



# 2025-2030 STRATEGIC PLAN





*Funeral for the Cat*

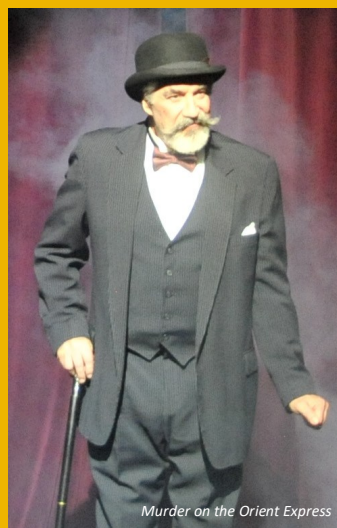


*She Stoops to Conquer*

# LOOKING FORWARD



*The cast of Kindertransport*



*Murder on the Orient Express*



**ROCKVILLE LITTLE THEATRE**  
PRESENTS

## 2025 - 2030 STRATEGIC PLAN

### BOARD MEMBERS

Laura W. Andruski  
Jerry Callistein  
Susan Chen  
Leena Shrivastava Dev  
Steve Howlett  
Ken Kemp  
Jeffrey McDermott  
Aaron Skolnik  
Nancy Sommers

*Production photos by Harvey Levine,  
Ken Kemp, Greg Skolnik, and Aaron  
Skolnik.*



# WHO WE ARE

## MISSION STATEMENT

Founded in 1948, Rockville Little Theatre (RLT) is the oldest continuously operating live theatre in Montgomery County. RLT provides high quality performances at reasonable prices. We strive to entertain, enlighten, and educate all who attend our theatrical events. RLT offers an opportunity for community members to step out of their everyday lives and to assume new roles as playwrights, actors, directors, costume designers, set designers, and audiences.

## VISION

Theatre is both an event and a way to build community.

## HISTORY

RLT has been in continuous operation since 1948 and is the longest-serving community theatre in Montgomery County. Its humble beginnings include producing shows at Christ Episcopal Parish Hall and Broome Junior High School. In September of 1960, the new Rockville Civic Center Auditorium (now the F. Scott Fitzgerald Theater) became RLT's home, and performances have been held there ever since. RLT members were active in the design and technical discussions for the space. RLT's scene shop and storage facility were established in 1972 behind the Civic Center's Glenview Mansion. In 2000, we moved into larger quarters in the same area. RLT helped to fund the project. RLT joined with Rockville Musical Theatre (RMT) in 1986 to form a consortium to sell season tickets.

In the last five years, RLT partnered with the Arts Barn to present our first musical in 40 years, *The Spitfire Grill* (FY20), which was unfortunately forced to close early due to a world-wide Covid pandemic. Rising to the occasion, RLT pivoted to virtual productions presenting a live-streamed production of *The Mountaintop* (FY21), as well as an in-person season of three plays (FY22). Several productions received nominations from the Washington Area Community Theatre Honors (WATCH), winning for Outstanding Lead Actress in a Play - a tie for two of our shows! - *A Raisin in the Sun* (Leslie T. Hatcher) and *Moon Over Buffalo* (Andrea Spitz), a win for Outstanding Scenic Painting for *She Stoops to Conquer* (FY22), as well as a nomination for Set Construction for *Communicating Doors* (FY24). RLT also returned to the competition circuit entering original one act plays by local playwrights Dean Fiala and B.G. Craig to the Maryland Community Theatre Festival (FY22 & FY24), garnering several awards. RLT also entered their production of *Pride@Prejudice* (FY23) to the Maryland state festival, winning the competition, and moving forward to the Eastern States Regional competition where it was named Outstanding Production. This accolade allowed RLT to participate for the first time at the national festival conducted by the American Association of Community Theatre (AACT) where it received two awards. RLT's most recent production of *Murder on the Orient Express* (FY24) netted a profit of \$10K and was been nominated for five WATCH awards, and won a Ruby Griffith Award. RLT was proud to partner with several local theatre companies to present an original musical cabaret, *Love Is Love Is Love*, during Pride Month (FY24). Net proceeds were donated to MoCo Pride and Rockville's Rainbow Place Shelter.

RLT's commitment to theatre and our community is extraordinarily strong. We look forward to continuing to provide the Rockville community with live theatrical opportunities for many years yet to come.



# ACCOMPLISHMENTS

In the last five years, Rockville Little Theatre has:

Rebranded  
season  
brochure

Continued student  
performance program  
that has welcomed more  
than 4,000 middle and  
high school students to  
the wonder of theatre

Celebrated our  
75th  
Anniversary in  
2023

Expanded RLT's  
Board of Directors to  
include four Ex-  
Officio (Board  
Members in Training)

Donated  
complimentary tickets  
to a variety of non-  
profit groups for their  
fundraising purposes

Increased grant funding  
from the Maryland State  
Arts Council, City of  
Rockville, Nora Roberts  
Foundation, and various  
local sponsors.

Recipient of multiple  
honors and awards  
from WATCH, RGA,  
MCTFA, ESTA, AACT,  
& Broadway World

Successfully executed  
an in-person three  
show season during  
the Covid-19  
pandemic

Co-Presented a Pride  
Month original  
cabaret with proceeds  
donated to MoCo  
Pride and the Rainbow  
Place Shelter

Established special  
events for  
subscribers &  
patrons including  
"Sneak Peek"

Conducted  
Board retreat  
on Succession  
Planning



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## PERFORMANCE

Highlight RLT as Montgomery County's longest established community theatre.

## EDUCATION

Empower youth to develop a healthy appreciation of culture and the arts.

## COMMUNITY ENGAGEMENT

Actively engage in expanding and deepening connections to the communities we serve.

## CAPACITY

Increase revenue and invest in advancements in staff, programming, and financial relationship with the City of Rockville.

## ETHOS

Build upon our unique organizational structure of inclusion, fairness, respect, and joyfulness.

# PERFORMANCE



## GOAL

Strengthen RLT's unique role as Montgomery County's longest established community theatre by delivering excellence in theatrical experiences.

## OBJECTIVES

- Present a variety of theatrical works showcasing a range of emerging and established theatre artisans.
- Use the power of storytelling to reflect, engage and inspire the community.
- Strive to hold special events that complement our season.
- Strengthen our ties to state, region and national community organizations.

## MEASURES

- Produce a season of three shows at the F. Scott Fitzgerald Theatre.
- Seek to produce at least one show per season at the Arts Barn, Kreeger Auditorium (Jewish Community Center) or other similar (smaller) venue.
- Deepen our relationship with the City of Rockville by presenting one free public (summer) performance each year at either the Town Center Stage or on the grounds of the Rockville Civic Center.





# EDUCATION



Pride@Prejudice



Pride@Prejudice, student performance



Kindertransport



The Grapes of Wrath



The Bad Seed

## GOAL

Provide opportunities for youth to experience live theatre as well as participate in the creation of same.

## OBJECTIVES

- Continue our tradition to present a yearly page-to-stage (based on classic literature) student matinee for middle and/or high school students.
- Strengthen opportunities for middle and high school students to actively participate in RLT productions.
- Introduce children to the wonder of live theatre.

## MEASURES

- Partner with local educators to explore literature-based scripts to produce for our page-to-stage slot.
- Improve our ability to offer significantly reduced ticket prices for student matinee performances by securing funding from corporate sponsors.
- Create a mentor program for high school youth that would allow them to take on a greater measure of responsibility in backstage roles.
- Enhance our relationship with local school dramatic clubs by offering support of knowledgeable personnel, set pieces, costumes and props at no cost.



# COMMUNITY ENGAGEMENT



## GOAL

Embrace, inform and actively engage in the development of theatrical arts within the City of Rockville and its adjacent neighbors with a keen eye on audience expansion opportunities therein.

## OBJECTIVES

- Dynamically engage current and new audiences through our programming and other community events.
- Reinforce our connections with youth, families, artisans, educators, local partners, and all segments of the community.
- Strengthen our position as a theatrical destination within the community.

## MEASURES

- Develop a dynamic communication strategy to build awareness of what we do with local stakeholders, businesses, and residents.
- Provide more opportunity for dialogue and cross programming experiences between our youth and adult constituents.
- Recognize who in the community is not at the table or does not have a voice at the table and create a welcoming place at RLT.
- Redesign the RLT theatre lobby space (during performances) to support a better social and patron experience.



# CAPACITY



## GOAL

Grow revenue to both sustain and advance staffing, programming, and communications.

## OBJECTIVES

- Build and mentor leadership among staff to advance RLT's ongoing investment in human capital and insure the organization's long-term stability.
- Follow through on the professional expansion and diversification of the Board of Directors.
- Increase the reach and yield of the RLT institutional, individual, corporate, and planned giving programs.
- Strengthen the robustness of our marketing efforts.

## MEASURES

- Track and evaluate RLT marketing and branding tactics and adjust ongoing messaging accordingly.
- Invest in staff development opportunities to stay conversant with current theatre and marketing trends.
- Support earned revenue enhancement by increasing the volume of ticket and concession sales by 10% over five years.
- Advance the idea of providing stipends to key production staff members.





# ETHOS



## GOAL

Build upon our unique organizational culture of inclusion, fairness, respect, and joyfulness.

## OBJECTIVES

- Maintain alignment with our values statement and further inclusion at RLT.
- Mentor the next generation of progressive arts advocates and theatre makers.
- Pursue innovation and always strive to accomplish more than we think possible.

## MEASURES

- Host annual retreat for staff and Board of Directors.
- Continue to advance staffing, Board membership and artisan hires with inclusivity.
- Foster greater communication between individuals and production departments as well as between staff and Board, our fellow RESCO organizations, and the City of Rockville/Fitzgerald Theatre staff.
- Implement RLT audience survey results and strive for both balance and variety in all RLT programming.





**ROCKVILLE LITTLE THEATRE**  
**Financials FY19-FY24\***

**FUNDING SOURCES**

	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>
Ticket & Concession Income	\$55,057	\$48,271	\$1,404	\$29,081	\$39,096	\$63,085
Individuals	\$3,372	\$7,130	\$5,062	\$6,636	\$10,951	\$5,834
Other	\$2,419	\$4,812	\$1,406	\$1,326	\$5,028	\$2,238
Grants	\$0	\$6,040	\$15,823	\$25,450	\$49,127	\$33,575
Corporations	\$1,329	\$2,515	\$4,831	\$2,149	\$5,761	\$2,433
<b>TOTAL</b>	<b>\$62,177</b>	<b>\$68,768</b>	<b>\$28,526</b>	<b>\$64,642</b>	<b>\$109,963</b>	<b>\$107,165</b>

**SPENDING**

	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>
Production	\$7,019	\$6,795	\$2,185	\$7,619	\$8,057	\$13,179
Marketing	\$2,276	\$3,615	\$1,057	\$1,733	\$6,733	\$3,472
Rental	\$40,299	\$27,984	\$0	\$41,196	\$46,367	\$48,300
Hospitality	\$2,474	\$2,570	\$2,497	\$2,449	\$17,407	\$5,559
Operating Expenses	\$2,270	\$4,909	\$7,180	\$6,607	\$5,918	\$14,508
<b>TOTAL</b>	<b>\$54,338</b>	<b>\$45,873</b>	<b>\$12,919</b>	<b>\$59,602</b>	<b>\$84,482</b>	<b>\$85,018</b>
<b>NET INCOME</b>	<b>\$7,839</b>	<b>\$22,895</b>	<b>\$15,606</b>	<b>\$5,040</b>	<b>\$25,481</b>	<b>\$22,147</b>

## OUR JOURNEY

Theatre is a collaborative art form. People, imagination, and resources are among the many variables that must align in order to achieve success both on stage and off. This strategic plan is our road map for a journey bursting with hope, potential and good intentions. It is an honor and a privilege to continue the quest for enduring excellence at Rockville Little Theatre with all of you.

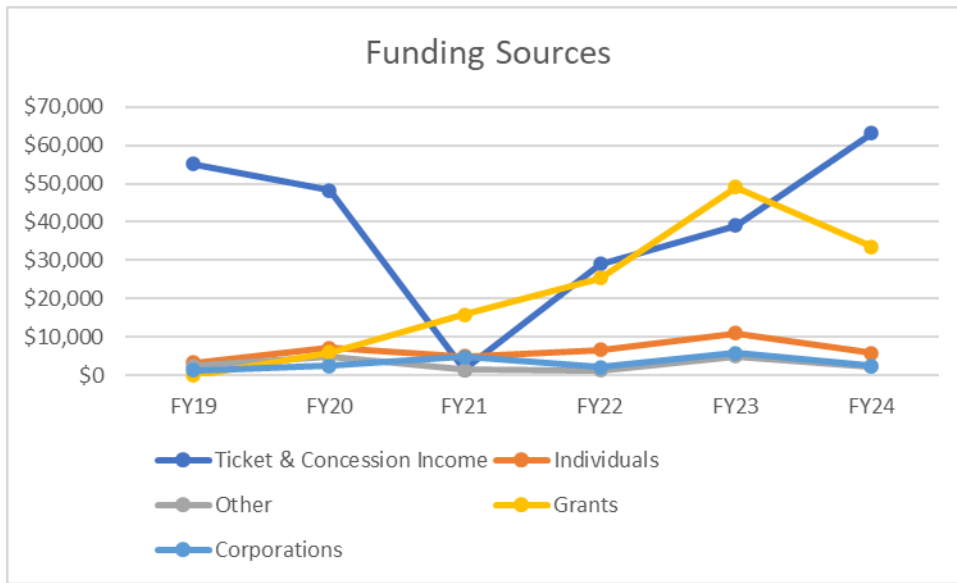
Rockville Little Theatre  
PO Box 4466  
Rockville, MD 20849-4466  
T: 240-242-9735  
Email: [info@rlt-online.org](mailto:info@rlt-online.org)



\*Financial assessment continued on next page.

## ROCKVILLE LITTLE THEATRE

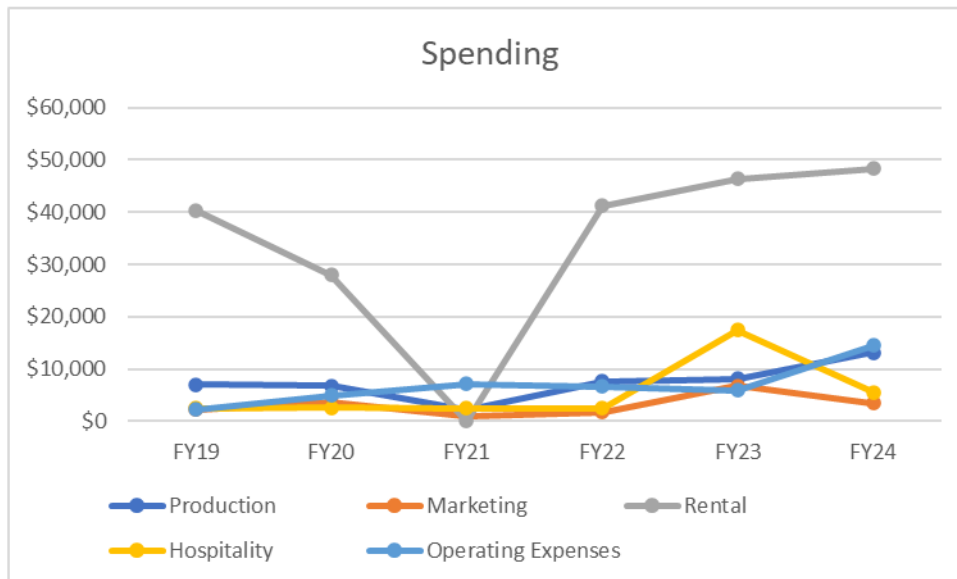
### Financial Assessment—continued from previous page



Over the past five years, RLT has made substantial progress in its financial management, despite significant challenges. RLT's 2020-2025 Strategic Plan contained several financial goals, such as increasing the reach and yield of the RLT institutional, individual, corporate, and planned giving programs, developing corporate sponsors in order to offer reduced prices for student matinees, and increasing the volume of ticket and concession sales over five years. RLT progressed in each of these metrics, even while facing a worldwide pandemic that forced us to cancel multiple productions and shrank audiences.

For example, RLT grew its earned income by 15 percent between 2019 and 2024 by increasing its ticket and concession sales, even while facing an initial reluctance by audiences to attend live theatre in the years immediately following the pandemic. In doing so, RLT rebounded in just three years from the dramatic drop in revenue in its FY21 season, when it could only produce virtual shows.

Similarly, RLT was able to develop both corporate and grantee sponsorship, which support its student matinees, an important aspect of our community outreach to develop a new generation of theatre-goers. For example, RLT grew its corporate and grantee giving from approximately \$1300 in 2019 to over \$36,000 in 2024. RLT has used these resources to offer an annual page-to-stage production for local high school students at a nominal price.



More generally, RLT's focus on development during this period dramatically grew its resources and allowed it to make smart investments in its productions. All giving – individual, corporate, and grantee – grew from just over \$5000 in 2019 to over \$41,000 in 2024. In 2023 for its 75<sup>th</sup> Anniversary, RLT set an ambitious goal of raising \$7500 in individual donations and exceeded it by over 30 percent. This focus allowed RLT to sustain itself through 2020 and 2021, when it had to cancel live shows and then produce fully-realized shows as soon as it was safe to do so.

With this increase in both earned revenue and giving, RLT has made smart investments in its productions, by gradually increasing its spending on production values (sets, costumes, etc.) and equipment (such as better microphone systems), both of which have strengthened the audience experience, leading to increased ticket sales. RLT has also initiated donor and subscriber recognition events (accounted for under hospitality in its budget) to sustain its development program.

These initiatives will ensure that RLT continues on a strong financial footing and can continue to invest in its audience experience and outreach programs.

## AWARDS & RECOGNITIONS 2020-2025

### Washington Area Theatre Community Honors (WATCH) nominations (winners bolded):

2020-2022:

**Outstanding Lead Actress in a Play – Lezlie T. Hatcher as “Lena Younger” – A Raisin in the Sun**

Outstanding Lead Actor in a Play – Tom Howley as “George Hay”  
– Moon Over Buffalo

**Outstanding Lead Actress in a Play – Andrea Spitz as “Charlotte Hay” – Moon Over Buffalo**

Outstanding Hair Design in a Play – Jennifer Georgia – She Stoops to Conquer

**Outstanding Scenic Painting in a Play – Nancy Carlin – She Stoops to Conquer**

2023:

Outstanding Set Construction – Steve Leshin – Communicating Doors

2024 (all nominations for Murder on the Orient Express):

Outstanding Set Design – Bill Pressly

Outstanding Set Design Set Construction – William Kolodrubetz

Outstanding Set Design Set Painting – Katherine Rogers

Outstanding Set Design Costume Design – Jennifer Morrissey & Becky Bucci

Outstanding Set Design Hair Design – Stephen Welsh

Outstanding Set Design Featured Performer – Meghan Williams Elkins as “Helen Hubbard”

### Maryland Community Theatre Festival Association (MCTFA) participation and honors:

March 19, 2022 - Negotiable Virtue by Dean Fiala. Directed by Jeffrey McDermott.

**Outstanding performance for Vanessa Markowitz and Jessie Dugan**

**Outstanding Costume Design (cast)**

**Outstanding Production-Runner Up**

**Dean Fiala for Outstanding Up and Coming Playwright.**

February 12, 2023 - Pride@Prejudice by Daniel Elihu. Directed by Laura W. Andruski.

**Outstanding Stage Manager to Aaron Skolnik**

**Outstanding Ensemble Performance**

**Outstanding Achievement in Acting to John Coracle**

**Ed-Ro-Char Award for Technical Excellence**

**Outstanding Production.**

January 2024 – Funeral for the Cat by B. G. Craig. Directed by Vanessa Markowitz.

**The Cliff Smith Memorial Award for Excellence in Directing - Vanessa Markowitz**

**The Ed-Ro-Char Award for Technical Excellence**

**The Sandra K. Doherty Stage Manager’s Award - Aaron Skolnik**

**Outstanding Performance - Emily Ray**

**Outstanding Performance - Charlotte Richesson**

**Outstanding Props - Nancy Carlin**

**Outstanding Emerging Playwright - B.G. Craig**

### Eastern States Theatre Association (ESTA) participation & honors:

April 15, 2023 – Pride@Prejudice by Daniel Elihu. Directed by Laura W.

Andruski. Outstanding Achievement in:

**Ensemble Acting - Niranjali Amerasinghe, Lena Winter, Meghan Williams Elkins, Ian Swank and Joseph Coracle**

**Set Design - Bill Pressly**

**Costuming - Jennifer Georgia**

**Hair Design - Maureen Roult**

**Acting - Joseph Coracle**

**Directing - Laura W. Andruski**

### American Association of Community Theatres (AACT) participation & honors:

June 2023, Louisville, KY - Pride@Prejudice by Daniel Elihu. Directed by Laura W. Andruski.

**Outstanding Achievement in a Featured Role – Joseph Coracle**

**Certificate of Achievement** from Broadway Licensing Group for RLT’s “exceptional talent and creativity”.

### Ruby Griffith Award (RGA) participation and honors:

2023 – **Best Achievement in a Play-2nd Runner Up:** Pride@Prejudice by Daniel Elihu. Directed by Laura W. Andruski.

2025 – **Best Achievement in a Play-3rd Runner Up:** Agatha Christie’s Murder on the Orient Express by Ken Ludwig. Directed by Laura W. Andruski.

### Broadway World (Washington, DC Area):

2023 - Nominated in non-professional category - Pride@Prejudice by Daniel Elihu. Directed by Laura W. Andruski:

Best Play

Best Ensemble

Best Director





*The Grapes of Wrath*



The cast of *She Stoops to Conquer*



Ruby Griffith Awards FY23



*Moon Over Buffalo*



*Stick Fly*



*Communicating Doors*



*Pride@Prejudice*



Leslie T. Hatcher, WATCH Award Winner FY20



*The Mountaintop*