



2025-2026

ANNUAL REPORT



Table of Contents

President's Message	3
Main Stage Season.....	4
WLT for Kids	5
Readers' Theatre	6
Development	7
Our Volunteers.....	8
Technology Improvements	9
FY 2025-2026 Financial Report.....	10
End of Year Financial Position	11
Who We Are	12



2025-2026 Board of Directors

President - Betsy Arnett

1st Vice President - Marjorie Lewis

2nd Vice President - Jonathan Ryall

Treasurer - Allen Fredericks

Secretary - Amy Thomas

Membership Director - Dave Cooper

Development Director - Colette Sabbagh

Front of House Director - Amy Urbanski

Building & Grounds Director - Bruce Elliott

Publicity Director - Timothy Bambara

Director at Large - Beth Conrad

President's Message

It has been a privilege to serve as the president of Winchester Little Theatre's Board of Directors for the past year. The quality of our productions continues to increase, and our audiences clearly recognize the value that we bring to the community. I would like to touch on a few of the challenges the theater is facing and how we have responded.

Technology: Recognizing that theater technology - sound, lights, projections - will continue to evolve, the Board of Directors created a technology fund, dedicating the net proceeds from every performance added to the schedule due to demand beyond the 11 performances scheduled for each production at the beginning of the season. During the 2025-2026 season, we added 12 performances, including nine performances of *A Christmas Carol*, generating over \$25,000!

Accessibility: Although our historic train station is "grandfathered" for certain building code requirements related to accessibility, we want to do everything practical to accommodate patrons who are mobility-impaired. Working with the Fire Marshal's Office, we were able to dedicate one wheelchair space at each performance, along with an adjacent companion seat. For the 2026-2027 season, we will be adding a second wheelchair space and companion seat. We will continue to evaluate ways to improve the quality of our theater experience for all patrons.

Ticket Reselling: With our productions routinely selling out many performances, we unfortunately have become the target of ticket resale sites, selling our tickets for up to four times the face value. To address this issue, we no longer issue print-at-home tickets and have gone to receipt-only sales through our website. In addition, we have reached out to the Virginia Attorney General's Office and our state legislator to explore policy and/or legislative actions that may enable us to stop these predatory practices. In the meantime, we continue to encourage our patrons to ensure they are only buying our tickets from our website.

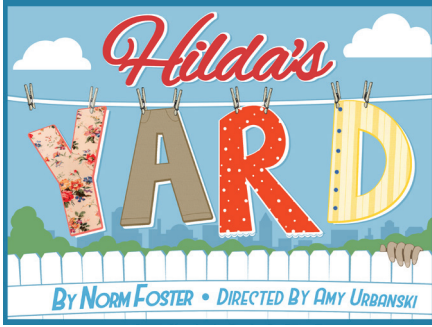
While our 2025-2026 season was a record-breaking one, I look forward to an even better 2026-2027. Thank you to all the volunteers who make our productions possible and to our patrons for their continued support, without which none of this would be possible!

Betsy Arnett

Betsy Arnett, President

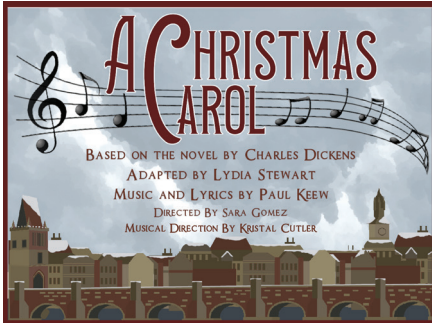


2025-2026 Main Stage Season



The 2025-2026 Main Stage Season was an overwhelming success! All five shows were at least 95% sold out, selling a total of 6,901 tickets.

We opened with *Hilda's Yard*, by Norm Foster and directed by Amy Urbanski. In 1956, Hilda and Sam Fluck are celebrating the “empty nest” phase of life, but their 30-something kids have other ideas. As the backyard of the Fluck family home fills with unexpected guests, the afternoon careens into bumbling calamity.



In November, we reprised the musical version of *A Christmas Carol* first staged at WLT in 2022. Directed by Sara Gomez with musical direction by Kristal Cutler, the play ran for an unprecedented five weeks, with 20 total performances that were 99% sold out. *A Christmas Carol* featured a cast of 27, including eight children who were double-cast in four roles.



Our January show was the thriller, *Wait Until Dark*. Directed by Joette Orndorff, the play converted the WLT stage into a Greenwich Village basement apartment where three con men looking for a mysterious doll played a cat-and-mouse game with Susy, the blind woman who lives there.



Decision Height, by Virginia playwright Meredith Dayna Levy and directed by Theresa Apple, tells the story of the Women Air Service Pilots (WASPs) and the training they received at Avenger Field in Sweetwater, Texas in 1943. The all-female cast brought this little-told story to life with passion and authenticity.



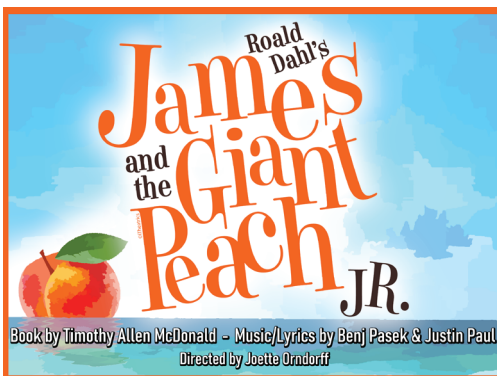
Our final production of the season, *Calendar Girls* is based on the movie of the same name. Written by Tim Firth and directed by Betsy Arnett, the story revolves around women of “a certain age” who create a nude calendar to raise money for the local hospital and how the reaction to the calendar upends their lives. WLT even produced our own calendar, featuring the cast and crew, and raised over \$1,000 for Leukemia Research Foundation.



Summer 2026

WLT for Kids, our summer theater program for young people ages 12 to 18, began in 2004. This program is all about theater for kids by kids. The kids do everything, from set dressing to making props and costumes, to acting and providing technical support. This year, the kids produced two shows:

The Three Musketeers, adapted by Noah Smith from Alexander Dumas' novel and directed by Roxie Orndorff, was the June show. In this version, the musketeers Athos, Porthos, and Aramis become Athena, Portia, and Artemis! The Musketeers still save the kingdom from the dastardly Richelieu, rescue Constance, and welcome young D'Artagnon into their ranks.



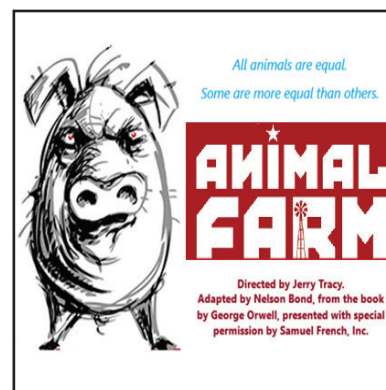
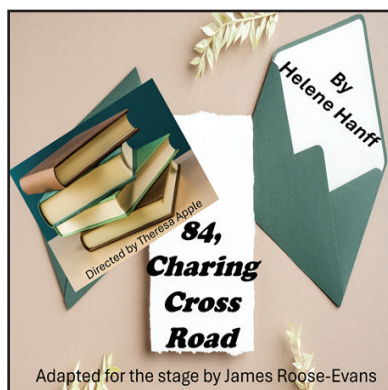
James and the Giant Peach Jr., adapted from Roald Dahl's children's classic and directed by Joette Orndorff, was July's musical. Featuring a plucky orphan, a pair of horrid aunts, singing insects, and grand journey across the Atlantic Ocean, the show was a real peach of a time, and the sold-out audiences loved it.



Readers' Theatre



Following the strike of each main stage production, before construction begins on the set for the next show, WLT presents a single staged reading of a play. The stage is bare; there are no costumes; few if any props; and the actors have scripts in hand. These performances offer more acting and directing opportunities for our volunteers and are often plays that are not practical for us to produce on our stage due to cast size or set requirements.



Ticket Sales Summary

Production	# of Performances	Tickets Sold	% Sold
Hilda's Yard	12	1,211	95%
A Christmas Carol	20	2,095	99%
Wait Until Dark	11	1,117	96%
Decision Height	12	1,223	96%
Calendar Girls	12	1,255	99%
Three Musketeers	22	985	77%
James & the Giant Peach, Jr.	21	1,260	99%
Twelve Angry Men	1	106	100%
84, Charing Cross Road	1	52	49%
Over the Anvil	1	48	45%
Animal Farm	1	106	100%
Total	95	9,458	94%

Development

WLT's Development Committee oversees all fundraising efforts that are not related to productions or outreach efforts. The committee pursues five broad types of fundraising:

Sponsorships

When a local business sponsors a main stage production, they receive their logo on the cover and title page of the program, a full-page ad in the program, a banner on the theater building during the run of the production, a poster in the lobby, a shout-out during the director's speech before each performance, and a private performance with 100 tickets. During the 2025-2026 season, we had three show sponsors, raising a total of \$10,000:

Hilda's Yard - Monoflo International

A Christmas Carol - Fredericks Wealth Management

Calendar Girls - Golden Pond

Preview Nights

WLT partners with other local non-profit organizations on two previews prior to opening night of each production. Organizations can purchase either half of the house (50 seats) or the whole house (100 seats) and then sell or distribute those tickets however they wish to raise funds for their own organizations. The ten preview nights for the 2025-2026 season raised \$5,000.

Grants

This year, we received three grants:

Clara Weiss Foundation - \$3,000

Community Foundation of the Northern Shenandoah Valley - \$1,600

Winchester-Frederick County Convention & Visitors Bureau - \$5,000

The first two grants were for accessibility improvements. The tourism grant was for podcast equipment.

Annual Appeal & Online Donations

We make an annual formal appeal to patrons and past donor each fall, but we receive donations consistently throughout the year through our website, often with ticket purchases. This year, we received over \$44,000 in online donations.

Other Fundraisers

This season, we had three raffles. During *Wait Until Dark*, we raffled off A Murder Mystery Party; during *Decision Height*, we raffled off a 1-hour flight in a private plane; and during *Calendar Girls*, we raffled off copies of the calendar at each performance. In addition, we partnered with Alamo Drafthouse Cinema on a sing-along showing of *Grease*. These other fundraisers generated over \$3,000 in total.

Our Volunteers

Winchester Little Theatre is an all-volunteer organization, with except of two part-time administrative staff. We simply could not do what we do without our dedicated and exceptional volunteers. Here's a quick summary of the work our volunteers do:

Actors

A total of 64 actors appeared on WLT's main stage during the 2025-2026 season, several in more than one show. In addition, 39 actors participated in Readers' Theatre, plus an additional 43 kids acted in the two WLT for Kids shows. All told, 124 actors appeared on the WLT stage this year!

Production Crew

The production crew encompasses all of the "behind the scenes" work that happens before a show opens - directing the play; designing the set, the lighting, and the sound; building and dressing the set; selecting and creating props and costumes - as well as running each performance. A typical show requires a production crew of 40 to 50 people, many fulfilling multiple roles. Including the two WLT for Kids shows and Readers' Theatre, a total of 148 volunteers served on the production crew for one or more shows.

Front of House

The front of house team includes the box office and the hospitality team for each performance. For the main stage season, we had 61 volunteers staff over 100 shifts! For the two WLT for Kids shows, we had 72 front of house volunteers, including 59 parents.

Volunteer Summary

Production	Actors	Production Crew	Front of House
Hilda's Yard	6	45	37
A Christmas Carol	26	56	34
Wait Until Dark	10	33	26
Decision Height	16	49	34
Calendar Girls	14	31	32
Three Musketeers	22	51	44
James & the Giant Peach, Jr.	21	67	43
Twelve Angry Men	13	2	2
84, Charing Cross Road	8	2	2
Over the Anvil	11	2	2
Animal Farm	7	2	2

Note: Totals not calculated because so many people do multiple jobs on each show!

Technology Improvements

Technology is a wonderful thing. Modern theater productions rely more and more on technology to create the theatrical experience, including sound effects, lighting, and projections. In the past, WLT's technical systems were always one or two steps behind the latest and greatest. Over the past year, the Board of Directors has made a concerted effort to identify needed upgrades and begin the budgeting process to spread the purchases out over several years, as well as plan for continued upgrades as the technology evolves. However, during several productions this year, we had to make emergency purchases to replace failing equipment. Moving forward, we hope that our attention to the technical needs of the theater will prevent these unexpected expenses.

As mentioned in the president's letter, the board of directors made the decision at the beginning of the fiscal year to dedicate the net proceeds from any performances added to the season beyond the usual eleven performances scheduled for each main stage production. Those funds, along with a number of donations made specifically for technical upgrades, made the following purchases possible this year:

Sound

- Mac computers with Qlab5 software, the industry standard for sound design
- Digital sound mixer
- 2 primary passive speakers
- 8 overhead speakers
- 2 subwoofers
- Amplifier
- Sound equipment rack

Lighting

- 12 LED lights with better color output

Projections

- In conjunction with moving projections capabilities to Qlab5, docking infrastructure to support three individually controllable projectors

These purchases totalled just over \$23,000. Additional improvements will be made before the start of the 2026-2027 season, including the installation of acoustic panels to improve sound quality.

Finally, we replaced the box office computer this year and anticipate needing to replace the office computers next year.

FY 2025-2026 Financial Report

July 1, 2025 - June 30, 2026

not audited

Revenue		
40010	Preview Nights	\$3,500.00
40050	Membership Dues	\$1,180.00
40200	Contributions	\$61,565.88
40500	Box Office Receipts (Main Stage)	\$121,899.26
40506	Readers' Theatre	\$2,655.00
40507	Sponsorships	\$9,500.00
40508	Workshop/Seminar Fees	\$463.74
40510	Program Advertising	\$6,631.00
40520	Season Subscriptions (Main Stage)	\$57,745.00
40600	WLT for Kids	\$41,228.50
40700	Fundraising	\$7,279.00
70000	Other Income	\$3,653.36
Total Revenue		\$317,300.74
Expenditures		
21022	Clark Street Loan Interest	\$11,933.87
51007	AudienceView Fees	\$29,562.80
51000	Bank Fees	\$817.04
61250	Contract Labor	\$2,165.00
61800	Insurance	\$8,767.75
62000	Licenses, Permits & Professional Fees	\$2,150.89
63000	Computer Repairs & Software	\$8,334.95
63400	Telephone & Internet	\$2,645.31
63900	Utilities	\$20,483.61
64000	Building & Facilities	\$3,717.13
65000	Operating Expenses	\$12,442.24
65021	Sound & Lighting Upgrades	\$20,140.01
65500	Publicity	\$6,259.61
66000	Production Expenses	\$36,265.98
66016	Royalties	\$13,955.61
66500	WLT for Kids Production Expenses	\$7,624.76
	Payroll	\$40,521.77
Total Expenditures		\$227,788.33
Net Revenue		\$89,512.41

End of Year Financial Position

As of June 30, 2026

Current Assets	
Truist Checking Account	\$174,897.06
United Bank	\$73,566.69
United Wealth Management Fund	\$754,028.16
United Bank CD	\$107,251.22
Total Current Assets	\$1,109,743.13
Fixed Assets	
Depot (315 W Boscawen St)	\$1,225,710.30
Clark Street	\$492,568.35
Total Fixed Assets	\$1,718,278.65
Accumulated Depreciation	
Accumulated Depreciation	-\$986,216.69
Total Accumulated Depreciation	-\$986,216.69
TOTAL ASSETS	\$1,841,805.09
Liabilities	
Current Liabilities	\$169,902.74
Long Term Liabilities	\$0.00
Total Liabilities	\$169,902.74
Equity	
Equity	\$1,671,902.35
Total Equity	\$1,671,902.35
TOTAL LIABILITIES & EQUITY	\$1,841,805.09



Who We Are

Founded in 1928, Winchester Little Theatre (WLT) is a non-profit, all-volunteer community theater housed in the old Pennsylvania Railroad freight station in downtown Winchester, Virginia. In addition to our five main stage theatrical productions each year, we offer on- and off-site staged readings, a two-show summer children's theater program, and other events.

MISSION

To encourage excellence in the production, acting, directing, and writing of plays; and to bring quality entertainment and culture to our community through a variety of endeavors in the performing arts.

VISION

Winchester Little Theatre aspires to provide an outlet for artistic interests and bring quality theatrical shows and experiences to the community.

VALUES

- **Artistic Excellence** - pursue the highest possible theatrical quality in order to engage audience emotionally and intellectually.
- **Creativity**- view and solve problems more openly and with innovation.
- **Community**- connect people through engagement, service and collaboration within and beyond the theater.
- **Collaboration** - listen and evolve together, helping and supporting each other for the sake of a collective goal.
- **Honesty**- speak truthfully and strive to implement open and honest communication on every level, even when it is difficult or unpleasant.
- **Respect** - accept each other as we are and for who we are.

INCLUSIVITY STATEMENT

We, the people of WLT, commit ourselves to being inclusive and fully reflecting our community. We take specific, positive actions to include the widest possible range of people in all roles, on stage and off:

- people of all races and cultural backgrounds
- people of all types of physical or cognitive ability
- people of all types of gender and sexuality
- people of all classes
- people of all ages