



**Bob Harrington**  
**Partner**  
**La Piana Consulting**

Partner Bob Harrington, MSW/LCSW, specializes in the range of partnerships options between nonprofits, such as mergers, joint ventures, and administrative consolidations. He has experienced mergers of nonprofits as an executive director and board member, and has consulted with a multitude of organizations in the assessment and negotiation of mergers, and the integration of merged organizations. In this work, Bob has consulted with a wide variety of nonprofits including arts and cultural, education, environmental, healthcare, mental health, social services, and management services organizations. He has worked with organizations with

budgets of \$70,000 to those with budgets of over \$110 million.

Bob has provided consulting services to the nonprofit sector for more than fifteen years, drawing on his extensive nonprofit management experience. In addition to strategic restructuring, Bob assists nonprofits with strategic planning, executive/board relations, transition management, human resource issues, program planning and development, nonprofit incorporation, and collaborations including public/private partnerships.

Before Bob became a consultant, he worked in the nonprofit social services field for close to 30 years, serving in organizations ranging from small community-based groups to statewide organizations with budgets over \$20 million. He has experience as a staff member, administrator, and nonprofit board member with child/family-serving programs in mental health, adoptions, counseling, pregnancy counseling, treatment, foster care, residential treatment, group home care, child care, emergency shelter, in-home services, evaluation services, and reunification/preservation services.

Prior to joining La Piana, Bob was the Chief Operating Officer of Sunny Hills-Children's Garden Family and Children's Services. He took on this role when his prior organization, Children's Garden of California, completed a merger with Sunny Hills Children's Services. For eight years, Bob served as Executive Director at Children's Garden of California, where he was responsible for overall agency oversight, including program operations, development, financial management, new program development, community liaison, and involvement in state and local policy issues.

Bob received his Bachelor's degree in Psychology from the University of California, Davis and his Masters of Social Work degree from the University of Wisconsin at Milwaukee.

In his time off, Bob enjoys skiing, hiking, and cycling, and spends as much time as possible in the mountains.



**Paul A. Helfrich**  
**President & CEO**  
**Dayton Performing Arts Alliance**

Paul Helfrich, President & CEO of the Dayton Performing Arts Alliance, was born in Philadelphia and grew up in Upper Black Eddy, Pennsylvania. He received his Bachelor of Music degree (with distinction) from Indiana University – Bloomington in 1984, and a Master's degree in Arts Administration, also from Indiana University, in 1986.

Paul came to Dayton to serve as President of the Dayton Philharmonic Orchestra in October 2008. In less than four years with the Dayton Philharmonic, he oversaw the launch of two new series including the highly successful Rockin' Orchestra series, the completion of a \$1.5 million special fundraising campaign called Protect & Secure, and played a key role in the merger of the Dayton Philharmonic with the Dayton Ballet and Dayton Opera to create the new Dayton Performing Arts Alliance.

Before coming to Dayton, Paul served twelve years as Executive Director of the West Virginia Symphony Orchestra in Charleston, West Virginia. The WVSO's budget grew 94 percent overall during his time with the orchestra, with ticket sales, sponsorships, and annual fundraising all significantly increased. His previous positions include service as Executive Director of the Erie Philharmonic in Erie, Pennsylvania, Director of Marketing & Public Relations with the Kalamazoo Symphony Orchestra in Kalamazoo, Michigan, Coordinator of Publicity and Special Programs at the Indiana University School of Music in Bloomington, Indiana; and Assistant to the President at Westminster Choir College in Princeton, New Jersey.

In other professional activities, Paul has served as Chairman of Manager's Meeting Group 3 for the League of American Orchestras. He is currently a member of the Board of Trustees of Dayton Public Radio Classical 88.1 and a member of the Dayton Rotary Club.

Paul's interests include music (with a dual interest in classical and rock), building scale models, bicycling, reading, and sports. He resides in Centerville along with his wife, Geanie, and sons Donald, an eighth-grader at Watts Middle School, and Gerry, a sixth grader at Watts Middle School.



**Patricia Richards**  
**Board Chair**  
**Utah Symphony/Utah Opera**

Patricia Richards retired in 2009 as Senior Vice President and Senior Regional Manager for The Wealth Management Group of Wells Fargo.

Following a management training position with First National Bank of Chicago, Pat began working for First Security Bank of Utah. At First Security she served in various management capacities, heading up trust and private banking and later as President of Business Financial Services for the six-state region. Following the merger with Wells Fargo she became National Director of Endowment and Foundation Markets.

Pat holds a B.A. in Economics from Northwestern University and did graduate work in Business Administration at Northwestern University and the University of Utah. She completed National Graduate Trust School and has attended Pacific Coast Banking School. She is a Certified Trust and Financial Advisor and holds various securities licenses.

Pat is currently Chair of the Board of Trustees of Utah Symphony & Opera, Vice Chair of the League of American Orchestras and a Trustee of Westminster College. She is a past Chair of the Salt Lake Area Chamber of Commerce. Pat is the 2013 recipient of Opera America's National Trustee Recognition Award.

*Other current and past affiliations include:*

National Advisory Board, David Eccles School of Business, University of Utah  
Chair of the Board of United Way of the Greater Salt Lake Area  
President of the Salt Lake Rotary Foundation  
Board Member, Utah Bankers Association, and President of the Trust Division of UBA

*Awards include:*

Utah Bankers Hall of Fame  
Distinguished Banker of 2007, Utah Bankers Association  
People of Vision Award, Friends for Sight  
Excellence in Leadership, Utah Valley State College  
"Athena Award", Salt Lake Area Chamber of Commerce  
Named one of Utah's "50 most Powerful Women in Business"

In real life, Pat enjoys skiing, hiking, sailing and music.



**Marc A. Scorca**  
**President/CEO, OPERA America**

Marc A. Scorca joined OPERA America in 1990 as President and CEO. Since that time, the OPERA America membership has grown from 120 opera companies to nearly 2,500 organizations and individuals. An additional 13,000 subscribers now receive a variety of free and fee-based services.

Under his leadership, OPERA America has administered three landmark funding initiatives in support of the development of North American operas and opera audiences which, together, have awarded more than \$11 million to opera companies and their partners. A permanent endowment, *The Opera Fund*, was created in 2000 to support new work activity in perpetuity and, today, has grown to more than \$6 million. At the same time, numerous new programs have been introduced to support the career development of singers, composers and librettists, and stage directors and scenic designers.

OPERA America's relocation from Washington, D.C. to New York City in December 2005 – the first step in the construction of a National Opera Center scheduled to open in September of 2012 – has increased communication and collaboration with and among members both locally and nationally. The Opera Center will provide a number of unique facilities and related services for organizations and artists that have never before been available under one roof. The campaign for the National Opera Center has a goal of \$14 million of which nearly \$11 million already has been committed.

A strong advocate of collaboration, Scorca has led several cross-disciplinary projects, including the Performing Arts Research Coalition and both the 2004 and 2008 National Performing Arts Conventions. Working with members in the host cities of Pittsburgh and Denver, respectively, he raised over \$4.5 million for these events. The 2008 Convention represented the collaborative involvement of 30 national service organizations and engaged almost 4,000 administrators and artists in four days of programming. He is on the Board of Directors of the Performing Arts Alliance, a national advocacy organization located in Washington, D.C., and has served the organization as an officer for nearly 20 years.

Scorca has led strategic planning retreats for opera companies and other cultural institutions internationally, and has participated on panels for federal, state, and local funding agencies, as well as for numerous private organizations. He also appears frequently in the media on a variety of cultural issues. He is currently a member of the US delegation to UNESCO, and serves as a member of the Board of Overseers of the Curtis Institute of Music, as well as on the Music Advisory Board of Hunter College (CUNY). He has previously served on the Arts Advisory Committee for the Salzburg Seminar and as a member of the Board of Visitors for the North Carolina School of the Arts.

Scorca was born and raised in Rockville Centre, New York and attended Amherst College where he graduated with high honors in both history and music. After an internship at the Metropolitan Opera that

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lasted for the duration of his college years, Scorca held positions at the Opera Company of Philadelphia, New York City Opera and Chicago Opera Theater before assuming joining OPERA America.