

VICTORIAN LYRIC OPERA COMPANY

# STRATEGIC PLAN

2016 - 2020



Princess Ida | 2019

# If You Want to Know Who We Are...



Victorian Lyric Opera Company (VLOC) was founded in 1978 to perform musical works of the Victorian era. Our first show was *Trial By Jury* paired with *Cox and Box*. Since then, we have performed all of the works in the Gilbert & Sullivan canon, most of them many times over. We have also branched out into other European and American operettas and even grand opera, like Mozart's *The Magic Flute* and Donizetti's *The Elixir of Love*. In 2011, Victorian Lyric Opera Company merged with Forgotten Opera Company (FOC) which is currently a brand with which we perform non-Victorian era works. VLOC is a Resident Company at the F. Scott Fitzgerald Theatre at the Rockville Civic Center in Rockville, Maryland.



HMS Pinafore | 2016

# Mission

## WHAT WE DO

VLOC provides high-quality performances of light operatic works, offering educational and performance opportunities for our community.



Queen's Lace  
Handkerchief | 2019

# Vision

## WHAT WE WANT

- To be the leading light opera company in the Greater Washington, DC region
- For our members to choose to make VLQC and FOC an integral part of their lives



**The Mikado | 2017**

# Values

## WHAT'S IMPORTANT

- Our Victorian era roots (with branches) and presenting lesser-known (sometimes forgotten) shows of the era
- Being a nurturing membership organization comprised of community members
- Multigenerational participation
- Developing a new generation of audience
- Being an incubator for emerging artists
- No fees for participation beyond membership dues



The Victorian Lyric Opera  
Company stands out as a **unique  
asset** in producing works which get  
less attention, but are **deeply  
relevant** to modern audiences.

- DC METRO THEATER ARTS, 2018

# Our Strategy



Pirates of Penzance | 2020

## **SUSTAINABLE GROWTH**

Our strategy for the next three to five years (2016-2020) is to grow the company, both in members and in resources, so that we can achieve our mission and vision.

We plan to accomplish this through creation and empowerment of Board Committees, each taking on tasks outlined below.

# Board Committees

## ARTISTIC

Plans each season and hires seasonal production staff

## MARKETING

Amplifies our brand through various media and grows our audience

## PRODUCTION

Oversees set design and creation, costumes, and props; maintains storage facility at Civic Center

## EDUCATION & COMMUNITY ENGAGEMENT

Inspires conversation and engagement to complement VLOC productions



# Board Committees (continued)

## DEVELOPMENT

Solicits charitable donations from individuals and institutions

## MEMBERSHIP

Recruits a diverse group of operetta nerds to participate in all aspects of VLOC productions

## FINANCE

Ensures proper stewardship of company resources and compliance with grant requirements

## DIVERSITY, EQUITY, AND EXPANSION

Challenges institutional norms to disrupt a traditionally white art form

NEW

# Artistic Committee

- Continue to present a mix of well-known and lesser-known light operas, maintaining an emphasis on Gilbert & Sullivan (one or two G&S operas per year)
  - **Ongoing - as of Fall 2019, we have a five-year repertory plan**
- Reinvigorate the Forgotten Opera Company (FOC) brand to present modern and alternate productions
  - **Ongoing - have held successful yearly themed concerts since 2018 and mounted a fully staged production in Fall 2019**
- Recruit, diversify, and grow new artistic staff
  - **Ongoing – of note, all 2019/2020 Season stage directors were women**
- Support Rockville civic activities (e.g. Hometown Holidays, July 4th, 9/11 Memorial, and Civic Center Holiday Celebration)
  - **Ongoing – as invited by Rockville City Special Events Department**

# Production Committee

- Contribute to the success of our productions through the quality of our costumes, props, and sets
- Manage production costs through reuse of materials, props and costumes
  - **Ongoing - have also established relationship with Towson University for rental of our sets**
- Work with City of Rockville to expand build and storage space
  - **Completed - in Spring 2019 with acquisition of additional storage bay**



**The Gondoliers | 2019**



**Princess Ida | 2019**

# Marketing Committee

- Appoint a "social media liaison" for each production
  - **Discontinued after hiring a part-time Marketing & Development Coordinator**
- Involve company membership in marketing VLLOC activities
  - **Ongoing – by production (e.g. cast interviews posted on social media)**
- Increase video postings of performances
  - **Ongoing - enhanced with variety and number of performances offered; accelerated in Spring 2019**
- Develop a marketing plan to increase and diversify audience
  - **Ongoing - evolving and expanding the Marketing & Development Coordinator responsibilities and number of hours paid**



**La Perichole | 2017**

# Education & Community Engagement Committee

- Continue current offerings - Lectures, Community Matinees
  - **Ongoing – occurs by production**
- Explore outreach to schools to recruit students for productions
  - **Ongoing - audition notices sent to area colleges and universities**
- **Participate in Peerless Rockville Lecture Series**
  - **Complete - in person, December 2019; online in December 2020**
- **Present opera for children**
  - **Accomplished - Fall 2018 and Fall 2019 presentation at Gaithersburg Arts Barn**
- **Outreach concerts to Senior Communities**
  - **Suspended - began in January 2020 but had to stop due to pandemic**
- **Digital community engagement**
  - **Ongoing - Online Cabarets**



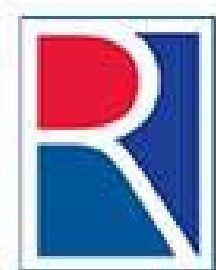
**Peerless Rockville  
Lecture | 2019**



**Little Red's Most  
Unusual Day | 2019**

# Development Committee

- Continue applications for local and regional arts grants
  - **Ongoing - received grant funding from Arts and Humanities Council of Montgomery County and Maryland State Arts Council in FY19 and FY20**
  - **One-time support grant and storage space rent abatement received from City of Rockville for FY21**
- Further develop individual giving
  - **Ongoing – online crowdfunding appeals occur twice a year**
- Regularly survey audience
  - **Ongoing – occurs with each F. Scott Fitzgerald production**



City of  
**Rockville**  
Get Into It



# Finance Committee

- **Establish committee to ensure proper stewardship of company resources and comply with grant requirements**
  - **Completed - Fall 2019**
- **Create company endowment**
  - **Completed - on receipt of extraordinary initial funding by Joseph Sorge in FY19**
  - **Established Endowment Policies & Handbook in Spring 2020**
- **Establish company Conflict of Interest Policy**
  - **Completed - Summer 2020**



**The Mikado | 2017**

# Membership Committee

- Implement use of membership software
  - **Complete** - obtained Neon Membership software in FY17; TheatreForms in FY19
- Re-evaluate and refine value proposition of company membership
  - **Ongoing** - established Diversity, Equity, and Expansion Task Force
- Recruit orchestra members to be company members
  - **Ongoing** - in FY20, a second orchestra rep was added to the Board of Directors
- Explore social event for members
  - **Complete** - a “Backyard Concert” for/by/with members was held in Summer 2019





# Diversity, Equity, & Expansion

## Focus areas

- Recruit and retain members from non-traditional communities
- Share our performances with the variety of populations in Rockville and Montgomery County
- Implement and publish anti-discrimination policies and reporting procedures



**Patience | 2018**



**The Mikado | 2017**



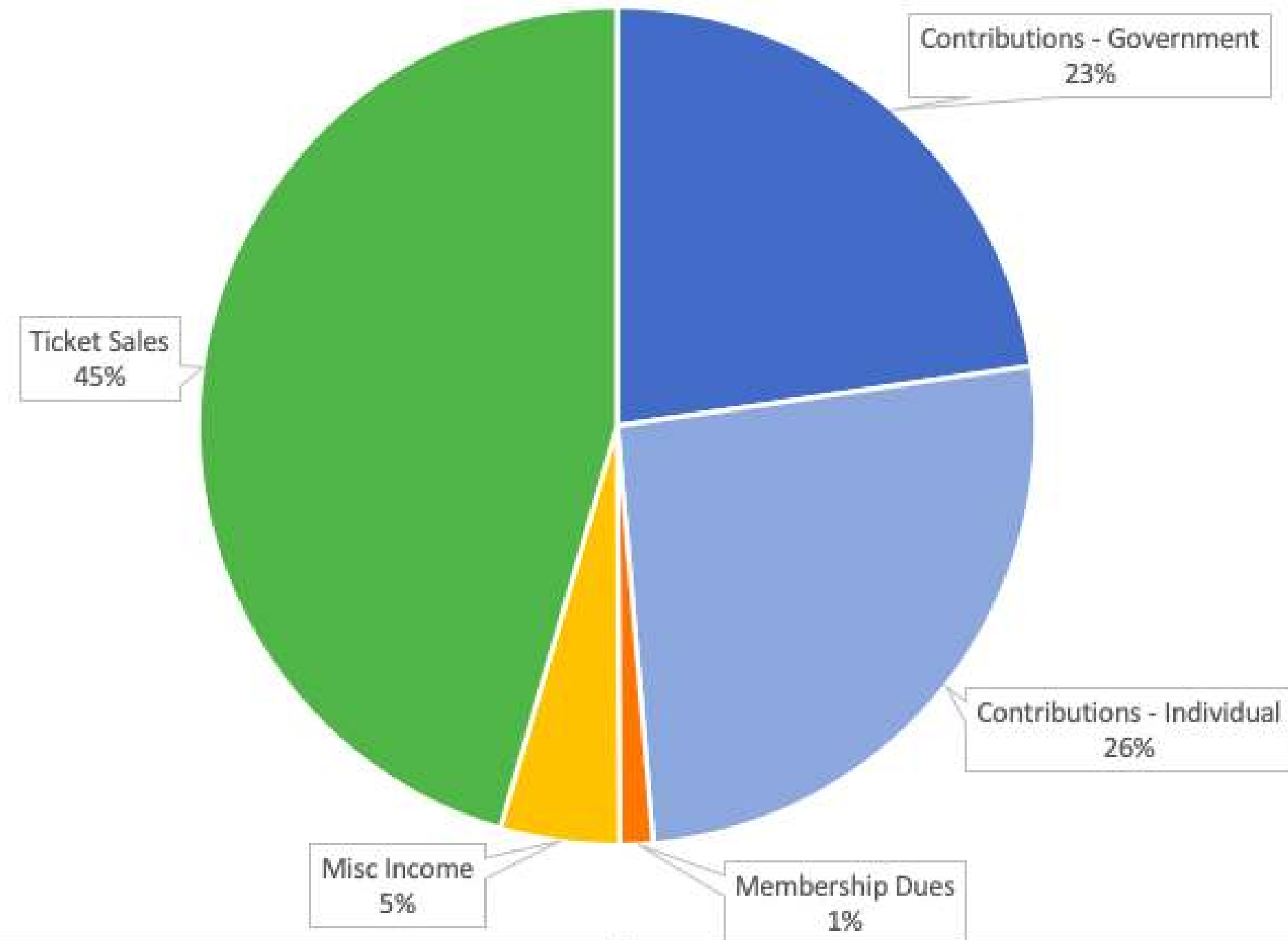
**The Gondoliers | 2019**

# Financial Reports

## FY20 INCOME

Contributions - Individual	\$ 31,432.90
Contributions - Government	\$ 27,543.53
Ticket Sales	\$ 55,166.81
Misc Income	\$ 5,587.08
Membership Dues	\$ 1,545.00
<b>TOTAL INCOME</b>	<b>\$ 121,275.32</b>

FY20 Income

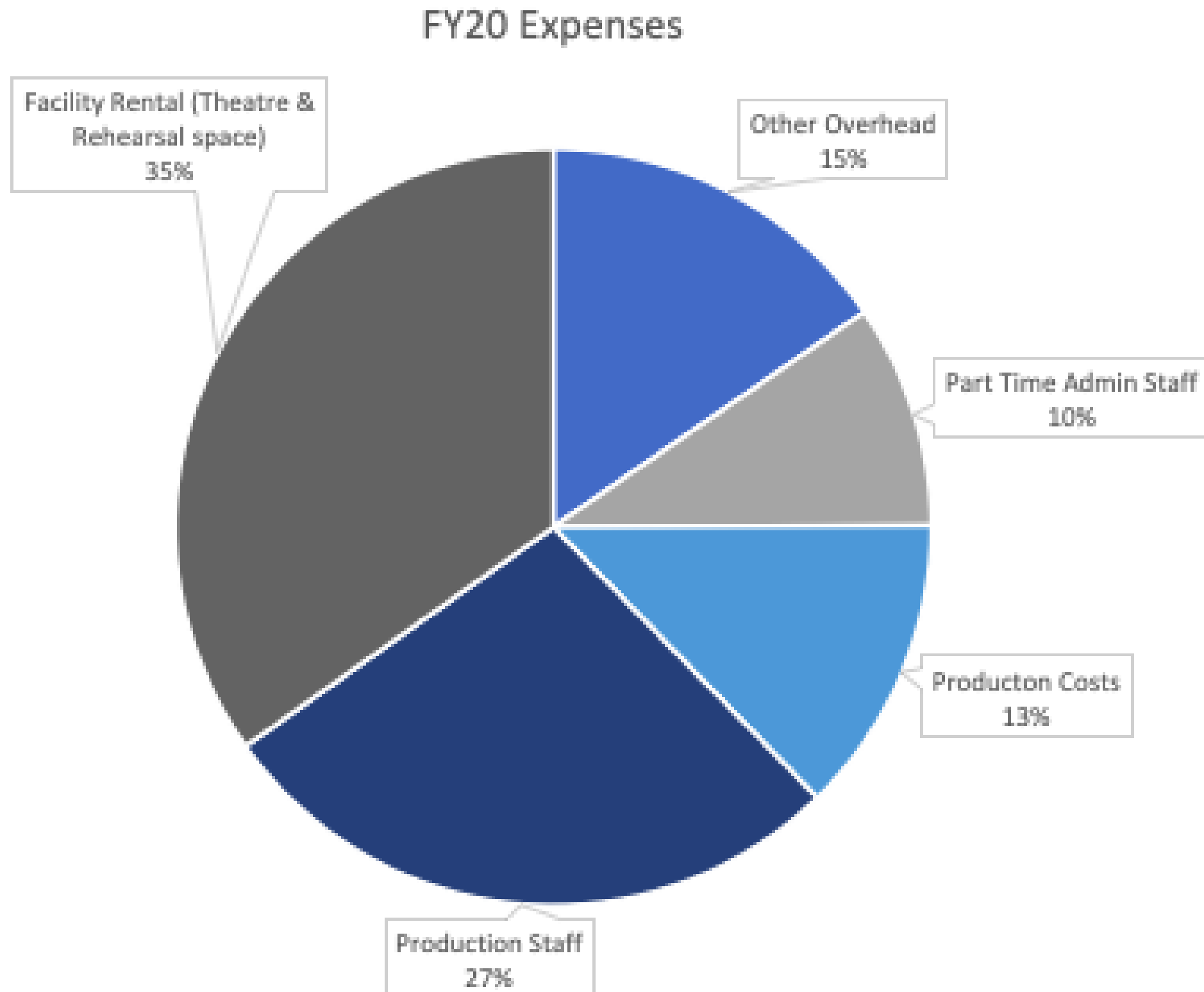


# Financial Reports (continued)

## FY20 EXPENSES

Facility Rental (Theatre & Rehearsal space)	\$ 33,776.28
Production Staff	\$ 26,631.66
Production Costs	\$ 12,369.67
Other Overhead	\$ 14,914.46
Part Time Admin Staff	\$ 9,261.25
<b>TOTAL EXPENSES</b>	<b>\$ 96,953.32</b>
<b>Net Income/Loss</b>	<b>\$ 24,322.00</b>

N.B.: FY20 Surplus is attributed to significant reduction in production expenses due to cancellation of our June 2020 show



# Living with the reality of the COVID-19 Pandemic

## GO DIGITAL

Our Fall 2020 concert production is being made into socially-distanced and virtual **movie!**

## ENGAGE

Weekly Online Cabarets are chances for members to keep performing and audiences to keep watching

## PLAN

Every future production has at least three contingency plans: fully-staged, concert, and digital versions

## SURVEY

We will survey our performers and audiences to gauge their interest and willingness to come back

## FUTURE

When it is safe, VLOC will be back at the F. Scott Fitzgerald Theatre

# 2020/2021 Board of Directors

## ARTISTIC DIRECTOR

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Joseph Sorge

## EXECUTIVE COMMITTEE

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Helen Aberger, President

Bill Rogers, Vice-President

Blair Eig, Treasurer

Jane Maryott, Secretary

## MEMBERS AT-LARGE

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Rishabh Bajekal

Bonnie Barrows

Michael Beder

Ross Capon

Bob Gudauskas

Amanda Jones

Stevie Miller

Joshua Milton

Deb Peetz

Kent Woods

Denise Young

# See Our Work Online!



**YOUTUBE**

Watch our weekly Online Cabarets through YouTube  
Live or watch footage from our past productions



**FACEBOOK**

Our official page features frequent posts and important announcements



**WWW.VLOC.ORG**

Visit for show information, archival footage, complete financial statements, and all things VLOC

For help or inquiries, contact us at [victorianlyricopera@gmail.com](mailto:victorianlyricopera@gmail.com)