administrator at several institutions. Robbins served 25 years as Dean of the College of Education at three institutions. He retired from that position at EMU in 2004.

Active in community music groups all his adult life, Robbins served 11 years as the assistant conductor (and periods as the acting conductor) of the North Fulton Community Band (now the Atlanta Wind Symphony) in Georgia. When he came to EMU in 1991, he joined the YCB as a trombone player, sometimes playing other instruments. In 1993, he was named assistant conductor of the YCB, a position he held until being named YCB conductor in 1998. (The Band was known as the "Barnhill Band" during the indoor season from 1998 to 2002.)²⁰

Assistant Conductors

There have been periods of time when there was no assistant conductor. In some cases, an individual served several times as "guest conductor" before being officially named "assistant conductor." YCB's assistant conductors have included:

Michael Chiumento (1979)
John Mason (1983-1985)

¹⁹ "Band Notes," Newsletter of the YCB, May 1989. In the YCB archives.

²⁰ From the Band's web site, ypsicommband.org, "About Us," "Conductor."

Lawrence VanOyen (1986-1987)
Michael Letovsky (1988-1990)
Janet Williams (1990-1991)

Diane Joslin (1990-1992)
Jerry Robbins (1993-1998)
George Thompson (1998-2002)
Jon Margerum-Leys (2002-2005)
James Wagner (2007-present)

Pat Padilla (2007-present)
Vince Chrisman (2008-present)

Players

Until recent times, the records of the playing members of the YCB were the printed programs for concerts. There were 59 players listed for the first concert in May 1979, a number that increased to 68 for the next concert in July of that year.

The least number of players on record for an indoor concert was 35 for the March 2, 1995 and May 1, 1997 concerts. The greatest number of players listed on the program for an indoor concert was 89 for the October 18, 2001 concert. The greatest number of players listed on the program for an outdoor concert was 92 for the June 28, 2007 concert. (In recent years, each printed program has listed the formal membership of the Band at that time, rather than the number of persons actually playing, a number which typically would be about 20% smaller.)

During the Lynn Cooper years, the number of players at any given time tended to be in the 60's, but there was a drop off in membership (to generally in the 50's) during the next three years. During the Ken Bowman years, the number of players at any given time gradually dropped from the 70's to the 40's. During the "Barnhill Band" years (1998-2002) under Jerry Robbins, there were typically 70-85 players at any given time during the academic year. After that, without the EMU affiliation, for a while, the number of players at any given time was in the 50's and 60's, gradually increasing to the 70's--and more--of recent times.

The 30 seasons of printed programs include 878 different individuals who have played with the Band during that period. The mean number of seasons per player is three, but there is a dedicated group of players who have a long history with the Band.

Wayne Jahnke (trombone) and Lorne Kennedy (clarinet), both charter members, have completed their 30th season with YCB. Other long-serving members are the late Harold Goodsman (trumpet, a charter member) with 29 seasons; George Craven (trumpet) with 27 seasons; and Jim McGraw (clarinet) with 26 seasons. Both Rich Valencourt (trumpet) and Tom Warner (percussion) have completed 25 seasons.

Val Kabat (bass clarinet) has 23 seasons to her credit and both George Appel (clarinet) and Jane Bishop (horn) have 21 seasons in which they have contributed. Wendell Birdsall (clarinet, saxophone, etc.), the late Ken Bowman (tuba, conductor, and a charter member), Duane DeButts (saxophone), and Earl Holbrook (trumpet) each have been involved for 20 seasons.

David Peele (flute) and John Reves (trumpet) each have 19 seasons of credit. Virgil Christophel (tuba), Rich Cranston (percussion), and Judith Mohl (clarinet) each have 18 seasons of credit. Those who have been involved for 17 seasons include Lisa Q. Muenzenberger (clarinet, a charter member), Jerry Robbins (trombone, conductor), Aaron Taratsas (percussion), Sandy Wagner (clarinet and saxophone), and the late Carl Young (tuba).

Sixteen years of service have been contributed by Joe Burke (trumpet), the late Randy Katon (percussion), Dick Pitcher (horn), and Erick Starnal (tuba). Ralph Cobb (trumpet), Laura Durham (clarinet), the late Tom Herman (trombone, a charter member), Jon Kennedy (saxophone, a charter member), Peter Sparks (trombone), and Michelle Tripp (clarinet) all have been involved for 15 of the 30 seasons. Another 110 persons have played between five and 14 seasons.

Performances

As of the end of the 30th season, the YCB (or major ensembles from the Band) had performed at nearly 300 events, according to available records. This is probably an “undercount,” in that the *Ypsilanti Press* reported, in the spring of 1992, that there had been 103 performances to that time.²¹ Records currently available reflect no more than 98 performances to that point. In addition, records are incomplete in terms of a number of performances by ensembles. The number of known performances per season has ranged from two (1979) to 19 (2007-08). Another indicator of the Band’s increased activity is that 42% of all known performances have occurred during the most recent 1/3 of its life.

The Length of the Season. The first (organizational) season began with a February 20, 1979 rehearsal, included a May 4, 1979 concert in the Ypsilanti High School auditorium, and concluded with a July 5, 1979 concert in Riverside Park. However, in seasons two through seven (1979-1985), the season started with a concert relatively early in the calendar year (and rehearsals that began in the late fall of the previous year) and concluded in mid-July.

In 1985, the start of season eight, YCB began a tradition of starting rehearsals earlier in the fall and holding a December holiday concert jointly with the Ypsilanti Community Choir (YCC). Such concerts have been held annually since. To end that same concert season, in 1986 the Band made its first of every-year-since appearances at

²¹ Wayne Studer, “It’s the real band in our community,” *Ypsilanti Press*, May 17, 1992.

the Ypsilanti Heritage Festival, typically a third-week-in-August event. A late fall through mid-August calendar of rehearsals and performances was maintained through season 20 (1997-1998).

The YCB's affiliation with the Department of Music at EMU from 1998 through 2002, resulting in the "Barnhill Band," required YCB to conform to the academic calendar. As a result, rehearsals began with the start of the school year in 1998, a practice that has continued to this time. An October concert was initiated in 1998 (shared with an EMU Band from 1998-2002) and has continued to the present time. As a result, since 1998, the Band has been a "year-round" band, with a September through mid-August rehearsal and performance season.

Indoor (and fall/winter season) performances: 1979 to 1998. From 1979 through the spring of 1998, almost all indoor concerts of the YCB were held in the auditorium of Ypsilanti High School. The few exceptions included performances at the Ypsilanti Central Community Building (once each in 1980 and 1984), Pease Auditorium at EMU (once in each of 1986 through 1989), and Holy Trinity Chapel (once in 1995). YCB provided the music for EMU's December 1987 Commencement Ceremonies in Bowen Field House.²² The YCB performed concerts in the West Middle School gymnasium in 1996 and 1997. In addition, brass ensembles from the Band played for December outdoor holiday civic events several times during this period.

Indoor performances: 1998 to 2002. As a result of the Band's affiliation with EMU, all of the (Barnhill Band's) indoor concerts from the fall of 1998 through the spring of 2002 were held in Pease Auditorium at EMU.

Indoor performances: 2002 to present. Since the fall of 2002, most of the Band's indoor concerts have been held in Towsley Auditorium in the Morris Lawrence Building at Washtenaw Community College (WCC). There have been a number of interesting exceptions, which include:

- On September 15, 2002, the Band played for a "change of command" ceremony at the Selfridge ANG base in Macomb County. The U.S. Navy provided a truck and a bus to move YCB personnel and equipment.

- In February 2005, the Band made the first of four (to date) consecutive annual invited appearances at the prestigious Red Cedar Festival of Community Bands, held at Okemos (MI) High School. Many more bands apply to participate than can be handled in the twelve time slots.

- In April 2005, the YCB's Pep Band was invited to provide the music for ESPN's live coverage of the Professional Bowling Association finals, which were held in the

²² All of the members of the EMU concert band that would ordinarily have played for this event were traveling with the EMU Marching Band. The EMU Marching Band and all of the conductors were out of state in connection with a football bowl game.

EMU Convocation Center. This resulted in YCB's largest audience, via television, to date.

- In the fall of 2005 and again in December 2006 and December 2007, a YCB brass quintet provided music for Ypsilanti civic events. A brass quintet also provided much of the music for Ken Bowman's memorial service on April 26, 2007.

- YCB arranged to use Pease Auditorium at EMU for an October 20, 2005 re-creation of a Sousa Band concert.

- YCB has used the lobby of the Morris Lawrence Building at WCC for its second (2007) and subsequent annual ensemble concerts.

- The Band performed for a senior citizens event at the Ypsilanti Township Community Center on September 27, 2007.

- In a first for the YCB, the Band performed with a high school band in the Whitmore Lake High School Auditorium on April 10, 2008. The Whitmore Lake High School Band performed three numbers, followed by three from the YCB. Then the two bands combined for the final three numbers of the concert.

- A YCB brass/percussion ensemble accompanied a portion of the Ypsilanti Community Choir's 25th anniversary concert at Emmanuel Lutheran Church on May 2, 2008.

Outdoor/Summer Concerts: 1979 to present. From 1979 through 2005, the Band performed frequently in Ypsilanti city parks—most frequently in Recreation Park, but in Riverside, Prospect, and Candy Cane parks as well. A June concert in Recreation Park that included a pie sale/event was an annual activity every year between 1991 and 2005, with the pie event²³ continued in later years, although at other locations. Other outdoor/summer performance locations have included:

- A 1980 concert for the patients and staff at the Ypsilanti Regional Psychiatric Hospital.

- A 1984 concert at St. Matthews United Methodist Church.

- 1984, 1986, and 1987 appearances at the Manchester Chicken Broil.

- In 1986, the YCB first performed at the Ypsilanti Heritage Festival and it has performed at this August event every year since. The YCB performed twice in 1989 in connection with Heritage Festival events—the additional concert being part of the celebration of the 100th anniversary of the famous Ypsilanti water tower.

²³ In recent years, YCB has referred to this as a “pie event,” rather than by the former term of “pie sale.” It seems that the sale of pie triggers a host of governmental regulatory functions that are avoided by giving away pie to people who make an appropriate cash donation to the Band.

- In 1988, there was a concert at the McAuley Health Center; in 1989, there was a concert in the UM Hospital courtyard.

- In 1988, the Band first performed as part of Yankee Air Museum Memorial Day ceremonies. The Band has played there every year since.

- In 1989, and through much of the '90's, the Band presented an annual summer concert in the Belleville area.

- In 1999 YCB performed in both downtown Ypsilanti and in Ypsilanti's Depot Town.

- In 2000, the National Council of Professors of Educational Administration held its annual convention in Ypsilanti and YCB performed for this group at a picnic at the EMU Lake House/University Park.

- In 2001, YCB played near the Mark Jefferson plaza on the EMU campus and student affairs personnel from EMU served free ice cream to the audience.

- In 2003, the Band was invited to provide a pre-event concert and to play ceremonial music for the United Association (plumbers and pipefitters) Completion Ceremony (affiliated with WCC), held in the EMU Convocation Center. YCB has performed this function every year since. A brass ensemble provided music for 2003 ceremonies at WCC related to facilities for UA training activities.

A change in city policies had the effect of prohibiting the YCB from performing in Ypsilanti city parks during and after 2006.²⁴ Since that time, in addition to outdoor performances mentioned above, the Band has performed at WCC's Community Park (2006, 2007), the EMU Lakehouse/University Park (2006), Ford Lake Park (2007), Wilson Park in Milan (2007, 2008), and at the Lakeshore Apartments on Ford Lake for a (rained out) concert and fireworks show (2008).

- In 2007 and 2008 the YCB Pep Band played for the Dexter-Ann Arbor Run.

- Concordia University invited YCB to be part of a three-band concert (with the Plymouth Community Band and the Dodsworth Saxhorn Band) on the Concordia campus in 2007.

- Twenty members of the YCB provided a "back up" ensemble for the Lady Sunshine and the X Band's performance at the Top of the Park series in Ann Arbor in 2007.

²⁴ City officials have since announced various changes in these policies and have indicated a willingness to waive some of the other requirements.

- YCB members traveled to Clarkston on May 24, 2008 to participate in a joint/combined band concert with the Clarkston Community Band.

- YCB provided many of the wind/percussion players for the pit orchestra for the Hartland Players production of “West Side Story” in August 2008.

There are not records to support this assertion, but YCB tradition, backed by the memory of long-time players, is that no more than four outdoor concerts during this entire time have been completely “rained out,” although there are instances where the program started late or ended early because of the weather.²⁵

Special Concert Features, including Guest Artists

Guest conductors. In addition to the appointed conductors and assistant conductors and other members of the YCB, several prominent guest conductors have led the Band over the years. The first of these was H. Robert Reynolds²⁶ in 1980. He was followed the following year by Carl St. Clair.²⁷

Max Plank²⁸ has guest conducted the band four times, the first in 1982, followed by appearances in 1988, 1998, and 2000. Michael Krajewski²⁹ was a guest conductor in 1983. David Woike³⁰ guest conducted in 1997.

Soloists. In addition to a number of members of the YCB who have soloed with the band, guest soloists have included Paul Bravender,³¹ baritone, in 1980 and 1981; combined church choirs from the area in 1981; the EMU marimba quartet in 1982;

²⁵ There have been recent notable instances of weather problems. The July 2008 concert and fireworks show were rained out. The next month’s concert in Milan was aborted after the national anthem and a march.

²⁶ At the time, Reynolds was the Director of Bands at the University of Michigan.

²⁷ St. Clair is a former University of Michigan faculty member. He has served as the conductor of the Ann Arbor Symphony, as assistant conductor of the Boston Symphony, and as conductor of the Pacific Symphony, among other positions.

²⁸ Plank was, at the time, and for a long time afterwards, Director of Bands at EMU.

²⁹ Krajewski was the assistant conductor of the Detroit Symphony Orchestra. He had previously served as the band director at Ypsilanti’s West Middle School and had assisted with the band at Ypsilanti High School. Since then, he has served as the resident conductor for the Florida Symphony, as music director of the Modesto Symphony, and he is the principal pops conductor of the Houston, New Mexico, and Jacksonville orchestras.

³⁰ Woike was Assistant Director of Bands at EMU at the time. He is currently the Head of the Department of Music and Dance at EMU.

³¹ Bravender was a member of the vocal faculty of the Department of Music at EMU.

Carter Eggers,³² trumpet, in 1983, 1987, 1988, and 2007; Al Townsend,³³ trombone, in 1984; the late Louis Stout, Sr.³⁴ and Daniel Ross, horn duet, in 1986; Debbie Baer,³⁵ trumpet, in 1987; J. Whitney Prince,³⁶ xylophone, in 1990; James Wagner,³⁷ piano, in 1994; Kimberly Cole,³⁸ clarinet, in 1998; EMU Ballroom Dancers and EMU Swing Society in 2000; hand bell choirs from the Ypsilanti and Ann Arbor First United Methodist Churches in 2000 and 2005; David Vaughn,³⁹ bass, in 2001, 2005, 2007, and 2008; Candice Johnson,⁴⁰ soprano, in 2001; Ausra Motuzaitė-Pinkeviciene,⁴¹ organ, in 2002; Scott Elsholz,⁴² organ, in 2002; Patrick Echlin and Kevin Trombley,⁴³ trumpets, in 2004; Amy Feldkamp,⁴⁴ violin, in 2005; and Greg Hulbert and Scott Hulbert,⁴⁵ marimba duet, in 2008.

Twirlers who have performed with the YCB during Heritage Festival concerts include Cara Jasiolek⁴⁶ in 2001 and 2002; Chelsea Palazolio in 2003; Nathan Magyar⁴⁷ in

³² Eggers is a long-time professor of trumpet in the Department of Music and Dance at EMU.

³³ Townsend is a former professional musician, former local-area band/orchestra teacher and school administrator, and current jazz player. Later, he was a member of YCB for a short time.

³⁴ Stout was, at the time, professor of horn at the University of Michigan.

³⁵ Baer was a staff sergeant with the U.S. Army Band and a native of Ypsilanti.

³⁶ Prince is a member of the faculty of the Department of Music and Dance at EMU.

³⁷ Wagner later became a member of the Band's percussion section and, while in that role, again performed as piano soloist with the Band. Dr. Wagner is currently assistant conductor of YCB and a member of the keyboard faculty in the Department of Music and Dance at EMU.

³⁸ Cole is a member of the faculty of the Department of Music and Dance at EMU.

³⁹ Vaughn was an EMU student at the time of his early appearances with the YCB; he has continued as a local-area singer, teacher, and church choir director.

⁴⁰ Johnson was, at the time, an EMU student.

⁴¹ Motuzaitė-Pinkeviciene was, at the time, a graduate student in organ at EMU.

⁴² Elsholz was, at the time, a graduate student in organ at EMU; he is currently a member of the keyboard faculty in the Department of Music and Dance at EMU.

⁴³ Echlin and Trombley were, at the time, students at Ypsilanti High School.

⁴⁴ Amy Feldkamp Marr had several performing and conducting roles with the Band while a student at EMU and a member of the Band. Later, she moved to her current position as the string teacher with the Tecumseh schools.

⁴⁵ Greg Hulbert is a professor of engineering at the University of Michigan and the father of Scott Hulbert, who is a student at Ann Arbor's Pioneer High School.

⁴⁶ Jasiolek was, at the time, the featured twirler with the EMU Marching Band.

2004, 2005, and 2007; Mary Ciotta and Stacey Girbach in 2006; and Chrissy Houle and Conner Potter⁴⁸ in 2008. The Willow Run High School Junior ROTC color guard presented the colors at June 2006 and June 2007 outdoor patriotic concerts.

Speaking parts in programs have been handled by band members as narrators and to pay tribute to deceased YCB members. A number of civic leaders have served as announcers for concerts. Then-Mayor Cheryl Farmer spoke at the Sousa Band anniversary concert in 2005, as did Mrs. Mary Ross Miller, who had attended the Sousa Band concert 75 years earlier.

A memorable speaking appearance was that of “Queen Elizabeth, Too,” accompanied (two steps behind, of course) by “Prince Philip,” as portrayed by the late Lila Green and her husband, in an April 2002 concert of British band music. Another memorable speaking appearance was that by Jon Margerum-Leys, playing the role of announcer Ford Bond in the YCB’s October 2007 re-creation of two radio broadcasts of the “Paul Lavalle and the Cities Service Band of America” program.

Music performed. A tabulation compiled at the time of the YCB’s 25th anniversary showed that the Band had performed, at that time, 624 different compositions. It is estimated that that number now exceeds 750. The Band has performed most frequently “Star Spangled Banner” (at least 60 times), “Stars and Stripes Forever” (at least 58 times), and “America the Beautiful” (at least 52 times).

The Band’s programming across the years has included an appropriate mix of marches, transcriptions of works originally for orchestra or organ, seasonal music, patriotic music, classic works originally written for band, Latin music, ragtime, jazz, big band, medleys of show tunes, medleys of popular music from various historical periods, light classics, novelty numbers, solos and ensembles with band, and many others.

The YCB has performed original compositions by several of its members, including Scott Guthre, James Wagner, and Alan Singer. A number of transcriptions/arrangements by band member George Appel have also been performed. Several other compositions are believed to have received their local-area premier in YCB concerts, one of the recent ones being “The Story of the Five Joaquins” with composer Keith Otis Edwards in the audience.

Special Concert Features. The YCB has celebrated its 10th, 20th, and 25th anniversary concerts with special programming, including inviting former conductors to participate. A similar 30th anniversary concert is scheduled for February 2009. A memorial tribute at concerts has been paid to Band members who have died, including William Wade, Thomas Herman, Carl Young, Erika Anstett, Art Cofer, and Harold

⁴⁷ Magyar was, at the time, a student in the Dexter schools and among the top young male twirlers in international competitions. He is currently the featured twirler with the University of Michigan Marching Band.

⁴⁸ Twirlers, other than those from EMU, have been affiliated with the Saline Twirlettes.

Goodsman. Living members of the original Barnhill Band were recognized at the February 22, 2001 concert.

Many of the indoor concerts of the past decade have been “themed” (all British composers, all American composers, humor in music, etc.) Two concerts of recent years have required a good deal of historical research and other preparation in order to be “authentic” in terms of implementing the theme.

The first of these, a re-creation of a Sousa Band concert, was held in Pease Auditorium (the site of three Sousa Band performances) on October 20, 2005 to commemorate the 75th anniversary of the final appearance in Ypsilanti of the Sousa Band. Jerry Robbins conducted the concert dressed as John Philip Sousa was dressed in 1930 and almost all music on the program (which was carefully structured like a Sousa Band concert) had been performed in Ypsilanti during one of the three Sousa Band appearances in our community.

The second of these (October 25, 2007) was a re-creation of two 30-minute radio broadcasts of the 1950’s era “Paul Lavalle and the Cities Service Band of America” weekly radio programs. The performance included verbatim (from actual broadcasts) commercials for Cities Service (now CITGO) products and services, “on the air” and “applause” signs, vintage microphones, NBC chimes, a male quartet, and careful timing to make sure each segment was exactly 30 minutes long.

Ensembles. Ensemble performances have been important during most of the history of the YCB. There was a “jazz ensemble” that began in 1982 and which performed regularly as part of concerts for several seasons after that. Later, the Riverside Big Band provided similar portions of performances. Around 1989, there was a Dixieland group. A brass choir from the Band performed a number of years in the early 1990’s for outdoor December civic events. A brass quintet has played for civic events and for the memorial service for Ken Bowman.

Each December concert, starting in 1998 (with one exception), has included an ensemble feature, sometimes in the lobby as a prelude, sometimes as an intermission feature, and sometimes including the ensemble with the Band. These ensembles have featured trombones (1998), woodwind and brass quintets (1999), hand bells (2000), flutes (2001), tubas/euphoniums (2001), brass choir (2002), recently acquired percussion instruments (2002), saxophones (2004), hand bells (2005), recorders/harpsichord (2006), tubas (2007) and double reeds (oboe, English horn, bassoons) (2007).

Starting in 2006, there has been an annual Sunday afternoon Ensemble Concert, held in March, in which numerous members of the Band (in some cases, joined by “friends” from other musical organizations) have presented an entire program of music written for small groups.

Rehearsal and Storage Locations

The first rehearsal was held on February 20, 1979 in the Ypsilanti High School band room. This location continued to be used by the YCB through the summer of 1998. From the fall of 1998 through the summer of 2002, YCB used the band room in the Alexander Building at EMU, that being the period of time when the Band had an association with the EMU Department of Music (now Music and Dance) and was known as the Barnhill Band.

When the Barnhill Band arrangement ended, WCC graciously allowed YCB to rehearse (and store a considerable portion of its equipment and its files) in a large room in the Morris Lawrence Building for one year. Because of WCC's space needs, the Band moved its rehearsal facilities to the band room at Ypsilanti's West Middle School in the fall of 2003. Storage was not available in that location, so the band's property was placed in a combination of commercial storage, the Ypsilanti First United Methodist Church, and band members' homes.

West Middle School continued to be used as the YCB's rehearsal location except for the summer of 2005 when the balcony of the YHS gymnasium was used, the summer of 2006 when the Lincoln Middle School band room was used, and the summer of 2007 when the stage of Lincoln High School was used. Occasional rehearsals were held in other locations, such as on the stage of Towsley Auditorium (generally for "dress rehearsal" just prior to a concert) and in the basement of the Ypsilanti First United Methodist Church.

The YCB outgrew the capacity of the West Middle School band room and there were comfort and potential safety problems because of the numbers. In addition, rehearsals sometimes were canceled due to district snow days, professional activities, and school events. Further, having equipment stored away from the rehearsal area was a major inconvenience. For these reasons, possible (preferably free) alternative rehearsal spaces were sought and considered. No appropriate space was to be found in the City of Ypsilanti or Ypsilanti Township.

Whitmore Lake High School (WLHS) offered the free use of highly-appropriate space in a new high school building for rehearsals, including storage space, and offered support in other important ways in terms of lack of disruption of rehearsal schedules. After considerable discussion, the Band accepted this offer and began rehearsals at WLHS in the fall of 2007, where rehearsals and storage have continued to this time. With the move, the Band lost a few members because of the inconvenience of increased travel, but also gained several members from the Whitmore Lake area.

Organizational Affiliations

From the beginning, the YCB has been structured as a "stand alone" organization, deriving no formal financial or logistical support from any other civic or governmental organization. This structure has been maintained to the present time, with the exception

of the fall 1998 to summer 2002 period when, for many purposes, YCB was part of the University Bands program of the Department of Music at EMU. Even during that time, the formal, legal structure of “Ypsilanti Community Band” was maintained.

For many years, the YCB has maintained a membership in the Ypsilanti Area Chamber of Commerce at the local level and in the Association of Concert Bands at the national level.

Even in the absence of any formal organizational affiliation, the YCB has been the substantial beneficiary of numerous in-kind services from such local organizations as the Ypsilanti schools, EMU, WCC, the Lincoln schools, Whitmore Lake schools, the City of Ypsilanti, Ypsilanti First United Methodist Church, and numerous other governmental and private organizations in the area.

Special Projects and Recognitions

May 4, 1979 was proclaimed by the Ypsilanti City government as “Ypsilanti Community Band Day” and the proclamation was read at the first concert by the Mayor.⁴⁹

Using the Band’s organizational structure as a model, the late Denise Rae Zellner, then a member of the YCB and a member of its Board, organized the Ypsilanti Community Choir (YCC) during the 1983-1984 season. The YCB assisted with the YCC organizational efforts in several ways, including sharing a financial structure for a while and, especially, by providing an audience-building performance venue by having joint concerts in April and July 1984.⁵⁰ In 1985, these joint concerts shifted to a December date and have been held annually each December since. YCC and YCB have provided musicians for each other’s concerts, as needed, regularly for the past 25 years.

The Band sponsored an original composition competition in connection with its 25th anniversary in 2003-2004. Although the competition was open to all, the cash prize was won by Band member Alan Singer, for his march *The 49er’s*. It is expected that an original composition by another local-area composer will be presented for the first time in connection with the Band’s 30th anniversary concert.

In 2007, the YCB created the Kenneth Bowman Memorial Scholarship to be awarded each year to a middle or high school band student in the county--one who had financial need--for purposes of attending the Blue Lake Fine Arts Camp. Two Band members contributed the funds necessary for 2008 and an endowment fund was established to provide for future recipients. The first award was made in 2008 to Isabell “Izzy” Salley, a trumpet player from Clague Middle School in Ann Arbor.

⁴⁹ Betrus, *op. cit.*

⁵⁰ *Ibid.*

In memory of Harold Goodsman, who was not only a charter member of YCB and who had played his trumpet with the Band until just weeks before his death, but who had been active in Ypsilanti-area bands for 80 years at the time of his death, the Band created the Harold Goodsman Award, to be presented each year to a YCB member who has contributed outstanding service to the Band in addition to playing. Aaron Taratsas received the first such award in 2007.

In memory of charter member and 10-year conductor Ken Bowman, the Band created the Bowman Memorial Music Fund. This fund receives donations from Band members and other friends to purchase new music. Music purchased from this fund is marked with a special stamp so that players for years to come will know that the piece was provided as a special memorial gift.

The YCB Board has established a policy that at least once each year the Band will perform a joint concert with an area middle- or high school band, giving young musicians an opportunity to play side-by-side with more experienced players. The first such concert was held in 2007 and involved the Whitmore Lake High School Band directed by Mike Kirby.

Equipment

From 1979 through 2002, the YCB owned little equipment. Wind instrument players were (and still are) expected to provide their own instruments, with infrequent exceptions when an instrument has been borrowed from some local educational institution for short-term use. With the exception of some very basic percussion instruments which the YCB acquired in the early years primarily for use at outdoor concerts, percussion players used equipment privately owned or owned by the Ypsilanti schools or EMU.

In 2002, as rehearsals and performances began at WCC, YCB found itself seriously short of major percussion equipment, as WCC did not own such items. Major fund-raising efforts began to buy first two, and then four, matched timpani, along with chimes and other needed percussion instruments. Additional percussion equipment has been acquired on a regular basis since that time, along with an outdoor sound system.

Additional music stands, along with stand lights for after-dark performances, were needed in association with the move to WLHS and these were acquired in 2007-2008. A good deal of WLHS percussion equipment is currently used for rehearsals, with YCB-owned equipment brought out from storage and moved to/from concert sites.

Library

Similar to the situation with equipment, YCB owned little music in the years between 1979 and 2002. During this time, almost everything played by the YCB was music borrowed from the host institution (YHS or EMU) or from other local-area high school band libraries. A 1991 library inventory shows that YCB owned 64 titles, many

of them donated, and a 1992 library inventory includes only 71 titles. All this music easily fit in one file cabinet.

However, with the move to WCC in 2002, where concert band music was not available, YCB began the systematic acquisition of almost all of the music it played from that point forward. As of this writing, the YCB library consists of more than 450 titles, with a goal of acquiring more than 30 additional ones each year.

Financing

The YCB has always operated on a principle of relying heavily on donated services—personnel services, rehearsal and performance space, and the like. Nevertheless, there are always expenses involved in running any organization.

These expenses were modest during the first 24 seasons and were largely met in the early years by encouraging Band members and friends from the community to become a “patron” for a donation of \$10, or to become a “sponsor” for a donation of \$25 or more.⁵¹ As an illustration of the magnitude of the “shoestring” on which the YCB was operated in the early years, during calendar year 1980, the Band had a total income of \$475, with expenses of \$237.86.⁵² The Band had \$355.50 in the treasury on September 30, 1980⁵³ and \$375 in the treasury on November 18, 1981.⁵⁴ The Band applied for and received a \$1,400 grant from the Michigan Council for the Arts during 1979-80. This provided funding for securing special guest conductors and soloists and for various Band promotional materials.

In addition to donations from community supporters of the Band, a pie sale at the late June concert each year brought in additional revenue from 1991 to 2007. In 1998, the affiliation with EMU required charging a fee to each community member for parking and other university services. When the affiliation ended in 2002, the Band board decided to establish dues (\$20 for each of two semesters, none in the summer) since players had become accustomed to paying a fee. Other fund-raising activities have occurred from time to time.

The sale of advertising in the printed program began with the 2004-2005 season. Some of the major advertisers of recent times include Armstrong Art Studio, Close to My Heart, Fourth Wish, Huron Valley Ambulance, Pentamere Winery, Ride-Life Photography, and the Ypsilanti Area Credit Union.

Although the Band always received relatively small amounts of money for performing at such events as the Yankee Air Museum Memorial Day activities and the

⁵¹ Letter from Giles Carter to “friends” of the Band, January 1980. Copy located in YCB archives.

⁵² Incomplete copy of IRS Application for Recognition of Exemption, located in YCB archives.

⁵³ 1980 Michigan Annual Report—Non-Profit Organizations. Copy located in YCB archives.

⁵⁴ 1981 Michigan Annual Report—Non-Profit Organizations. Copy located in YCB archives.

Ypsilanti Heritage Festival, in 2003 YCB began receiving larger amounts of money for various summer performances.

Many hundreds of individuals and businesses have contributed to the YCB over the years. For much of its history, YCB has depended heavily on a large number of much-appreciated gifts of relatively small magnitude. The donors of some of these gifts have contributed a substantial amount over time. However, more intensive fund-raising for the Band's general fund began around 2007, with a particular focus on solicitation of larger gifts and on soliciting concert sponsorships. Some of the major donors of recent times, including concert sponsorships, include an anonymous donor, Alan Aldworth, Suzanne Beutler, Mary Bowman, Don and Barbara Chaffin, Walton and Charlene Hancock, Jim and Mille Irwin, Catherine and Greg Mickle, and U Haul of South State Street.

As a result of these various fund-raising efforts, the band's budget has increased rapidly in recent years. The 2008-2009 budget projects income of more than \$22,000 and nearly \$20,000 in expenses, not including money related to the Bowman Scholarship Fund or the Bowman Music Fund. All personal services and use of space continue to be donated.

Governance Documents.

Constitution/Bylaws. A constitution and bylaws document was drafted in the weeks immediately after the January 22, 1979 organizational meeting and quickly adopted. This document easily fit on three half sheets of paper.

The initial constitution provided the name and purpose; identified membership qualifications (a written application, person qualifies to the satisfaction of the conductor, a vacancy exists, membership limited to post-high school adults); established a Board of Directors consisting of 10 elected members (six of whom held a particular position and four at-large positions) and three appointed members (conductor, assistant conductor, business manager); and established the procedures for elections, meetings, and amendments. The bylaws included provisions that attendance would be taken at each rehearsal, rehearsals would be held on Tuesday evenings, seating would be determined by the conductor, performance dress would be determined by the Board, concerts "outside the Ypsilanti area" required approval of the membership, and officers had certain specified duties.

The constitution and bylaws were amended in the spring of 1988, although the amendments were generally non-substantive and editorial in nature. Duties of officers were defined in greater detail. Minor revisions were made for a 1992 version of the constitution and bylaws, which continued to be a four-page document.

In 2006, the Board and the Band were persuaded to adopt a total replacement document—one of 15 pages in length—that some say is much better suited to a different type of organization than it is to the YCB. The rationale given for making these major

changes was that a variety of provisions were “required by the Internal Revenue Service” but not addressed, or not addressed sufficiently, in the former document.⁵⁵

The current governing document (known as “Bylaws”) calls for the election of a president (instead of a chair) by the members of the Band (instead of the chair being selected by the members of the Board). It calls for the president to appoint all other officers (secretary, treasurer, standing committee chairs). It includes approximately a dozen articles that have no counterpart in the former document and a four-page appendix dealing with “conflict of interest.”

In 2008 these Bylaws were amended, this time to change the size and composition of the Board (making it now a body of 7-15 members, some of whom need not be members of the Band) and removes the requirement that standing committee chairs must be members of the Board.⁵⁶

Guidelines/Handbook. The 2006 Bylaws directed that a number of membership-related items were to be determined by the Board and published in a “Guidelines” document. These policy statements and others were developed or reviewed/revised piecemeal over a period of several months. The outcome was the publication of a “Guidelines/Handbook” document, first produced for the 2007-2008 year and then updated and re-issued for the 2008-2009 year.⁵⁷

State and Federal Documents. With the assistance of John Barr, long-time Ypsilanti City Attorney, who donated his services during the early years of the Band’s organization, various state and federal documents were prepared.⁵⁸ Articles of incorporation were filed with the Michigan Department of Commerce on February 27, 1980. Incorporators were Lynn Cooper, Amy Lawrence, Mark McClure, Glenn Fuller, Ken Bowman, Tim Vesey, Rosie Cooper, Harold Goodsman, Cheryl Waldenmeyer, and Giles Carter. The original resident agent was Lynn Cooper, and this was changed to Harold Goodsman in January 1986.⁵⁹ In more recent times, and currently, the resident agent has been the band’s business manager.

An application for an employer identification number was filed on May 27, 1980 and “38-2319242” was assigned by the IRS on August 18, 1980. On September 8, 1980,

⁵⁵ IRS has yet to ask for a copy of this document, although YCB remains in good standing with the agency in all respects.

⁵⁶ The current governing document may be found on the Band’s web site (www.ypsicommband.org), in the “About Us” section.

⁵⁷ This document exists only in digital form and may be found on the Band’s web site (www.ypsicommband.org) in the “About Us” section.

⁵⁸ See correspondence in the YCB archives. See Betrus, op. cit.

⁵⁹ Certificate of Change of Registered Office and/or Change of Resident Agent. Copy located in YCB archives.

the IRS notified the YCB of 501 (c) (3) status, as a “publicly supported organization” with a calendar year accounting period.⁶⁰ The Band has maintained this status ever since, except that the YCB’s fiscal year (for terms of office, etc.) was changed to June 1-May 31 when the 2006 Bylaws were adopted.

Officers and Board Members.

YCB traditionally has been governed by a 10-12 member Board of Directors elected from among the playing membership of the Band. A 2008 amendment to the Bylaws provides for a Board of variable size, some members of which may be non-playing community persons, although, as of this writing, no such person has been selected.

The conductor, assistant conductor, and business manager have always been *ex officio*, non-voting members of the Board. (Charles Lee held the title of music director and principal conductor.)

Leadership of the YCB has been ably provided by its chairs/presidents over the years. From 1979 through 2007, the chair of the Board of Directors was selected by the Board members from among themselves. Following the 2006 amendments to the constitution, the Band as a whole has elected a president. The chairs of the Board were Mark McClure (1979-80), the late Harold Goodsman (1980-1986), Lisa Querfeld Muenzenberger (1986-1992), Jim McGraw (1992-2002) and Jennifer (Peters) Lowenberg (2002-2007). Meagan Bush (2007-2008) and Carter Adler (2008-present) have served as presidents of the band.

Publicity and Recognitions.

The YCB has received generous publicity from the local-area print media throughout its history, particularly from the *Ypsilanti Press* before its demise. Articles, photographs, and announcements have appeared relatively frequently in the *Ann Arbor News* and the *Ypsilanti Courier*. Performances are announced regularly in the calendar section of the *Ann Arbor Observer*.

In more recent times, efforts have been made, with limited and mixed results, to get print announcements in a wider-range of weekly and monthly publications that circulate in the area, to get some broadcast media attention, and especially, to get YCB events included in a variety of digital newsletters and calendars.

Using donated hosting services provided by Washtenaw Community College, YCB first posted a web site several years ago. With the help of donated design services, this site was substantially re-worked and the revisions went “live” in January 2008. It has since been expanded considerably in terms of the content included, but is still not yet complete in terms of the original intention. Regular update and maintenance of the site remain an issue. The site may be found at www.ypsicommband.org.

⁶⁰ From materials in YCB archives.

The Future

The Vision Statement. In January 2007, the Board, after months of discussion, adopted a “vision statement” that provides that “by the year 2011, the Ypsilanti Community Band (YCB) can be described as follows:” The remainder of the document takes each component of the Band’s programming and operations and describes what it should “look like” by the end of the 2010-2011 fiscal year. In retreat-type sessions in January 2008, the Board re-examined this document and proposed several changes. The changes were formally adopted in February 2008.⁶¹

The Five-Year and One-Year Plans. A “Five-Year Plan” to implement the provisions of the Vision Statement was approved by the Board in March 2007, after considerable discussion. The Five-Year Plan covered the 2006-2007 fiscal year through the 2010-2011 fiscal year and included major activities to be undertaken each year to ensure that all goals were met by 2011. The Five-Year Plan was reviewed in the spring of 2008 in light of changes that had been made to the Vision Statement in February 2008 and revisions were approved in April 2008.⁶²

A 2006-2007 “One-Year Plan” was developed along with the Five-Year Plan and it was adopted in March 2007.⁶³ This document took the activities identified for that year in the Five-Year Plan and added detail about what was to be done, who was responsible for accomplishing various tasks, and when/how it would be known that the activity was completed. The 2007-2008 and 2008-2009 One-Year Plans were adopted close to the beginning of the respective fiscal years and have been/are used as guidance to the Board and its members in terms of activities to be accomplished.⁶⁴

At the time of this writing, the YCB is approximately half way through this five-year planning period and is generally “on schedule” (ahead in some respects, behind in others) to accomplish and implement all the provisions of the Five-Year Plan (and thus the provisions of the Vision Statement) by 2011.

Assuming this progress continues, by 2011 the YCB should be accomplishing, far better than ever, Lynn Cooper’s 1979 dream of a community concert band that would educate and stimulate members in addition to providing an entertaining opportunity for large and diverse audiences.

⁶¹ A copy of the revised, current “Vision Statement” may be found on the Band’s web site (www.ypsicommiband.org) in the “About Us” section.

⁶² A copy of the revised, current “Five-Year Plan” may be found on the Band’s web site (www.ypsicommiband.org) in the “About Us” section.

⁶³ This document may be found on the Band’s web site (www.ypsicommiband.org) in the “About Us” section.

⁶⁴ These documents may be found on the Band’s web site (www.ypsicommiband.org) in the “About Us” section.