



**THE MOUNTAIN PLAY
ASSOCIATION**
PRESENTS

2017–2021 STRATEGIC PLAN

_MOUNTAIN PLAY

A GREAT OUTDOOR THEATRE ADVENTURE



TOWARD THE HORIZON



**THE MOUNTAIN PLAY
ASSOCIATION
PRESENTS**

**2017–2021
STRATEGIC
PLAN**

Administrative Team

Sara Pearson, Executive Director
Eileen Grady, Artistic Producer
Rachel Carlin, Development Associate
Evy Roy, Communications Associate

2016–2017 Board of Directors

Kenyette Jones, President
Shawn Marshall, Vice President
Catherine Connolly, Treasurer
Chris Heffelfinger, Secretary
Laurie Flynn
Monty Georges
Joseph Gillach
Becky Kaplan
Jessica Neville
Marsha Summers

Cover art: "Bolinas Ridge to Pt. Montara" © 2007 by Tom Killion
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Graphic Design: Rob Roehrick, RoehrickDesign

WELCOME TO OUR ADVENTURE



The Mountain Play is unique—an annual rite of spring that brings thousands together in nature and engages each new generation in the enjoyment of the arts. But why is it important? Storytelling provides a shared experience of our humanity; music engages the spirit. Woven together in musical theatre, they are the most inspirational and accessible of the modern performing arts. At a time in our history when people are increasingly disconnected from each other and from nature, we all need profound shared experiences that inspire and unite us.

While we are proud of Mountain Play's artistic accomplishments, as leaders we have a responsibility to look ahead, and to preserve the stability of our longstanding tradition in a rapidly changing world. We must remain responsive to the shifting desires of our culture, to ensure that our programming remains fresh, relevant and sustainable for the future.

We are proud to share the result of many years of thoughtful discussion and planning by our Board of Directors, staff and members of our community. We present here a five year vision for Mountain Play to remain a vital and enriching part of our Bay Area community. We invite you to join us on our adventure!

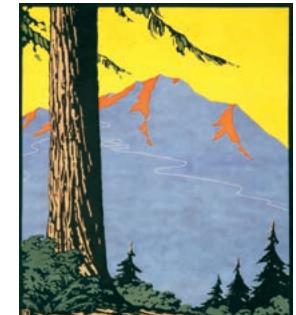
— Sara Pearson and Eileen Grady

WHO WE ARE

OUR MISSION

Rooted in more than a century of theatrical tradition, Mountain Play Association provides enriching live musical theatre that stimulates creativity, engages and unites our community, and fosters a lifelong enjoyment of the arts.

Our signature outdoor production nurtures respect for the unique natural beauty of Mount Tamalpais and its historic Cushing Amphitheatre.



OUR VISION

For generations to come, the Mountain Play will draw together Bay Area families and friends of all ages to share in the universal tradition of storytelling through musical theatre.

OUR HISTORY

Established in 1913, the award-winning Mountain Play Association has introduced live theatre to four generations. Early productions attracted thousands of patrons who hiked or took the train up Mount Tamalpais to see traditional plays like *Abraham and Isaac*. A change in programming to Broadway-style musicals in 1977 resulted in growing audience appeal, financial revival and stunning artistic achievements. The historic Cushing Memorial Amphitheatre, whose boulders make up its 4,000 seat classical Greek structure, was owned by Mountain Play until 1928 when the association donated the land to the State of California to complete Mount Tamalpais State Park. Now known for its unique mountaintop setting and quality musical productions, Mountain Play is proud to be re-introducing the classics of American musical theatre to 15,000 patrons a year in what has become a quintessential rite of spring for the entire Bay Area.





ACCOMPLISHMENTS

The Mountain Play Association has:

ARTISTIC PROGRAMS

- Infused artistic vision with new artists and designers
- Built on a century of theatrical tradition to inspire a new generation
- Diversified programming and reached new audiences

GOALS

Continue to improve the artistic quality of the outdoor signature production while expanding MPA's artistic off-mountain programming throughout the year.

SUSTAINABILITY

- Leveraged fundraising efforts, increasing community support
- Negotiated a long term use agreement with Mount Tamalpais State Park
- Consolidated storage and administrative locations into new central headquarters
- Redesigned website and upgraded online ticketing
- Launched Business Advisory Council

Reduce financial vulnerability of outdoor season by diversifying and increasing annual earned revenue; increase annual contributed income; and grow the reserve fund to 50% of annual budget by 2021.

ENGAGEMENT

- Engaged community in year-long Centennial Celebrations
- Created *Play for Art's Sake* to fund local school arts programs
- Published Centennial Anniversary coffee table book
- Improved patron experience with more shade, new booths and kids' Playland
- Provided after school Arts Education in two schools

Create new program offerings and opportunities that increase year-long awareness of MPA off the mountain and deepen audience engagement.

ETHOS

- Empowered Junior Board with program management responsibilities
- Launched "Future Protectors" youth environmental education program with State Park
- Provided musical performances in support of other organizations

Build on our unique traditions of collaboration, inclusivity, and environmental stewardship as we re-imagine old and new musical theatre classics.

ARTISTIC PROGRAMS

GOAL

Continue to improve the artistic quality of the outdoor mountaintop production while expanding MPA's off-mountain programming throughout the year.

KEY OBJECTIVES

1. Evolve from producing one show with six outdoor performances per year into a multi-faceted musical theater company with Bay Area wide recognition
2. Draw high quality and professional talent from around the Bay Area and beyond
3. Expand programming to serve an increasingly diverse population and engage next generation audiences

HOW WE WILL SUCCEED

- Widen artistic recruitment process to reach entire Bay Area and beyond
- Develop new professional work opportunities for artists
- Attract a diverse, high quality pool of artists by continuing our commitment to a collaborative professional work environment
- Create a plan and budget to add small productions for diverse, off-mountain audiences
- Collaborate with performing arts partners on low-risk shared programming



SUSTAINABILITY

GOAL

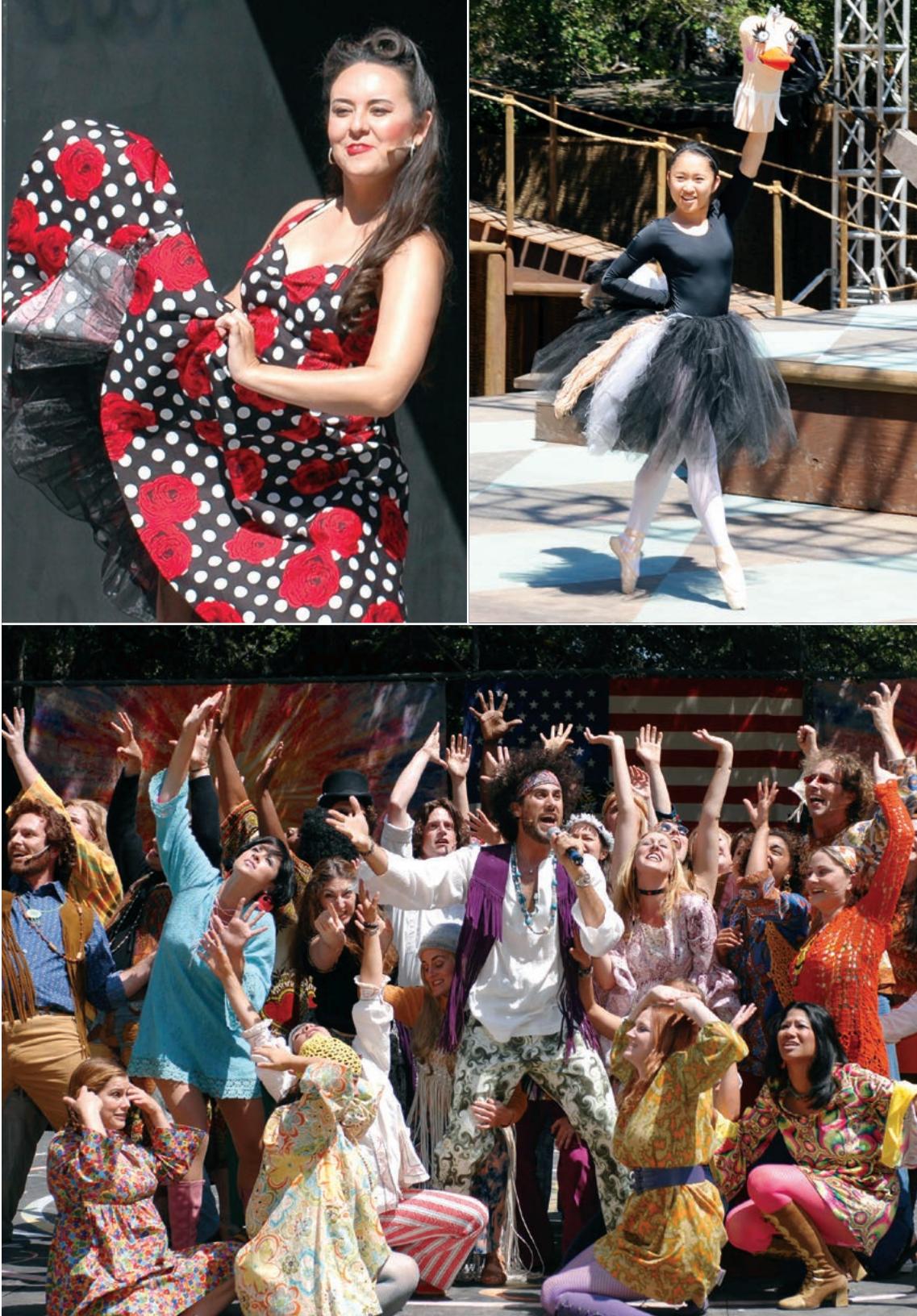
Reduce financial vulnerability of six-show outdoor season by diversifying and increasing annual earned revenue; increase annual contributed income; and grow the reserve fund to 50% of annual budget by 2021.

KEY OBJECTIVES

1. Grow repeat/loyal patrons from average of 13,000/year to over 17,000/year
2. Implement a capacity-building campaign to fund a larger staff and upgrade organizational infrastructure
3. Increase contributed income to grow reserve fund to minimum 50% of annual budget by 2021

HOW WE WILL SUCCEED

- Hire dedicated fundraising staff to plan and execute major giving campaign
- Expand board of directors to 20 seats and set board giving and solicitation targets
- Increase earned revenue and visibility through off-season classes, camps, workshops, and small productions
- Grow loyal patron numbers by increasing repeat buying options and improving social media outreach
- Develop master staffing and succession plan to expand staff capacity through 2021



ENGAGEMENT

GOAL

Create new program offerings and opportunities that increase yearlong awareness of MPA off the mountain and deepen constituent engagement over time.

KEY OBJECTIVES

1. Accommodate the needs of loyal elderly patrons by providing comfortable ways for them to access MPA productions with off-mountain performances
2. Engage and train the next generation of Bay area musical theater artists by providing new artistic resources, increased opportunities, and quality arts education
3. Develop new partnerships to better serve our diverse community and advance MPA goals

HOW WE WILL SUCCEED

- Expand senior access and leverage off mountain productions by offering programming to retirement communities
- Reach at-risk student populations by dedicating staff to manage the nascent arts education program at Martin Luther King Academy and Davidson Middle schools
- Develop Next Generation Advisory Council to engage young adults in theatre management and tap into their networks
- Develop collaborative productions with other arts programs/venues/schools to expand access to musical theater and build on strong local relationships



ETHOS



GOAL

Build on our unique traditions of collaboration, inclusion, and environmental stewardship as we re-imagine old and new musical theatre classics.

KEY OBJECTIVES

1. Strengthen connection with and deepen long term participation by young artists and future leaders
2. Promote high-touch personal connections with artists and customers while making best use of modern technology
3. Actively promote environmental stewardship of Mount Tamalpais and Cushing Amphitheatre

HOW WE WILL SUCCEED

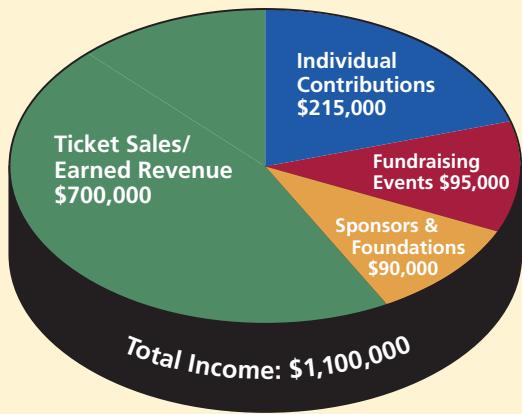
- Develop Next Generation Advisory Council and expand Junior Board
- Develop Board leadership that reflects our values and demographic constituencies
- Participate actively in Bay Area theater community, developing new ways to share infrastructure and talent resources
- Explore expanded role in supporting State Parks through education and fundraising



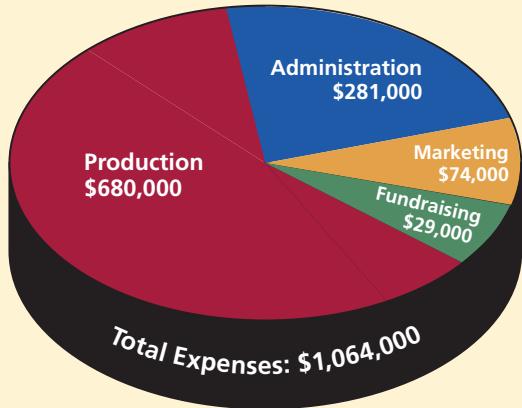
FINANCIAL PERFORMANCE

FOUR YEAR AVERAGE 2013–2016

INCOME



EXPENSES

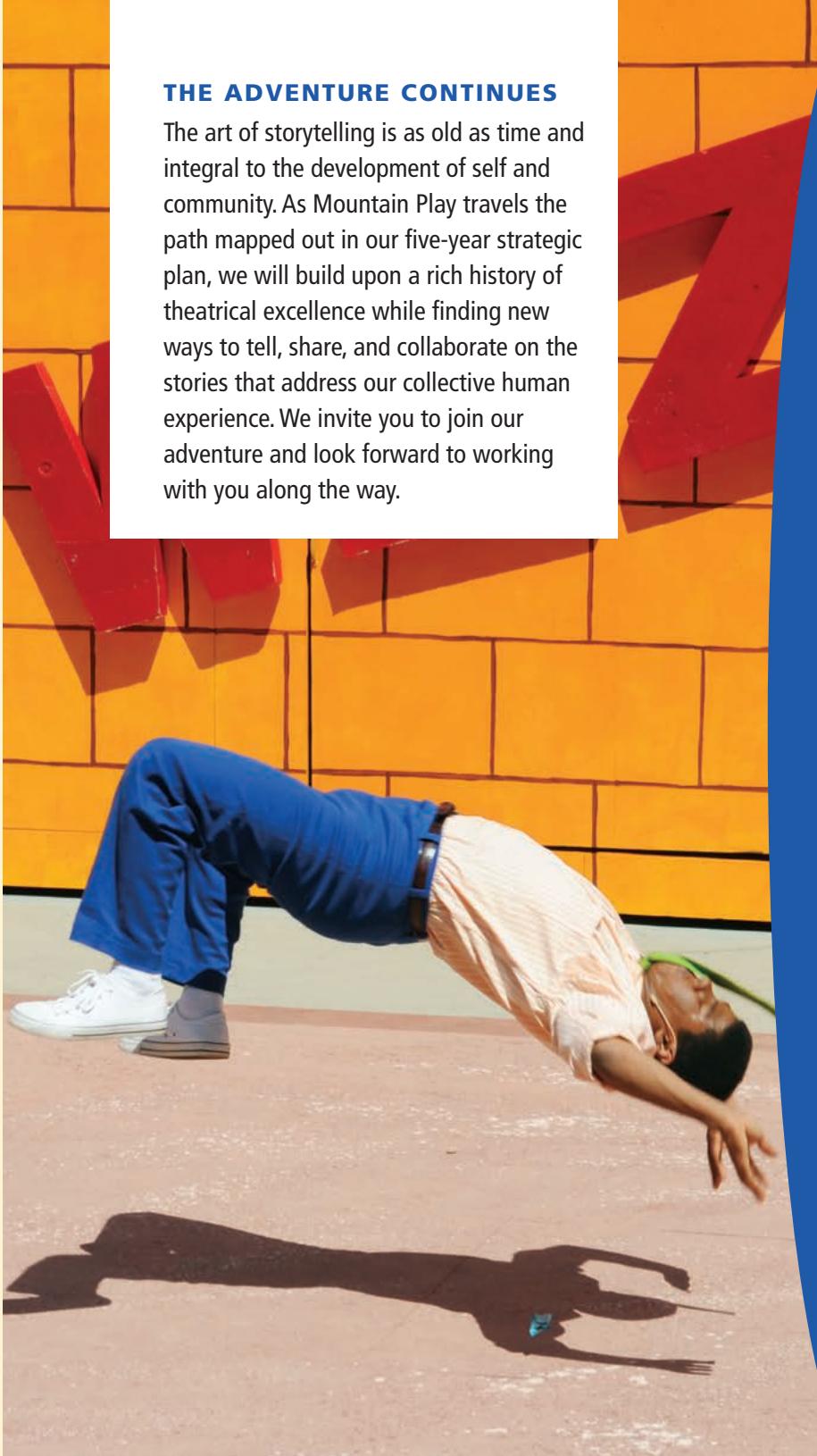


Production Cost Breakdown

Cast, Crew, and Artistic Staff	\$111,000
Operations Staff and Materials	151,000
Set and Stage	98,000
Audience Transportation	85,000
Royalties	65,000
Sound	43,000
Concessions	40,000
Costumes	27,000
Venue and Rented Space	25,000
Merchant Services	21,000
Community Outreach and Volunteers	14,000
Total Production	\$680,000

THE ADVENTURE CONTINUES

The art of storytelling is as old as time and integral to the development of self and community. As Mountain Play travels the path mapped out in our five-year strategic plan, we will build upon a rich history of theatrical excellence while finding new ways to tell, share, and collaborate on the stories that address our collective human experience. We invite you to join our adventure and look forward to working with you along the way.



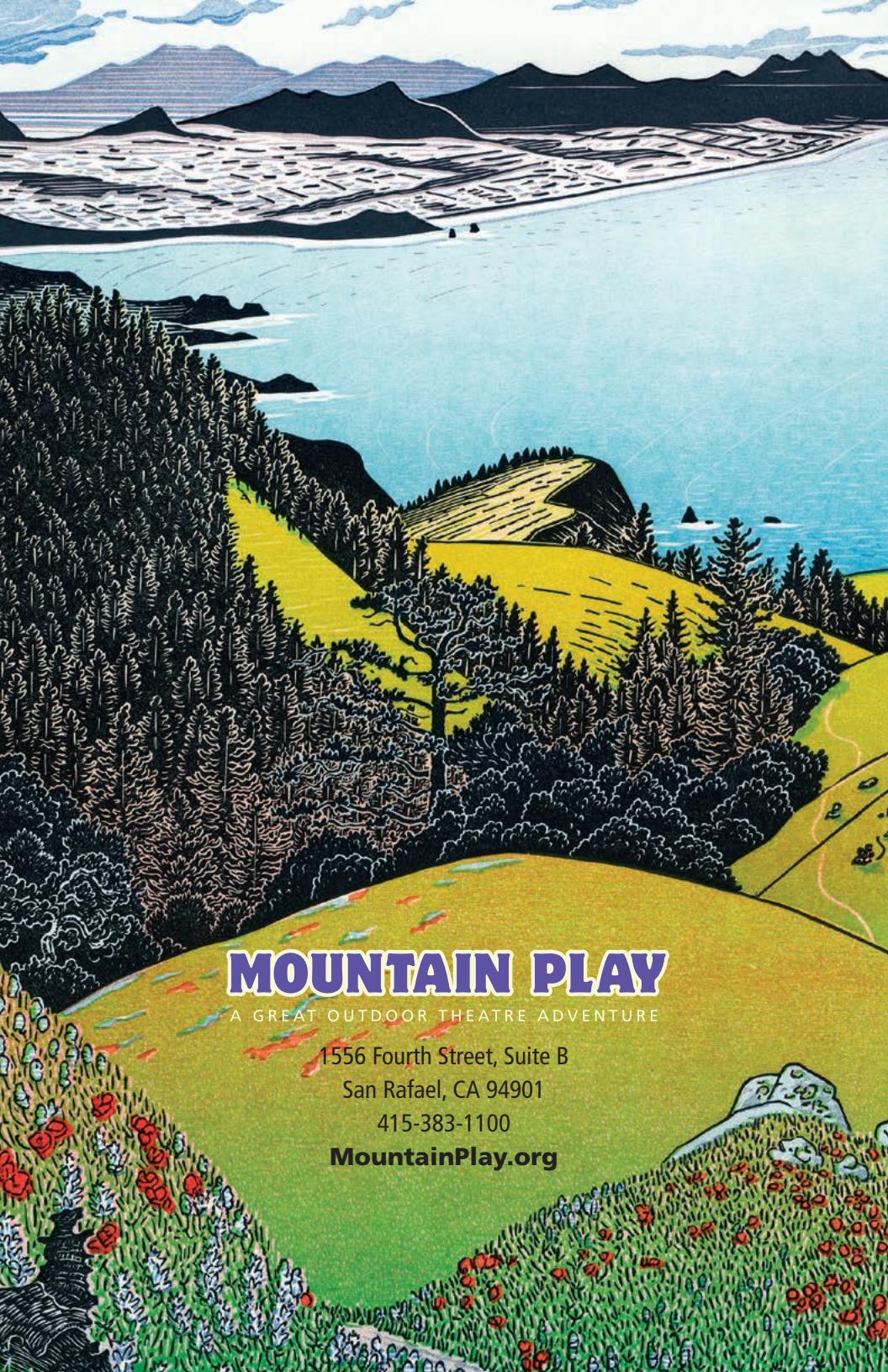
THE ROAD AHEAD



TRADITION IMAGINATION
UNIQUE MUSICAL THEATRE
ARTISTS CREATIVITY UNITE
MOUNT TAMALPAIS EQUITY
COLLABORATION EDUCATION
EXPERIENCE EXCELLENCE
COMMUNITY ADVENTURE
VISION ENJOYMENT EMPATHY
DIVERSITY FAMILY FRIENDS
RESPECT PERFORMING ARTS
FUTURE OUTDOORS ENGAGE
EXPRESSION INCLUSIVITY
CONNECTIONS HISTORIC
AWARENESS STORYTELLING



A MOUNTAIN OF INSPIRATION



Mountain Play

A GREAT OUTDOOR THEATRE ADVENTURE

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MountainPlay.org