

| RADIANTHALL |

Strategic Plan

2024-2026

Mission

Radiant Hall empowers artists to sustain thriving studio practices by creating and preserving access to space, shared resources, programs, and a supportive community of peers.

REVISED DEC 2023

Vision + Values

Radiant Hall seeks to build a vibrant, equitable, and inclusive environment for artists that fosters creative growth, experimentation, and collaboration. We aim to make the greater Pittsburgh region a welcoming place and nurturing ecosystem for artists of all backgrounds.

VALUES

ARTISTS

Our organizational decision-making prioritizes and is responsive to the input of artist members, staff artists, and the regional artist community. We strive to embody the spirit of 'for artists, by artists.'

EQUITY + INCLUSION

Our unwavering commitment to justice-oriented policies and practices reduces barriers and creates greater access to our work. We want our staff, board, artists, and supporters to include representation from communities historically denied access to opportunities in the arts.

COLLABORATION

Our commitment to cooperation with our members, neighbors, and peers ensures we can meet our shared objectives.

SUSTAINABILITY

Our actions are guided by responsible use of resources, sound business practices, and long-term planning, ensuring that we can continue benefiting artists for years to come.

Methodology

Radiant Hall (RH) engaged consultants Kate Sphar and Kate Freed to guide a comprehensive strategic planning process and map out three-year strategic priorities. The methodology included conducting surveys and interviews with internal and external stakeholder groups to gather qualitative and quantitative data. These findings, along with an organizational and program overview of data and key metrics, were used to inform the strategic planning retreat and subsequent creation of the strategic plan.

PARTICIPANTS

STAFF*	9
BOARD*	18
PARTNERS	52
ARTISTS*	114

*incl. current + former members;
artist group also includes other
(non-studio) program participants

Key Findings: Strengths

CORE MISSION FOCUS

All stakeholders tout RH's steadfast focus on its mission to provide affordable, safe and accessible studio space. The quality of the space and availability of multiple locations is also a strength. Respondents generally felt if that was all that RH did, it would be a critical piece of the support system needed to foster a thriving community of artists in Pittsburgh.

CREATING COMMUNITY

Artists in particular place a high value on the community that RH creates among artists through both shared space and connections made through programming. Many alumni artists saw that as having the greatest long-term impact on their careers and artistic endeavors, even above and beyond space.

STAFF + LEADERSHIP

RH's dedicated staff were frequently complimented by Board, partners, artists and staff themselves. Marina Balko, Shanae Phillips, and Nathan Bussard in particular were mentioned by name as being approachable, professional, and working in the best interest of artists.

PROGRAMS + SERVICES

RH provides a variety of programs that support the professional development and educational needs of artist members. Many stakeholders see these activities –including workshops, exhibitions, pop-up markets, and informational newsletters –as complementary to RH's core mission of providing space and building community among artists.

Respondents generally felt if [providing space] was all that RH did, it would be a critical piece of the support system needed to foster a thriving community of artists in Pittsburgh.

Key Findings: Challenges

MISSION FOCUS

For all respondents, RH's mission of providing affordable studio space to artists is unquestionably clear. However, there are differing opinions as to whether RH should continue to expand programming and services, which could be seen as mission creep or duplication of services in the region. Some artists also recommended that RH needed to invest more attention and resources in the spaces themselves and studio management, suggesting that for a small organization like RH, either expansion or moving too far beyond its core purpose may have led to a decrease in quality.

FINANCIAL SUSTAINABILITY

Numerous stakeholders expressed concern about RH's long-term financial sustainability, with some saying that if RH exists five years from now, that would be a win in and of itself. It was also suggested that there is room for improvement in fundraising—both from institutions and individual donors.

STAFF CAPACITY

Respondents were amazed at how much RH has been able to accomplish with an incredibly lean staff, but also noted that the lack of capacity limits what RH can achieve. Any effort to expand in terms of real estate or programs will inevitably require additional staff capacity if RH's quality and reputation are to be maintained.

ORGANIZATIONAL VISIBILITY

Many stakeholders suggested that RH needs to do a better job of promoting itself as an organization. Some consider RH a more "niche" organization within the larger ecosystem supporting artists, given its very focused and utilitarian mission. However, some felt there was more opportunity for exposure beyond the arts, nonprofit and philanthropic sectors, to connect with communities and the larger public.

Key Findings: Opportunities

REAL ESTATE

One of the questions that plays into financial sustainability is whether RH should rent or own its facilities. There were differing opinions on the subject of real estate ownership that must be considered carefully in the context of not only finances, but also mission delivery and RH's role in community development. It was also suggested there may not be one answer, but rather a mix of lease and ownership that supports RH's goals in each individual community. As a result, RH may need to (a) better define its role in community development and revitalization, and (b) look at creative multi-use models for real estate that could generate diversified revenue and thus support the ongoing costs of building ownership.

SPACE EXPANSION

Even with RH's three locations there is still unmet demand for studio space among artists working in a variety of media. In order to increase accessibility for disabled artists, or accommodate those working with more hazardous materials or with larger equipment, RH would need to invest in different types of space. Many stakeholders felt that RH should expand into new neighborhoods both within and outside of the City of Pittsburgh. Some stakeholders also suggested that RH could expand beyond studio space to look at artist housing, gallery space, or commercial space to promote member artists' work.

PROGRAMMING

For those stakeholders who felt RH should provide more artist-focused programs, most felt those programs and services should be centered around helping artists develop their artistic practices and business acumen. Another suggestion was that RH could expand its definition of membership (and therefore its artist community), by providing membership to artists that do not rent space from the organization. However, likely an equal number of stakeholders felt that RH should stay focused on excellence in providing quality space before significantly expanding program and service offerings. Several stakeholders suggested that developing deeper partnerships with other providers who are working with artists may be the best strategy for program expansion.

Key Findings: Opportunities

INCLUSION, DIVERSITY, EQUITY, + ACCESS

IDEA was highlighted as a critical component of the context in which RH works. While stakeholders agree that RH is improving in its approach to attracting and serving more diverse artists (in terms of race, gender, disability and artistic medium), there was a general sense that RH could be more deliberate/proactive in its efforts to be welcoming, accessible, and culturally relevant.

COMMUNITY CONNECTION + PARTNERSHIPS

Stakeholders mentioned numerous opportunities to better connect with both the communities where RH operates, and with organizational partners whose mission is also to serve working artists. While a larger and deeper network of support will yield benefits for RH both programmatically and financially, building those connections requires an investment of staff and Board time and energy, which at the moment are capacity-constrained.

While stakeholders agree that RH is improving in its approach to attracting and serving more diverse artists [...], RH could be more deliberate/proactive in its efforts to be welcoming, accessible, and culturally relevant.

IDEA Planning + Audit

Radiant Hall engaged Diaz Inclusion Consulting to provide Inclusion, Diversity, Equity, and Accessibility (IDEA) expertise and ensure that these principles were fully integrated into the strategic planning process. One of the elements of this engagement was the IDEA audit, focusing on evaluation of Radiant Hall's internal operations, policies, and practices, creating a baseline on employee and board positions on IDEA, and providing next steps and recommendations to advance the organization's vision for IDEA.

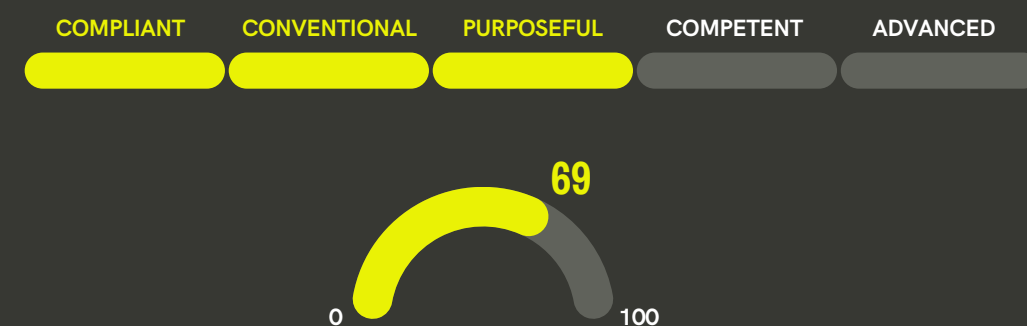
PARTICIPANTS

STAFF	4
BOARD	6
ARTISTS	33

Key Findings: IDEA Audit

DIVERSITY DEVELOPMENT CONTINUUM

The Diversity Development Continuum is a metric used to analyze an organization's IDEA footprint. Diaz Inclusion classified RH as a Purposeful Organization because it is responsive to artist and community needs, recognizes that training does not address deep-rooted challenges, and many stakeholders acknowledge the importance of IDEA while struggling to identify the skills needed to operationalize these values.



AUDIT SCORING

Based on audit findings, Diaz Inclusion assigned a score that benchmarks the organization for best practices related to IDEA. Radiant Hall earned a score of 69 out of 100. Particular areas of growth include Representation, Training and Development, Recruitment, and Policy. Over the last few years, Radiant Hall has focused on improving policy and practice, engaging in staff and board trainings, and investing in community-focused programming. These are great markers of the potential that the organization has despite its small workforce. Recommendations for improvement focus on the need to establish clear measurable indicators to track progress on IDEA goals, continuing to increase board, staff, and studio member diversity, and prioritizing accessibility initiatives.

SURVEY RESULTS

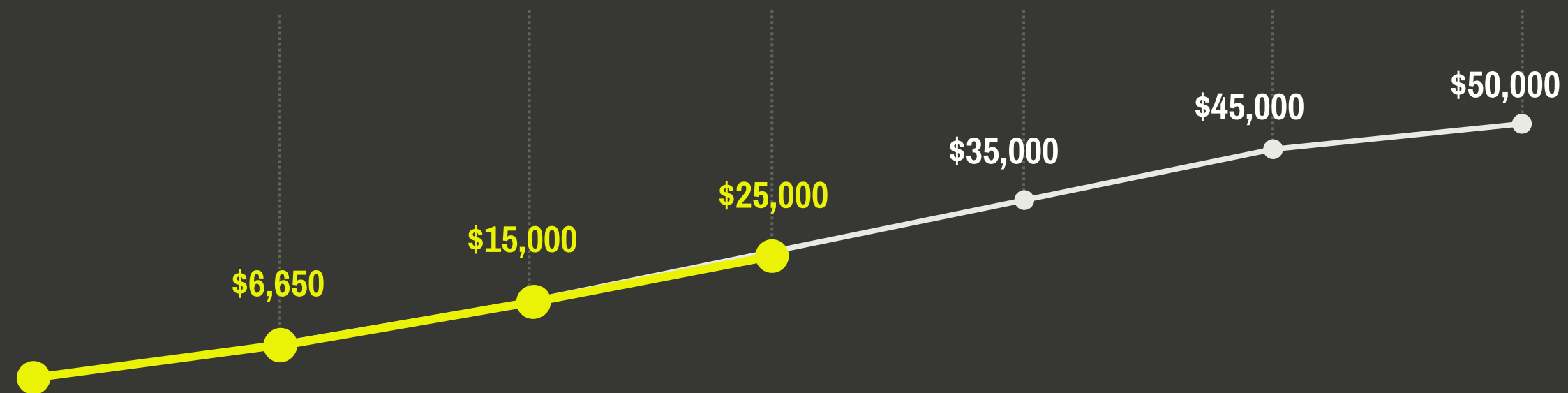
Overall, respondents had positive comments when it came to RH's efforts under IDEA and creating accessible and inclusive programming. When discussing areas of growth, staff and board diversity was by far the most common area of feedback. Respondents shared the need for more artist residencies that are equipped with financial and technical support, along with more intentional outreach within communities of color. Physical accessibility and ADA needs were also highlighted in some of the comments as an area for improvement. Accommodations, accessibility, financial barriers were at the top of the list for respondents. One member even suggested a pay scale system to reduce economic barriers.

Data Snapshot: Financials

FINANCIAL PROJECTIONS

	2021	2022	2023	2024	2025	2026
REVENUE	\$431,597	\$538,062	\$599,547	\$562,675	\$613,320	\$628,220
EXPENSE	\$423,948	\$509,382	\$568,981	\$562,501	\$601,562	\$614,543
NET	\$7,649	\$28,680	\$30,566	\$174	\$11,758	\$13,677

CASH RESERVE

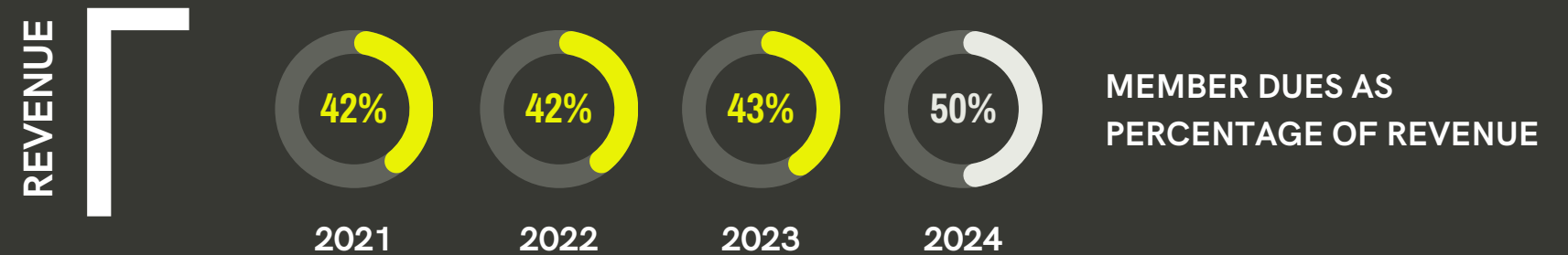


Data Snapshot: Financials

EXPENSE ALLOCATION

	2024 BUDGET
RENT	33%
UTILITIES	8%
MAINTENANCE	1%
OTHER PROGRAMS	5%
PAYROLL	43%
PROFESSIONAL SERVICES	5%
ADMIN/OTHER	5%

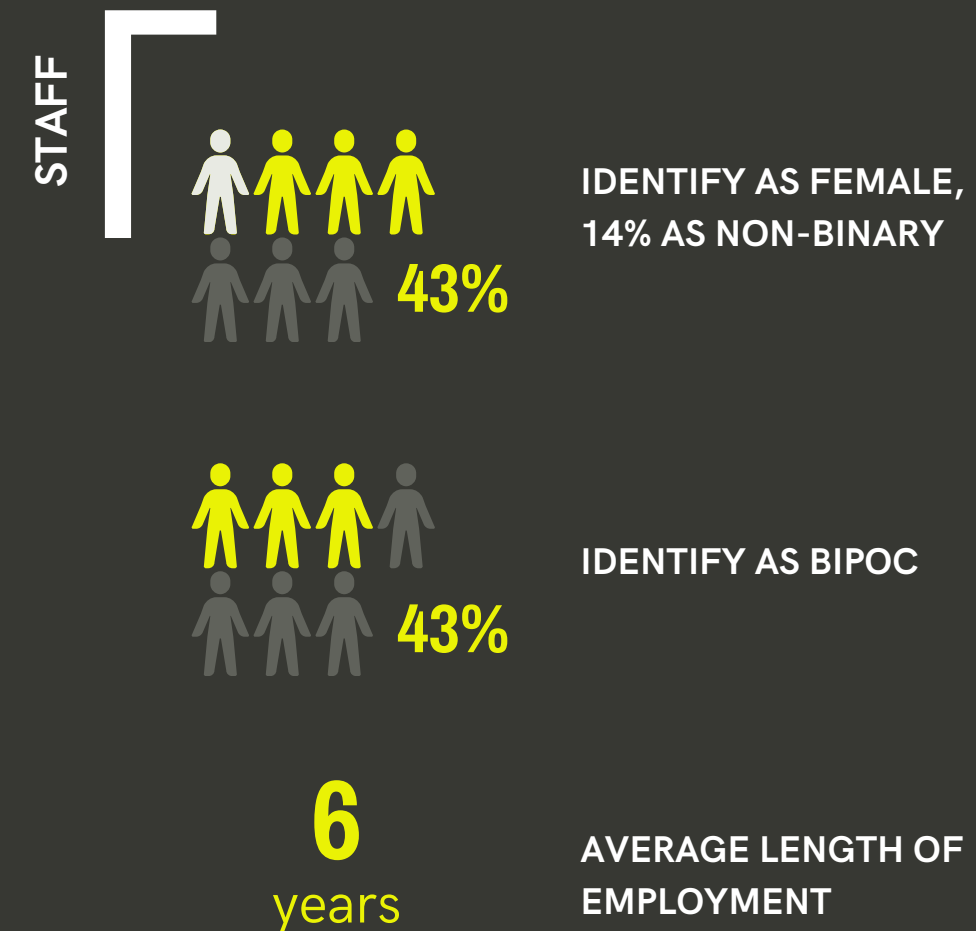
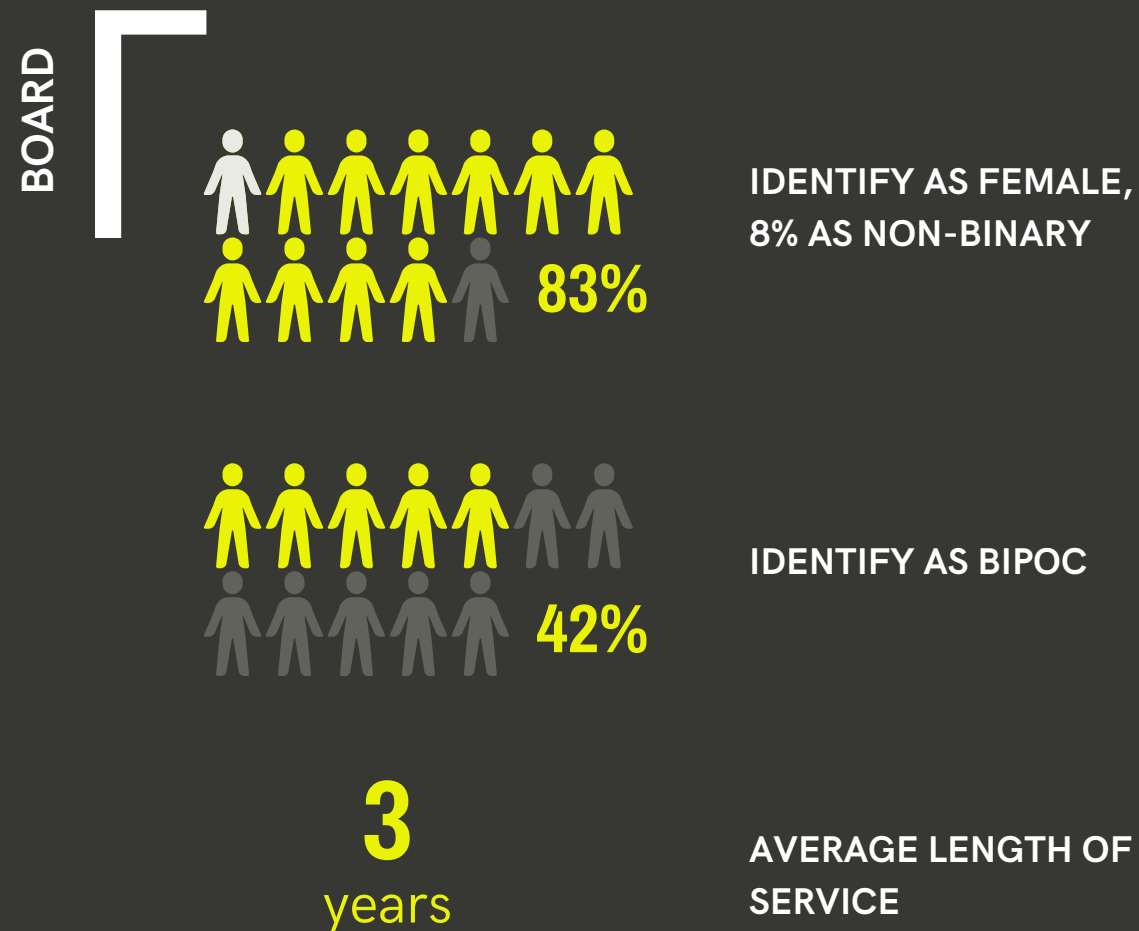
74%
programming



	2021	2022	2023	2024
FOUNDATION	7	8	6	8
CORPORATE	1	1	2	3
INDIVIDUAL	63	131	164	190
GOVERNMENT	1	3	2	4

CONTRIBUTORS

Data Snapshot: Board + Staff



Data Snapshot: Programs

43K
square feet

PRESERVED AS CREATIVE SPACE FOR ARTISTS, INCLUDING STUDIOS, COMMUNAL, + PROGRAM SPACE

106
studios

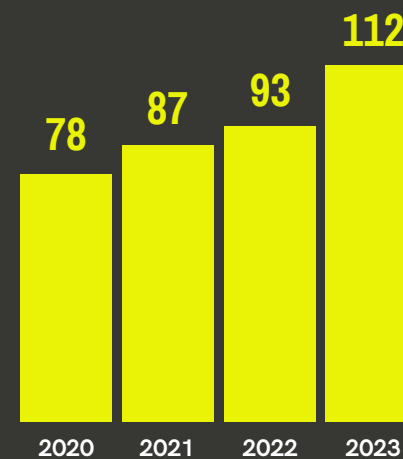
OPERATED ACROSS THREE LOCATIONS

302
artists

HOSTED IN OUR STUDIOS SINCE 2012

25
artists

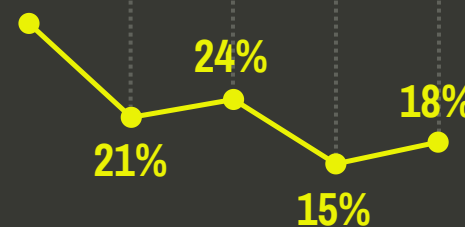
SERVED THROUGH OUR BIPOC/QUEER FOCUSED RESIDENCIES SINCE 2020



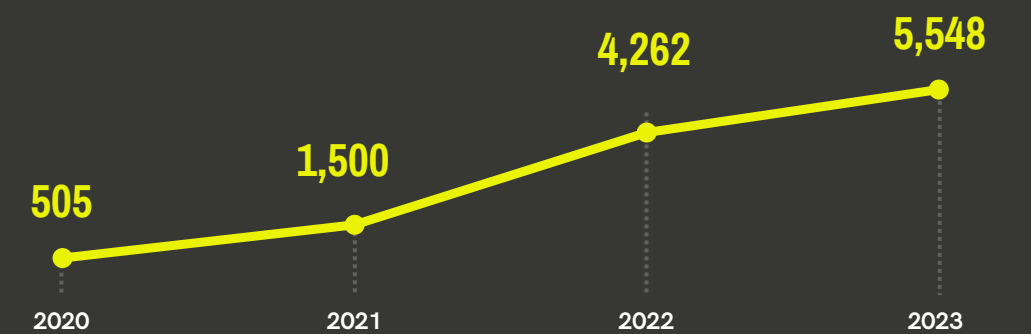
STUDIO ARTISTS SERVED PER YEAR

240
artists

PARTICIPATED IN OUR POP-UP MARKETS SINCE 2020



ATTRITION RATE

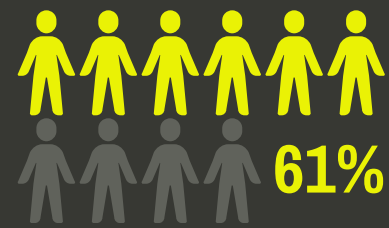


TOTAL IN-PERSON PROGRAM ATTENDANCE

39
months

AVERAGE MEMBERSHIP DURATION

Data Snapshot: Members



IDENTIFY AS FEMALE,
3% AS NON-BINARY

61%

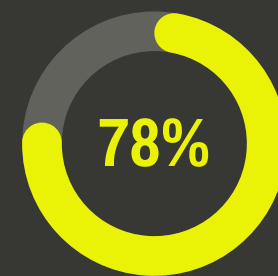


IDENTIFY AS BIPOC

33%

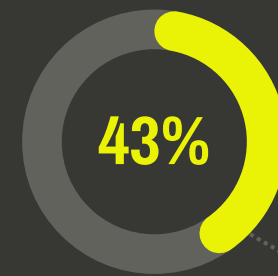
21-82
years

AGE RANGE OF CURRENT
STUDIO MEMBERS



FALL BELOW THE COUNTY
LOW-TO-MODERATE
INCOME THRESHOLD

78%



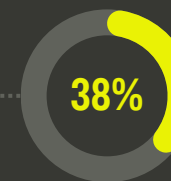
LOCAL NEIGHBORHOOD
RESIDENTS (STUDIO
ADJACENT)

43%

5.15
miles
AVG DISTANCE
TRAVELED

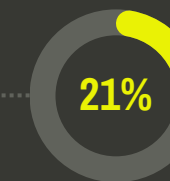


LAWRENCEVILLE



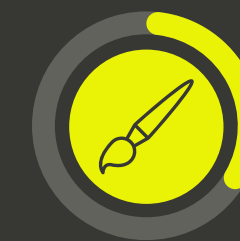
38%

HOMEWOOD



21%

MCKEES ROCKS



35.2%
PAINTING



15.9%
MIXED MEDIA



10.2%
SCULPTURE/
CERAMICS



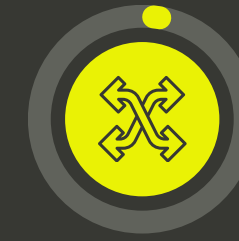
9.1%
PHOTOGRAPHY



6.8%
DRAWING/
ILLUSTRATION



6.8%
TEXTILES



4.5%
MULTI-
DISCIPLINARY



11.4%
OTHER*

* INSUFFICIENT DATA AVAILABLE ON SEXUAL ORIENTATION, DISABILITY STATUS, AND OTHER CHARACTERISTICS; IDEA GOALS + STRATEGIES ASSUME UNDERREPRESENTATION ACROSS ALL MARGINALIZED GROUPS

*incl. woodworking, printmaking, literature, performance, design, architecture, etc.

Strategic Priorities

PROGRAMS + PARTNERSHIPS

Utilize partnerships to maximize Radiant Hall's ability to offer both affordable space and complementary programming.

FUND DEVELOPMENT

Expand all contributed revenue sources (individual, corporate, government, and foundation) to increase financial health and resilience.

MEMBERSHIP

Develop a membership model that provides affordable rental rates and membership options to meet a broader range of artist needs.

STAFF CAPACITY

Develop a sustainable staff structure to support ongoing operations and implementation of the strategic plan.

REAL ESTATE

Develop and implement a proactive plan for exploring new space rental and ownership opportunities, and a strategy for continued investment in facilities improvements.

BOARD DEVELOPMENT

Cultivate a working board that provides fiduciary oversight, organizational ambassadorship, and support for staff.

THRU LINES



AWARENESS + VISIBILITY

Increase visibility around Radiant Hall's programs, services, and impact in the region.

INCLUSION, DIVERSITY, EQUITY + ACCESS

Ensure IDEA principles are applied to all areas of Radiant Hall's programs and operations.

Definitions

MEMBERSHIP

A structure that fosters an authentic sense of belonging and connectedness, along with a shared sense of ownership and accountability. To belong to a community is to act as a co-creator and steward of that community.

CREATIVE PLACEMAKING

The use of arts and culture by diverse partners to strategically shape the physical and social character of a place in order to spur economic development, promote enduring social change and improve the physical environment.

DIVERSITY

The characteristics that make one individual or group different from another, such as race, ethnicity, gender, sexual orientation, nationality, religion, socioeconomic status, educational status, marital status, language, age, and mental or physical ability. Also, the interactions among individuals that shape ideas, perspectives, and values.

EQUITY

The outcome of policies and actions that create a more diverse and inclusive institution that reflects its community.

INCLUSION

The confrontation of historical exclusion by bringing those affected into institutional activities and decision-making to address disparities, increase awareness, and foster understanding.

ACCESS

The process of identifying and removing barriers—physical, structural, financial, psychological, or otherwise—that create disparities in access to spaces and resources.

IDEA Focus Areas

WORKPLACE CLIMATE

Create a workplace environment that celebrates the unique perspectives and experiences of all employees. Work with staff to set measurable goals, systems for evaluation, and support.

EMPLOYEE ONBOARDING

Improve employee onboarding processes for varied learning styles, and establish 30-60-90 day plans and new hire mentorship program.

REPRESENTATION

Set, refine, and track clear metrics and goals around diversity targets for board, staff, and membership.

POLICIES + PROCEDURES

Evaluate and update organizational policies and employee handbook to address EEO/AAP regulations, IDEA training, gender equality, pay standards, FMLA, and work schedule policies.

TRAINING + DEVELOPMENT

Create and implement a training and development program for board and staff with an eye towards mentorship opportunities.

COMMUNITY

Create a robust onboarding process for members. Cultivate a sense of belonging through programs. Further develop community input processes to be more inclusive in decision making.

RECRUITMENT, SELECTION, + RETENTION

Implement specific best practices for hiring panels, including anti-bias training, standardized questions, and candidate pool demographic targets.

ACCOUNTABILITY

Incorporate IDEA goals into annual reviews, and track ongoing organizational progress towards measurable goals. Ensure equitable access to resources.

STRATEGY

Establish an IDEA focused leadership position. Define and communicate commitment to IDEA values and progress.

Goals + Metrics

PROGRAMS + PARTNERSHIPS

Utilize partnerships to maximize Radiant Hall's ability to offer both affordable space and complementary programming.

- ✓ 15% INCREASE IN PROGRAM ATTENDANCE
- ✓ STRENGTHENED PARTNERSHIPS WITH 3+ NEIGHBORING ORGANIZATIONS
- ✓ A MORE STREAMLINED AND INTENTIONAL PROGRAM LINEUP

- Create a set of criteria for annually evaluating programming, prioritizing mission alignment, **organizational visibility**, **IDEA goals**, and capacity limitations
- Expand opportunities for **public access to studios** and engagement with artists
- Partner with at least one **minority-led/serving organization** in proximity to each studio location per year
- Conduct conversations with key current and potential partners at least 2 times per year
- Increase social media engagement and reach to grow **program visibility**
- Improve channels for collecting programming feedback
- Create the staff capacity to continue to be creative and responsive to programming opportunities and **community feedback**

Goals + Metrics

MEMBERSHIP

Develop a membership model that provides affordable rental rates and membership options to meet a broader range of artist needs.

- ✓ A MORE DIVERSE MEMBER BASE THAT REFLECTS PGH DEMOGRAPHICS
- ✓ 50% LOCAL RESIDENT REPRESENTATION AMONG STUDIO ARTISTS
- ✓ A NEW DATA-INFORMED STUDIO PRICING MODEL ESTABLISHED

- Identify metrics to guide pricing decisions based on market rate for studio rentals and income levels for artists, prioritizing **affordability and equity**
- Better **communicate value proposition** and pricing justification to artists and other stakeholders
- Explore value proposition of non-studio access membership or shared studio membership
- Develop a plan for phasing in new/adjusted membership model
- Establish clear metrics to measure progress on **IDEA goals** for studio representation

Goals + Metrics

REAL ESTATE

Develop and implement a proactive plan for exploring new space rental and ownership opportunities, and a strategy for continued investment in facilities improvements.

✓ AVERAGE REMAINING LEASE TERM INCREASED TO 3.5 YEARS

✓ EXPANSION + STABILIZATION PLAN CREATED

- Develop a stabilization and improvement plan for current studio locations, including accessibility improvements
- Renew leases with favorable terms to mitigate **displacement risk** for current artists
- Secure funding for a temporary or shared facilities position
- Explore an expanded membership model that includes access to additional resources and equipment
- Develop a long-term plan for responsible expansion that addresses priorities including financial feasibility, **accessibility**, stability, and **community responsibility**
- Better communicate and lay claim to our **creative placemaking** impact

Goals + Metrics

FUND DEVELOPMENT

Expand all contributed revenue sources (individual, corporate, government, and foundation) to increase financial health and resilience.

- ✓ 2 NEW FUNDERS SECURED EACH YEAR
- ✓ 20% INCREASE IN INDIVIDUAL GIVING;
40% INCREASE IN DONOR BASE WITH 50%
RETENTION RATE
- ✓ 100% BOARD GIVING PARTICIPATION
- ✓ OPERATING RESERVE INCREASED TO
\$50K OVER 3 YEARS

- Diversify foundation support by building relationships with new funders
- Invest in communication efforts to **improve storytelling**
- Grow individual donor base through more frequent **cultivation events**
- Provide training opportunities for board members to increase their fundraising skills and confidence
- Secure more general operating and multi-year funding
- Leverage **visibility efforts** to increase access to corporate and government funding
- Prioritize funding for projects/initiatives that support **historically marginalized communities**
- Maintain full board participation in giving and fundraising process
- Allocate additions to operating reserve in annual budgets

Goals + Metrics

STAFF CAPACITY

Develop a sustainable staff structure to support ongoing operations and implementation of the strategic plan.



AN ADDITIONAL STAFF MEMBER ONBOARDED



UPDATED PERSONNEL POLICIES



- Analyze and address staffing needs in **marketing/communications** and facilities management
- Generate revenue and secure funding to support additional staff position(s) and contract labor
- Implement a regular **training/certification** schedule for staff (e.g. CPR, mental health first aid, anti-oppression, ASL)
- Establish a **professional development** policy and goals with staff, including a structure for ongoing **IDEA education and evaluation**
- Update **personnel policies** through IDEA lens

Goals + Metrics

BOARD DEVELOPMENT

Cultivate a working board that provides fiduciary oversight, organizational ambassadorship, and support for staff.

- ✓ 6 NEW BOARD MEMBERS RECRUITED OVER THREE YEARS
- ✓ A MORE ENGAGED + DIVERSE BOARD

- Review and update organizational bylaws
- Develop a board member recruitment plan that addresses **skill/representation goals**
- Create board engagement and retention plan
- Measure board engagement in terms of meeting attendance, participation in programs/events, number of new people introduced to the organization, and participation in fundraising activities
- Develop plan for enhancing board member skills through professional development/learning opportunities, including ongoing **IDEA education**

E AKUE-GEDU ALEX ALBECK ANDREW ALLISON JESSICA ALPERN BROWN HANNAH ALTMAN KYLE ANGER PHILLIP ANTHONY ZED ARMSTRONG
HAWN ATKINS JAN BAER ERIN BAKER SHARLENE BAMBOAT TYLER BANASH JACOB BANTER GENEVIEVE BARBEE-TURNER MARY BARENSFELD
ARIE BROOKE BARKER JESSE BARRUS ROXY MARJ BARRUS MARGARET BARRY DEREK BATES MICHAEL BATTLE LISA BELLOLI JOHN BELUE GAVI
AMIN KEMUEL BENYEHUDAH LARRY BERGER CHRISTINE BETHEA JULIA BETTS ANGELA BIEDERMAN NISHA BLACKWELL ALLISON BLAIR KIMBE
E CHRISTOPHER BORING TERRY BOYD IAN BRILL VIOLET BROOKS ISABELLE BROURMAN RANDY BUFFINGTON KEVIN CALLAGY COREY CARRINC
CARROLL RONA CHANG MEGAN CHELLEW ZHIWAN CHEUNG DEANNA CHILIAN TAYLOR CIARALLO SETH CLARK JESSICA CLOWNEY OREEN CO
IOR COLEMAN CONOR COLGAN LEVI COLTON KATE COLUSSY CASEY CONNELLY AMY CONROY LISA CONSIDINE JOSEPH COOHILL JAMAAL CR
AVRON DAILEY JEROME D'ANGELO SETH DAVIDSON CHARLESE DAWSON SELIMA DAWSON KENNEDY DEEN DIEGO BYRNES DEMICHELI MARGO
DERMODY MEG DOOLEY EMI DRISCOLL ROSE DUGGAN ADDOLEY DZEGEDE JAMIE EARNEST IVORY EDDINS JULIE EMANUEL NOAH EMHURT TIM
HARDT TAYLOR RAYE ERICKSON NICK FALWELL DANNY FERRELL BEN FILIO BETH FISHER TEAL FITZPATRICK JOHN FLEENOR MARYSUE FLICK
ER TRISH FOLEY LUCINE FOLGUERAS AMY FOSTER JORDAN FREY APRIL FRIGES JEFF FUGA WILL FULLER DAKOTA GARILLI ASHLEY GARNER PA
S JESSICA GAYNELLE MOSS TIMOTHY GERRITS AUTUMN GHUBRIL PATTI GHUBRIL LINDSAY GORANSON REBECCA GRABMAN JANE GRAILLE MI
GORY JULIANNE GRIFFITH PEGGI HABETS MARGARET HADEN LACEY HALL AMBER HALLIMANDAVID HANAUER ROSS HARDY REBA HARMON E
ER REBECCA HARRISON SONDR A HART TONY HAVRILLA REBECCA HEBERT ANN HECKEL JOHN HEIDELMEIER ANNIE HEISEY CLAIRA HEITZENR
ER HEITZENRATER EMILY HERSCHL ANIKA HIRT MADELINE HOEY DOROTHY HOOVER KAREN HOWARD NATHAN HUFFORD MARALYNN JACOB
RIE JAKAB LATAYA JOHNSON KELLY JOHNSTON ASHLEY JONES ATIYA JONES ASHANTÉ JOSEY JILL JOYCE JIYOO JYE CHARLES KACHALE MA
H JACQUET KEHM LAVERNE KEMP CLARA KENT K JREN KNAPP EMILY KOVACIC CYNTHIA KRAMER L
SNOW BOB KUBIAK RYAN LAMMIE ELIZABETH LAN NNAH LEACH SETH LEDONNE JULIE LEE MARIE LEO
INA LEVIN TODD LEWIS DANA LIEBERMANN KAREN LILLIS JULIE LINDELL ADAM LINN CHRISTIAN LOCKERMAN CHELSEA LONG KARIE LUIDENS
HEATHER MALLAK JULIE MALLIS HEATHER MANNING ETHAN MARKS BRIANNA MARTRAY SHARON MATTSON KATHY MAZUR JULIANNE MCADOC
ANINCH SETH MCBURNEY MICHAEL MCDEVITT CHRISTOPHER MCGINNIS CONOR MCGRANN FRANK MENCHACA EVANGELINE MENSAH-AGYEK
DSAY MERRILL MAGGIE MESSITT FRANCES METCALF LUCAS MICKENS NATALIE MICZIKUS NOA MIMS TRAVIS MITZEL JIWON MOON PAUL MOO
ARITZA MOSQUERA CHRIS MUCCI PAUL MULLINS LACEY MURRAY MATTHEW NAFTZGER BRENT NAKAMOTO MARILYN NAREY NJAIMEH NJIE JO
RER LESLIE NUTTING MAURA O'CONNOR MEGHAN OLSON ANDREW OWUSU KAREN PAGE GIANNA PANIAGUA SOPHIA PAPPAS MICHAEL PASSAF
PATGORSKI KISHA PATTERSON LEAH PECORARO JOE PERRY JULIET PHILLIPS XAN PHILLIPS MICHAEL PISANO JAMEELAH PLATT MIKE POTTER
SHANNON PULTZ CARLOS QUEZADA AISLING QUIGLEY BRIDGET QUIRK GIUSEPPE RAGOZZINO ASHLEY RAMOS FATINHA RAMOS RODERICK RA
E RAYE BARRY REESE DEREK REESE DAFNA REHAVIA BETH REINERS RIGEL RICHARDSON RAMON RILEY PAUL RODEN MADELYN ROEHRIG ADRIE
BETH ROSE HIGU ROSE REBECA ROSE PAUL ROUPHAIL ADAM ROUSSEAU MICHAEL ROYCE ELIZABETH RUDNICK EVAN RUMBLE RELL RUSHIN NI
JOHN SANDERS SOFIA SANDOVAL TOM SARVER FELICIA SAVAGE FRIEDMAN HILARY SCHENKER BEN SCHONBERGER LIZ SCHRAVEN JANICE SC
NA SCHULIGER JENNIFER SCHURMAN JONATHAN SCHWARZ AMANDA SCUGLIA SAMIRA SHAHEEN TAYLOR SHIELDS DEVAN SHIMOYAMA SARA
AND BLAINE SIEGEL SOPHIA SOBERS LIZZEE SOLOMON SUKESHI SONDHI KAELA SPEICHER A. HOLLY SPHARSHANAYA STEAVE ANGELA STUBB
ZACHARIAH SZABO PAIGE TIBBE CHERYL TOWERS PATTY TRAN LAURIE TROK JOHN TRONSOR TIA TUMMINELLO STEPHEN TUOMALA JAMIE TU
VARGAS TRESA VARNER MARLANA VASSAR PETER VERCILLA MATT VITUCCIO SHANNING WAN NASIR WATSON AVA WEISKOPF ZOË WELSH SUS
YANDT THOMAS WEYANDT DAN WILCOX RYAN WOODRING ALISHA WORMSLEY BRENT YINGLING KHADIJAT YUSSUFF DENNI ZHAO NIKITA ZO

RADIANTHALL.ORG