

MISSION

*TO UNITE THE COMMUNITY
THROUGH THE TRANSFORMATIVE POWER OF THE ARTS*

VISION

*MARIN COUNTY'S PREMIERE CULTURAL HUB
EXPANDING THE MEANING AND VALUE OF ART IN OUR COMMUNITY*

METHODS

- We deliver diverse, dynamic and innovative programming in an intimate setting with historic roots in our community.
- We are welcoming, accessible and responsive to all members of our community and committed to forging connections among diverse audiences and artists.
- We provide unique opportunities for artists, performers, and developing minds of all ages to invent, learn, experiment and collaborate.
- Our dedicated staff and volunteer leaders ensure that we remain financially responsible, collaborative and effective in our strategic pursuit of excellence in service of our mission.

CORE VALUES

Pursuit of Excellence
Creativity and Artistic Experimentation
Intellectual and Aesthetic Growth and Discourse
Collaboration among Artists, Audiences and Community
Inclusiveness, Involvement and Diversity
Efficient and Effective Stewardship
Integrity and Accountability

STRATEGIC PLAN

The governing board and staff at 142 are committed to building a lasting cultural legacy in service of our community's artistic needs. In 2011, we undertook a strategic planning process that engaged dozens of artists and community members in brainstorming about the future of 142. We came away with a three-year strategic plan with concrete goals in virtually all areas of the theatre's operations. Those goals, and their desired outcomes, are set forth below.

We have already begun implementing strategies aimed at accomplishing these goals. We are grateful to those who participated in our planning workshops and will continue to check in with our community to ensure that we remain responsive, focused and effective in service of our mission.

STRATEGIC PLAN GOALS

1. PROGRAMS AND SERVICES

Desired Outcome: *The Theatre is continuously improving the quality and variety of its artistic programs and services to more effectively unite the community through the transformative power of the arts.*

Goal 1: Strengthen existing programs and develop viable new programs aligned with the mission serving broad community interests.

Goal 2: Attract the highest quality artists available to ensure artistic excellence, innovation and diversity.

Goal 3: Maximize service to the community by increasing program participation and allocating theatre uses in a cost effective manner.

Goal 4: Consistently provide the highest quality theatre experience to patrons.

2. FINANCE

Desired Outcome: *Finances are responsibly and effectively managed to sustain mission delivery, capital needs and prudent reserves.*

Goal 1: Institute tracking and reporting systems that facilitate functional financial analysis and decision making.

Goal 2: Plan and provide for secure and affordable long term facility utilization, maintenance and modernization.

3. FINANCIAL DEVELOPMENT

Desired Outcome: *The Theatre has sustainable sources of charitable support that are sufficient, together with earned revenue, to reliably fund mission delivery, capital requirements and prudent reserves.*

Goal 1: Expand and improve the existing development strategy to provide sustainable sources of charitable support to fund 50% of the Theatre's annual operating budget.

4. HUMAN CAPITAL DEVELOPMENT

Desired Outcome: *All essential roles are filled by qualified individuals committed to excellence in service of the mission and goals of the Theatre.*

Goal 1: Build and maintain a diverse board that is well informed, engaged and inspired to develop resources for the Theatre and to execute its governance responsibilities.

Goal 2: Attract and retain a well-qualified, motivated and cohesive staff team utilizing best management practices and providing a healthy desirable work environment.

Goal 3: Attract, retain and support highly motivated, well-qualified volunteers who contribute talent in service of the Theatre's mission.

5. OPERATIONAL DEVELOPMENT

Desired Outcome: *The Theatre is a goal-driven organization with clear priorities shaped by a diverse community of stakeholders; and adequately resourced with effective systems and tools needed to facilitate the work of the staff and volunteers.*

Goal 1: Develop and implement an ongoing process for evaluating, refining and achieving strategic goals that engages staff, volunteer leadership and community stakeholders.

Goal 2: Develop and maintain technology and infrastructure necessary to efficiently support the theatre's operations.

6. MARKETING & COMMUNICATIONS

Desired Outcome: *The Theatre is widely respected as a premier cultural hub whose programs are well attended and supported by audiences, donors, sponsors and advertisers throughout the Bay Area.*

Goal 1: Develop a plan that establishes a clear and consistent brand, identity and messaging strategy that meaningfully and memorably reflect the Theatre's mission and encourages community engagement.

Goal 2: Continually increase public awareness, utilization and support for the Theatre and its programs and services throughout the region.

7. OUTREACH & ACCESS

Desired Outcome: *The Theatre's constituents reflect the fullest spectrum of the population, and everyone feels welcomed.*

Goal 1: Attract more diverse audiences and actively involve under-served populations and individuals with disabilities and special needs.