

THE GRAND

— A not-for-profit arts organization —



— SHARE THE JOY —

CHALLENGES & TRIUMPHS

PROVIDING LEADERSHIP AND MOMENTUM



Pennella and DiSabatino at the 2017 Grand Gala

Fiscal year 2018 saw The Grand's first transition in board leadership in eleven years. We celebrated outgoing chairman Skip Pennella, and welcomed our new chairman Brian DiSabatino, incorporating new priorities and approaches into the ongoing operation of The Grand.

One important initiative was to re-energize the Grand Trustees, which was accomplished by creating a closer connection with our Board of Directors through a new liaison position and committee work. New volunteers have joined our ranks, with Trustees now numbering 60 members, and the Show Corps continued its growth to an impressive 245 ushers.

Staffing changes included some layoffs (necessary for a tightened budget) and outsourcing the human resources position, balanced by positive energy from new department heads in development and finance. The Grand's management team continued to strengthen public awareness of our multiple venues and buildings in the midst of increased market competition, and provided sector leadership within the arts community and a downtown that is still in major transition, helping to ensure a very bright future for Wilmington.

A WATERY DILEMMA

During a cold snap in January 2018, The Grand Opera House and The Playhouse on Rodney Square experienced concurrent flooding caused by burst pipes that damaged theater equipment, floors and ceilings in several spaces, and rendered the music school inoperable. The institutional response was tremendous. Operations teams in both buildings responded quickly to the crises, thereby preventing even greater damage. Our crews provided documentation for insurance reviews, team members collaborated to relocate music lessons, and development staff delivered a successful emergency appeal that raised \$70,000, including a generous match from Mrs. Tatiana Copeland. The Show Corps alone contributed \$10,000 in flood relief funds. Overall, we had a swift turnaround in getting the theater back in working order and were able to refinish three spaces within The Grand: Wesler Room, Sarah Bernhardt Salon and the Arts Academy.



An Arts Academy studio after the flood

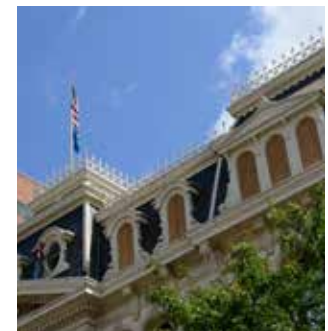
STEWARDED OUR BUILDINGS

The Grand and Playhouse technical crews continued to deliver consistently good work behind the scenes. This season saw mostly flawless load-ins and load-outs, despite having The Playhouse loading area cut in half due to a crosswalk next to the Hotel DuPont. The hotel staff supported events by facilitating the comings and goings of our audiences through their lobby and helped to provide a good experience for all visitors.



Window restoration - after

Thanks to generous grants from the Presser and Longwood Foundations, our operations department was able to repair and refurbish the windows that line the façade of The Grand and 824 alley, providing energy cost-savings and improved comfort to our visitors. Our technical crew worked simultaneously to restore the façade lighting and found replacement parts for an aging system in the process.



Window restoration - before

Other technical improvements included the donation and installation of a new front-of-house PA system and line array speakers in the baby grand theater and lobby, thanks to Community Pro; and through professional (and familial) connections, we replaced our old Marley dance floor with six rolls of top quality Marley at no cost to The Grand.

CHALLENGES & TRIUMPHS

IMPROVING OUR FINANCIAL POSITION

The Grand's marketing team increased efforts in digital marketing strategies that proved to reach a broader audience. Our website redesign provides a responsive approach that functions on all platforms, and makes it possible for Broadway patrons to order subscriptions online. The easy-to-use search functions help customers find the entertainment they want at all three venues. Progress is expected to continue with the hiring of industry experts from TRG Arts, an outside consulting firm, thanks to special funding made possible by the Delaware Secretary of State's office.

Reconfiguring the finance office enabled the department to revise financial statements, create new metrics, and improve reports for more detailed financial analysis and better forecasting, especially with regard to ticket sales.



The new TheGrandWilmington.org launched in fall 2017

The development team shifted their focus to creating win-win sponsorship opportunities with value-added benefits and meaningful collaborations. The department has seen a 125% increase since FY15 in grants, corporate gifts, and federal funding. Community programming initiatives have helped the organization establish relationships with new funders. The 2017 Grand Gala continued its three-year trend of increasing income and surpassed its budget goal, raising more than \$175,000 in support of our arts education and community engagement programs.

EXTENDING OUR REACH



Sensory-friendly performance of *Bubble Trouble*

The Grand's Stages of Discovery program featured educational performances in all three venues and reached record numbers with more than 25,000 attendees. A memorable performance was presented in partnership with the Delaware Art Museum: Step Afrika's *The Migration, Reflections on Jacob Lawrence*. That collaboration, which also included Delaware Institute for the Arts in Education, filled two school matinees and a public show with enthusiastic audiences.

We also welcomed more families to The Grand with the launch of sensory-friendly performances. Two shows were presented as Sunday matinees specifically designed for individuals on the autism spectrum. This initiative was supported by valuable partnerships with Autism Delaware and Easterseals, attracted several new grants, and was greatly appreciated by first-time audiences.

The Grand was very pleased to share the joy of the arts with many other segments of our community. Our sixth season of Summer in the Parks with the City of Wilmington presented 48 events for nearly 2,600 youth and their families. Other programs included: Grand Galleries and Art Loops; Grand Baile (Latin), Mambo and Ballroom dance nights; Musikarmageddon XI and Solo competitions; DanceWorks! with First State Ballet Theatre; Broadway outreach; Summer Explorers; and more.

BY THE NUMBERS

(actuals for August 1, 2017 – July 31, 2018)

Music and Variety:	67 Performances	42,298 Attendees
Broadway Series:	42 Performances	28,514 Attendees
Community Engagement:	125 Events	35,566 Participants
Rentals:	66 Shows/Events	15,200 Participants
Total:	300 Shows/Events	121,578 Attendees/Participants

Front page photos: (top) Summer in the Parks; DanceWorks students; Buddy Guy greets fans; (center) Melissa Ethridge returns to Copeland Hall; The Mavericks get the audience on their feet; Cast member from Broadway in Wilmington's *The Wizard of Oz* entertains at A. I. duPont Hospital for Children; Meet & Greet with Tape Face; (bottom) Former Vice President Joe Biden meets with Show Corp volunteers.

FINANCIAL SUMMARY

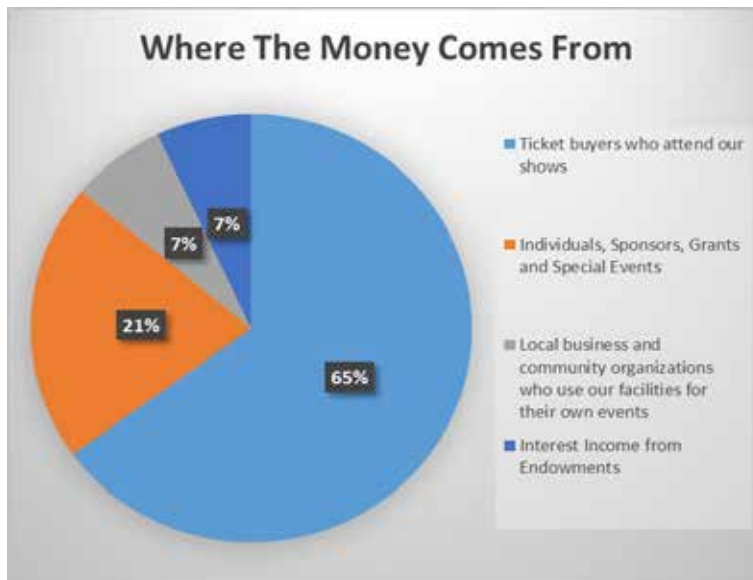
Another clean audit! Fieldwork for the Fiscal Year 2018 audit is scheduled to begin October 29th.

WHERE THE MONEY COMES FROM:

- 65% Over 96,000 ticket buyers who attend our shows
- 21% Individuals, Sponsors, Grants and Special Events
- 7% Local business and community organizations who use our facilities for their own events
- 7% Interest income from endowments

WHERE THE MONEY GOES:

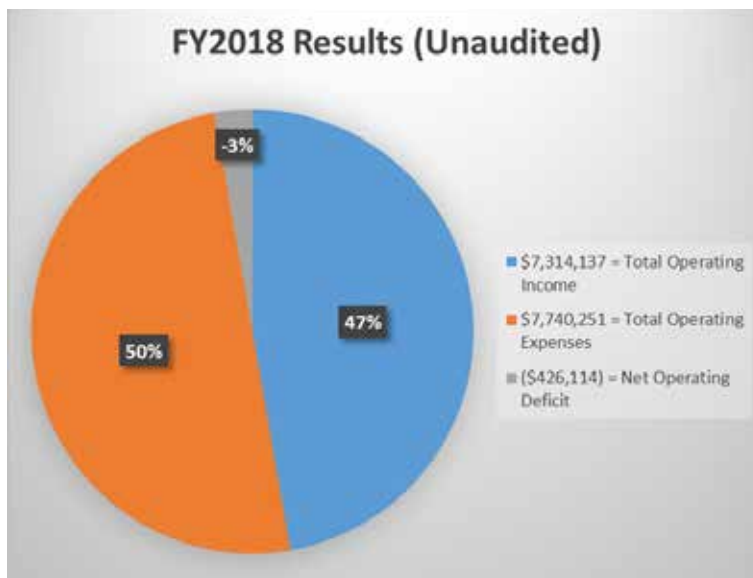
- 52% Keeping the shows you love on our stages
- 14% Providing the best possible communication and service to our loyal customers
- 12% Preserving and maintaining our historic theaters
- 12% Ensuring sound financial management and overall stewardship of this community asset
- 6% Developing financial support from the community
- 4% Serving our community with arts education and outreach programs



FY2018 Results (Unaudited):

Total Operating Income: \$7,314,137 | Total Operating Expenses: \$7,740,251 | Net Operating Deficit: \$426,114

The financial report for the 2017-18 season is subject to a final audit. A copy of the FY17 audit can found on our website.



2017-2018 BOARD OF DIRECTORS

Brian DiSabatino* - *Chairman*
Francis J. "Skip" Pennella* - *Chairman*
Joseph A. DePaulo, Jr.* - *Vice Chairman*
Jeffrey M. Schlerf, Esq.* - *Secretary*
Carol DiLuzio* - *Treasurer*
Mark Fields* - *Executive Director - ex officio*

Cleon L. Cauley, Sr.
Tatiana B. Copeland*
Bruce Colbourn
Frederick J. Dawson
Catherine Dean*

Drewy Nash Fennell
David Ley Hamilton, Esq.
LaVerne Harmon, Ph.D.
Robert V.A. Harra, Jr.*
Roger D. Kirtley

Lischele Knight
Ellen K. Levin
Andrew M. Lubin
William S. Montgomery
Domenic Pedante

Salvatore J. "Chip" Rossi, Jr.
Enid Wallace-Simms*
Joe Westcott

**Members of the
Executive Committee*

2017-2018 GRAND TRUSTEES

Dick Baumbarger
Sandra Bihary-Waltz
Randall G. Burton
Carmen Crews-Hart
David A. Crout
Tywanda LaVonne Cuffy
Michael Czupryna
Carlos De Los Ramos
Joe del Tufo
Robert Dewey
Dr. Lanny Edelsohn
Dr. Jacqueline B. Faulcon
Kari Garratt
Kirk Noel Garratt
Larry D. Gehrke
Alexander F. Giacco, Jr.

Nicole Gracey
Arreon Harley
Diliana Henry
Marcus Henry
Karl Kadar
Shaila Kapur
Melissa Kenny
Donald R. Kirtley
Kathy Ellen Klein
Nikki A Lavoie
Benjamin J. Ledyard
Frank Levy
Tim Liffen
Emily Locke
Dr. Garrett B. Lyons, Jr.
Eric Mailloux

Kate Mailloux
Carol Mayhart
Glen P. Mayhart
Bruce McCubbin
Patricia McCubbin
William J. Meakem
Bret A. Morris
David Nordheimer
Denise D. Nordheimer, Esq.
Ron Ozer
Grace Paoli
Dr. David Andrew Paul
Lorraine S. Przywara
Hayes A. Roberts
Jean A. Rodden
Charisse L. Rodgers

Carol A. Rydel
Steven R. Rydel
Renee Simonton
Leonard Sophrin
Barbara Stein
Robert Dick Stoddard, Jr.
John A. Thomas
Margaret M. Thomas
Julie Topkis-Nason
William J. Wade, Esq.
Beth Wells
Susanne Williams

GRAND STAFF

Mark Fields, *Executive Director*
Stephen M. Bailey, *Managing Director of Programming*

Jason Adoo
Maryetta Binder
Amy Watson Bish
Ernie Bouey
Carnell Brown
Patrick Byrd
Kadeem Collins
Na'im Coston
Terry Cruz
John Curall
Larry Dean
Michael S. Drzik
Julia Dougherty
Shaun Dougherty
Genevieve Fanelli
Jennifer French

Howard Fulton
Jay Geller
Elaine Gropp
Ray Harrington
Othell Heaney
Gary Irving, Sr.
Kirk Johnson
Chris Jones
Chaka Hollis
Matthew Hubner
Terri Kilgoe
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Stephen Manocchio
Rosalind Maxwell-Boyd
Julian McCants
Sophie McCarthy
Laura Moss
Yolanda Murphy
Robert Parker
Leizel Parks
Eva Lynn Penn
Elaine Perkins
Barry Polish
Nancy Powel
Annette Rabasca
Irvin Rockmore
Ward Raison

Adam Rodenboh
Sydney Root
Allyson Sands
Stacy Slocum
David Sokolowski
Essie Stephens
Natalie Stephens
Rashunda Smullen
Andy Truscott
Vernon Vassallo
Bob Weir
Lamin White
Brittany Woodard
J.C. Yeatman

as of 7/31/2018