Our Mission
The mission of the Greater Philadelphia Cultural Alliance is to lead the effort to expand awareness of, participation in and support for arts and culture in the region.

Our Vision
The Greater Philadelphia region is a place where people are passionately involved in and supportive of arts and culture, and a place admired throughout the world for its quality of life made possible by diverse cultural experiences and creativity.

Our Goals
The Cultural Alliance has six goals to leverage the collective strength of its members:

**Goal 1**: To Increase Support for the Cultural Sector

**Goal 2**: To Sustain and Grow Awareness of the Cultural Sector

**Goal 3**: To Increase Participation in Arts and Culture

**Goal 4**: To Provide Non-Profit Cultural Organizations with Direct Services that Increase Income, Increase Capacity or Decrease Costs

**Goal 5**: To Capitalize on the Role that Arts and Culture Can Play in Broader Community and Regional Public Policy

**Goal 6**: To Sustain the Organization so that it is Progressive, Dynamic, Effective, Well Managed and Financially Stable
Cultural Policy

The primary objective of the Cultural Alliance's policy work is to advance policy favorable to Greater Philadelphia's arts and culture sector. To that end, we aim to provide respected research about the field, build effective advocacy campaigns, and to integrate arts and culture into broader regional policy development. In FY 2007, the Cultural Alliance made important advances in all of these areas.

Our research initiatives included the production of two key reports. The first report, *Portfolio*, was released at the Alliance's annual meeting in September 2006. *Portfolio* provided an in-depth look at the scope and health of the local non-profit cultural sector. This landmark study, based upon data from over 200 organizations in the Pennsylvania Cultural Data Project, documents that the region's cultural sector is widely utilized by its citizens and contributes significantly to the region's economic and employment base. At the same time, the report also shows that the sector must improve its compensation structure and its public and trust relations. The Alliance was equally active on the advocacy front. In 2007, we established a $60 million goal for a regional funding mechanism—a figure which was subsequently embraced by the Philadelphia Inquirer's editorial board. Our city and suburban task forces on regional funding continued to explore alternative funding models and build key relationships that will be essential to our future policy approach. We co-hosted with the Arts & Business Council, Theater Alliance and Dance/USA Philadelphia a Mayoral Forum, “It's About the Arts!,” which attracted four candidates and 300 attendees. Building on the capability of the Alliance’s online advocacy center, we also leveraged our network of community partners to promote the “Vote the Arts” agenda and our Get Out the Vote (GOTV) effort for the May primary. The latter effort resulted in widespread curtain speeches, a postcard campaign to 27,000 likely voters, 14 neighborhoods and towns. As part of this regional effort, the Alliance provides an online community partner events calendar; promotion and networking of community events and festivals (such as monthly events like “First Fridays”); and local arts service organization and anchor community arts center planning.

Finally, the Cultural Alliance successfully recruited and entered into a contract with Americans for the Arts (AFTA) to host the 2008 AFTA conference. This high-profile national conference will bring 1,500 of the country’s cultural leaders to Philadelphia and provide a forum to showcase our region during a presidential election year.

The second report, *Metropolis: Strategies for Sustainability*, was released in March, 2007 Witten by the RAND Corporation, and co-sponsored with the William Penn Foundation, this study examined cultural support structures in Philadelphia and 10 comparable cities from around the U.S. These timely research reports clearly helped inform policy debate in the 2007 Philadelphia mayoral election. During the primary season, all five Democratic candidates for mayor and the Republican nominee announced specific arts and culture platforms and pledged to open an office of arts and culture, one of the primary recommendations of *Arts & Culture in the Metropolis*.

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The Alliance also continued to pursue its policy initiatives around regionalism. With two dedicated county outreach staff, the Alliance expanded our targeted arts-based community development efforts to 14 neighborhoods and towns. As part of this regional effort, the Alliance provides an online community partner events calendar; promotion and networking of community events and festivals (such as monthly events like “First Fridays”); and local arts service organization and anchor community arts center planning.

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JUDY FOWLER, MEDIA ARTS COUNCIL

GREATER PHILADELPHIA CULTURAL ALLIANCE 2007 ANNUAL REPORT

Funder Acknowledgments: The Cultural Alliance’s cultural policy work is supported by a grant from The William Penn Foundation. The Online Advocacy Center is supported by The Philadelphia Cultural Management Initiative, funded by The Pew Charitable Trusts, administered by The University of the Arts. Additional support for research services is provided by The Dolfinger-McMahon Foundation. Policy activities also made possible with the support of The Lincoln Financial Foundation. Planning for the 2008 Americans for the Arts Convention was supported by The William Penn Foundation, The Pew Charitable Trusts, Pennsylvania Council on the Arts, Independence Foundation, and Pennsylvania Department of Community and Economic Development.
The centerpiece of the Cultural Alliance’s marketing effort is the Campaign for Culture. Now in its sixth year, the Campaign is a national model of collaborative cultural marketing that has expanded attendance, boosted earned income, and increased marketing capacity at organizations throughout the region.

In FY 2007, our signature electronic marketing programs continued to grow. The PhillyFunGuide web site attracted 1.3 million unique visits, up 31% over last year. Calendar content also increased, with a record 6,500 events entered. Our community and media partnerships also grew, and PhillyFunGuide.com is now the source calendar on 16 partner web sites.

Our FunSavers weekly e-mail program also continued to thrive. In FY 2007, we topped the 60,000 subscriber threshold, an 18% increase. Since the program’s inception, we have now returned over $2 million to 250 cultural organizations from the sale of seats and admissions that would otherwise have gone empty.

In FY 2007, we also exported Philadelphia’s electronic marketing model to peers in other parts of the country, with PhillyFunGuide.com and FunSavers programs being replicated in Baltimore, Charlotte, Harlem and New Orleans. The Cultural Alliance took a particularly active role in New Orleans, working closely with The Pew Charitable Trusts to help the Arts Council of New Orleans launch NOLAFunGuide.com, a targeted Hurricane Katrina recovery initiative.

The Alliance’s cooperative and capacity building programs also expanded in FY 2007. We launched a new web-based platform for the popular mailing list co-op. The new automated list exchange enhanced flexibility and speed of the program, while further reducing costs for members. As a result, the number of participants grew from 65 to 83 organizations. The Philadelphia region now has the largest mailing list co-op in the country, with 475,000 net names, representing 1 in 5 households in the region.

Similarly, the advertising co-op also continued to provide an important marketing vehicle to Alliance members. With a more flexible menu of media outlets, the advertising co-op placed almost $300,000 in media, including a first-ever offering in the New York Times. The Alliance also garnered record attendance at our “Breakfast Club” research roundtables and workshops. Finally, we produced two major promotions to boost consumer trial—Arts & Culture Fest, a four-day event produced in partnership with Center City District, and “5 Weeks of Family Fun,” a half-price promotion celebrating family cultural participation at 36 participating organizations during the period between Mother’s Day and Father’s Day.

In addition to the Campaign for Culture initiatives, the Alliance also continued to pursue media relations on behalf of the sector. In FY 2007, we placed 278 media stories, up 32% from the prior year. Coverage appeared in all major media outlets and included lead stories, editorials and op-ed pieces.

Most people are reluctant to spend money on a performance or an event they know nothing about. But, once given the chance to try something through a program such as ‘FunSavers’ I think people are more likely to purchase tickets to a similar event even without a discount – myself included!

MARY A. BISSETT, TRUST OFFICER, PNC WEALTH MANAGEMENT
The Cultural Alliance has been very effective in helping to promote the arts as a whole as an economic force in Philadelphia.

JENNIFER BOGNAR, DIRECTOR OF DEVELOPMENT, THE ROCK SCHOOL

Grantmaking

NURTURING CULTURE WITH SEED CAPITAL

The Cultural Alliance’s grantmaking programs are a key element in our overarching policy strategy of promoting regionalism. Now in their sixth and fourth years respectively, the Alliance’s S-County Arts Fund and Program Stream are both funded in large part through the Pennsylvania Council on the Arts’ Partners in the Arts program. They provide important seed capital to emerging arts projects and programs that are essential to nurturing the development of culture throughout the five county region. More importantly, they open doors and build relationships with suburban policy makers. Ultimately, those relationships will be critical to any effort to develop a sustainable regional cultural funding stream.

In FY 2007 we were able to make 180 re-grants totaling $397,211 throughout the five counties of Southeastern Pennsylvania. The re-grants were awarded via a thorough objectives-based peer review process, and are distributed throughout the five counties.

Membership

GROWING STRONGER TOGETHER

Cultural Alliance membership grew for a sixth straight year, reaching an all-time high of 354 members. This growth is reflective not just of the Alliance’s relevance to the sector, but also of the vibrancy of the sector itself. As existing and emerging organizations create an environment that fosters creativity and increases Philadelphia’s reputation as a cultural mecca, the Cultural Alliance remains committed to providing aggregated services, policy, and marketing support that maximize their time and financial resources.

To that end, in FY 2007, we held Alliance Day, a daylong conference dedicated to helping members understand and take full advantage of the full array of Cultural Alliance services and programs that are available to them. One hundred fifty people attended the conference, which included workshops on research, advocacy, planning, marketing, insurance, and discounted services.

The Alliance also conducted an annual survey this year to gauge member satisfaction and identity members’ current and future needs. Eighty-three percent of members who responded reported that value for dues was good or excellent, a fact reinforced by the Alliance’s annual renewal rate which has remained above 90% in each of the last six years. Top-ranking benefits included the Alliance’s electronic marketing initiatives, research, advocacy, job bank and Cultural Resource Directory.

Finally, in FY 2007, the Cultural Alliance conducted an in-depth analysis of its member health insurance program. Given the importance of employee retention, benefits, and the skyrocketing insurance premiums being experienced nationwide, it was imperative to ensure that the Alliance’s program was keeping pace with marketplace developments. Ultimately, the Alliance decided to offer multiple health insurance provider options and enter into a benefits partnership with Commonwealth Consulting Group, so that members can continue to receive the kind of personal attention they have come to expect from the Alliance, while now having access to a full range of benefits, pricing, and products through an experienced benefits partner.

The Cultural Alliance’s health insurance study was supported by the Samuel S. Fels Fund.

MEMBERSHIP GROWTH

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<tr>
<th>FY</th>
<th>07</th>
<th>06</th>
<th>05</th>
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MEMBERS BY DISCIPLINE

<table>
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<tr>
<th>Discipline</th>
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<tbody>
<tr>
<td>Artist Development &amp; Residencies</td>
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<tr>
<td>Community Arts/Cultural Organization</td>
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</tr>
<tr>
<td>Councils/Agencies/Societies</td>
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<tr>
<td>Dance</td>
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<tr>
<td>Education &amp; Instruction</td>
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<td>Foundations/Fellowships</td>
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<tr>
<td>Folk &amp; Traditional Arts</td>
<td>1%</td>
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<tr>
<td>Historic/Cultural Preservation</td>
<td>8%</td>
</tr>
<tr>
<td>Libraries/Archives</td>
<td>3%</td>
</tr>
<tr>
<td>Literature/Publications</td>
<td>1%</td>
</tr>
<tr>
<td>Media Arts (Film/Radio/TV)</td>
<td>3%</td>
</tr>
<tr>
<td>Museums</td>
<td>7%</td>
</tr>
<tr>
<td>Music</td>
<td>15%</td>
</tr>
<tr>
<td>Presenting Organization/Performance Spaces</td>
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</tr>
<tr>
<td>Science, Nature, &amp; Gardens</td>
<td>3%</td>
</tr>
<tr>
<td>Service &amp; Membership Organization</td>
<td>6%</td>
</tr>
<tr>
<td>Theater</td>
<td>14%</td>
</tr>
<tr>
<td>Visual Arts</td>
<td>3%</td>
</tr>
</tbody>
</table>

The Alliance Day conference was supported by Reading Hospital, while the cultural services directory is funded through donations from friends of the Alliance. The Cultural Alliance, with the support of the Samuel S. Fels Fund, also conducted an analysis of the Alliance’s benefits program and received assistance from Commonwealth Consulting Group. The Alliance also conducted an in-depth study of its health insurance program, which was supported by the Samuel S. Fels Fund.

Funder Acknowledgements: The Program Stream and S-County Arts Fund are Pennsylvania Partners in the Arts programs of the Pennsylvania Council on the Arts, a state agency. They are funded by the citizens of Pennsylvania through an annual legislative appropriation, and administered locally by the Greater Philadelphia Cultural Alliance. The Pennsylvania Council on the Arts is supported by the National Endowment for the Arts, a federal agency.

The S-County Arts Fund is supported by PECO. Some Montgomery County projects are also funded, in part, by an appropriation from Montgomery County.

APPLICATIONS BY COUNTY

- Philadelphia
- Regional
- Bucks
- Chester
- Delaware
- Montgomery

The Cultural Alliance was very effective in helping to promote the arts as a whole as an economic force in Philadelphia.
The Cultural Alliance remains in strong financial health. We completed FY 2007 with net assets of $3.2 million, of which $763,000 are unrestricted. This reserve represents three months’ operating expenses and is consistent with the board-established reserve in our five-year strategic plan. The annual increase of $43,000 in unrestricted net assets for FY 07 is equivalent to net income of 1.5%.

The Alliance has no significant debt, and the restricted portion of assets consists primarily of accounts receivable from funders for multi-year grants that extend into fiscal years 2008 and 2009.


Additionally, other Alliance projects and operations continue to be funded by multi-year grant commitments made in earlier years, including those from The Pew Charitable Trusts, William Penn Foundation, and Independence Foundation.

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Financial Results

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Looking Ahead 2008

The Cultural Alliance is at a pivotal moment in its history—one we have been building towards over the past several years. We have established data tools and published research that makes a quantifiable and compelling case for culture. We have thoughtfully crafted policy objectives and built relationships with key stakeholders. We have established marketing vehicles that modernize and unify our communications, and make culture more accessible and appealing to the public. Our membership is at an all time high and is armed with effective, technology-based advocacy and marketing tools.

Yet all of this preparation will mean little if we fail to seize this moment. With a new mayoral administration taking office in Philadelphia, resurgent interest in regionalism, changing local demographics, new media and social marketing capabilities, and a renewed sense of civic pride and responsibility, there is a remarkable confluence of events for our sector and our community.

Paralleling and capitalizing on this confluence, the Cultural Alliance has developed marketing, policy, and membership initiatives for FY 2008 that reflect a holistic approach to building support, sustainability, and public engagement.

Cultural Policy

As Philadelphia welcomes a new mayor, we must remember that not only will this individual lead the city at a crucial juncture in its history, but he will also be a spokesperson for our entire region. To that end, the Cultural Alliance will work to help the new administration to view and develop culture as an integral financial investment, not an optional social amenity. Philadelphia’s identity, economic rebirth and social fabric depend upon the health of its cultural sector.

In FY 2008 our policy initiatives will include the release and dissemination of an economic impact study, Arts, Culture & Economic Prosperity; expanded issue advocacy that leverages the new online advocacy center; regional funding planning; support for suburban arts-based revitalization planning; and the compilation and interpretation of data to prepare for the release of Portfolio II in FY 2009. Finally, in June 2008, Philadelphia will host the Americans for the Arts Convention, showcasing our region as one of the most dynamic cultural centers in the country.

Grantmaking

With new internal leadership of our grantmaking programs, the Cultural Alliance will re-examine the delivery of its chief programs—the 5-County Arts Fund and Program Stream—to ensure that we deploy financial and human resources in a way that best serves the sector and continues to build the Alliance’s recognition and reputation in the suburbs.

Marketing

In FY 2008 the Cultural Alliance will complete the final year of the Campaign for Culture umbrella regional marketing initiative. At the same time, we will be formulating plans for its successor program, Engage 2020. The new multi-year initiative will integrate research-based strategic product innovation with expanded social marketing and other public engagement strategies.

In FY 2008, our PhillyFunGuide.com events calendar will incorporate more social marketing functionality and expand its base of community partners. Our FunSavers e-mail program will add new features and a larger array of discount price points. We will continue to refine our web-based mailing list co-operative to give cultural marketers both the ability to select and modify lists instantly and consult with professionals for larger customized mailings. In our Marketing Leaders program and public workshops, we will utilize partnerships with peer service organizations to increase capacity and quality.

Membership Services

The Cultural Alliance’s membership has expanded more than 50% over the past five years. With 354 members, we are committed to ensuring that the array and delivery of services adapts to the evolution of the membership. In FY 2008, following up on both a member survey and health insurance study, the Alliance will expand its insurance and benefits options. By partnering with a full service benefits agency, the Alliance will now be able to offer its members one-stop shopping for benefits and insurance.

In FY 2008 we will also review the categories of membership, with an eye towards expanding eligibility to for-profit cultural organizations. This analysis, undertaken with the assistance of a membership task force, will determine whether the addition of for-profit cultural organizations can increase our policy clout, negotiating power and revenue stream.

Administration

Fiscally, the Alliance has developed a balanced budget for FY 2008 of $3.2 million that will enable us to continue to deliver quality policy, marketing, grantmaking, and member services, while ensuring ongoing financial stability. Operationally, our major initiative will be the redesign and relaunch of our web site as a constituent portal to services and information.

Finally, as a service organization, the Alliance’s principal asset is the quality of its staff and board. We will continue to foster an office culture that recruits and motivates high-energy, team-oriented, and technologically savvy employees. We will set and report on measurable objectives, tied to our strategic, operating and individual work plans. At the board level, the Governance committee will continue to pursue diversity in the recruitment process in terms of race, gender, ethnicity, and expertise among community and institutional leaders representing an array of disciplines and budget sizes.
Support

FOUNDATIONS
The Barra Foundation
Dolphins-McMahon Foundation
Samuel S. Fels Fund
Independence Foundation
Virginia and Harvey Kemmel Fund, The Philadelphia Foundation
Lincoln Financial Foundation

The Pew Charitable Trusts
The Philadelphia Cultural Management Initiative, funded by The Pew Charitable Trusts, administered by The University of the Arts
Phoebe W. Haas Charitable Trust "A"
Phoebe W. Haas Charitable Trust "B"
William Penn Foundation

CORPORATE PARTNERS
The Pew Charitable Trusts
Pennsylvania Department of Community and Economic Development
National Endowment for the Arts
County of Montgomery
PUBLIC AGENCIES
Tix.com
Stantec
Electronic Ink
Avencia Incorporated

CORPORATE SUPPORTERS
(Gifts up to $999)

INSTITUTIONS
The Pew Charitable Trusts
Philadelphia Foundation
Lincoln Financial Foundation
Virginia Sikes, Partner, Montgomery, McCracken, Walker & Rhoads

FOUNDATIONS
Phoebe W. Haas Charitable Trust "B"

PUBLIC AGENCIES
Tix.com
Stantec
Electronic Ink
Avencia Incorporated

CORPORATE SUPPORTERS
(Gifts up to $999)

INSTITUTIONS
The Pew Charitable Trusts
Philadelphia Foundation
Lincoln Financial Foundation
Virginia Sikes, Partner, Montgomery, McCracken, Walker & Rhoads

INDIVIDUALS
Lorraine and Ben Alexander
Peggy Amsterdam
Vella Amsterdam
Susan Atkinson
Jo and David Baskin
William Becker
Constance Benoîlès-Rock
Robert Bogle
Laura Burnham
Ed Cambron and Chuck Finch
Rachel Cheetham-Richard and Robert Cheetham
Nancy Katz Colman and David Colman
John Conaway
Molly C. Conti
Miguel-Angel Corzo
Frank Cymbala
Paul Decker
David Devlin
Maryann Devine
Nancy J. Faulk
Lee A. Brandt and Elizabeth Feldman Band
Happy Fernandez
Phyllis and Howard Fischer
Linda and Bill Forman
Kumari Ganit
Elizabeth H. Gennill
Juliet J. Goldfriend
Richard and Susan Gould
Grace E. Grillot
John C. and Chara C. Haas
David Haas
William F. Haggett
Mr. and Mrs. Jon Harnett
Gar Hartly
Jane Golden Hetza
Judy Herman
Jenny Hershon
Jane and Steve Heumann
Lynne & Harold Honickman
Larry Inad
Brian Kabatrick
Tom Kaiden
Virginia and Harvey Kemmel
Joseph H. Kluger
Robert S. Kravitz, D.D.S.
H. F. ‘Gerry’ Lenfest
Merry Levits
Martha and John Label
Bill Marrazzo
Meg Callaghan McLane
Judi and David Mink
Dave Mitchell
Denton Miles-Haner
John Murray and Vera Wilson
Leslie and Jim Newman
Dr. and Mrs. R. Barrett Noone
Charity Quinn
Hal Real
Caro U. Rock
Charles Rose
Dan Rottenberg
Gregory T. Rowe
Charles Rutschitz
Mary Biddle Schieatzy
Scott Schultz
Michael Scolamiero
David Selzer
Nancy Shue and Evan Radcliffe
Susan Sherman
Lois S. Hargy
Janet Szpeigelman
Marcia and Dennis Spivack
Holly Springs
Zack Stabberg
Ronald Stevens
Nick Stuccio
Prof. Roberta R. Tarbell
James Undercofler
Judie and Bennett Weinstock
Susan Weiss
James A. and Nancy Bendover Weiss
John D. White
Roy Wilbur
Denise M. Wint, Ph.D.
Thomas Woodward
Suzanne Yusem

IN-Kind
Abington Art Center
Amtrak
Arden Theatre Company
Barbizon NI
Catering by Design
Center City District
dancingmeatballs.com
Elmwood Park Zoo
Hatch Dance Theatre
Independence Seaport
Institute of Contemporary Art
John Bartram Association
Kennett Symphony of Chester County
Main Line Art Center
Marriott
MetroKids
Park Hyatt Philadelphia at the Bellevue
Philadelphia Boys Choir & Chorale
Philadelphia Inquirer
Philadelphia Orchestra
Philly.com
Please Touch Museum
Schuylkill River Development Corporation
Sofitel Philadelphia
Southwest Airlines
Storybook Musical Theatre
The Academy of Natural Sciences
The People’s Light and the P. Company
University City District
Vera Bradley
WHYY
WXPN 91.1 FM
WXPN 88.5 FM

OPERATIONS

President
Peggy Amsterdam
ext. 17

Chief Operating Officer
Thomas Kaiden
ext. 17

Executive Assistant
Donna Schaefer
ext. 27

ADVISORY AND RESEARCH

Director of Policy & Government Relations
Julie Hawkins
ext. 12

Advisory Coordinator
April Williamson
ext. 11

Research Coordinator
Nicola Croom
ext. 14

Unix Outreach Manager
Nancy DeLucia
(215) 557-0676

Unix Outreach Coordinator
Jessica Eldredge
(215) 565-3734

MEMBERSHIP SERVICES

Membership Services Coordinator
James Claiborne, Jr.
ext. 29

MARKETING AND COMMUNICATIONS

Director of Marketing & Communications
John McNemey
ext. 15

Marketing & Sales Manager
Kendra Lavin
ext. 18

Electronic Marketing Coordinator
Len Neely
ext. 29

Marketing & Events Assistant
Melissa Cooper
ext. 24

DEVELOPMENT

Director of Development
Susan Weiss
ext. 16

Development Associate
Suzanne Yusem
ext. 28

S- COUNTY ARTS FUND

Grants Program Coordinator
Kara Bienius
ext. 20

OPERATIONS

Operations Manager
Thomas Taylor
ext. 23

Administrative Assistant
Susie Kong-Keil
ext. 10

Web & Publications
Web & Publications Manager
Theresa DelAngelis
ext. 23

Board of Directors
Grace Grillet, Chair; Managing Director, The People's Light & Theatre Company
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