



**shakespeare.**  
dallas  
the people's theatre

# Strategic Plan 2026-2029

Adopted on May 4, 2026



## VISION

Our vision is a North Texas where Shakespeare Dallas is a catalyst for connection, learning and belonging.

Central to this vision is Samuell-Grand Park as "The People's Park," a community epicenter where timeless stories, cultural events and human connection flourish.

## MISSION

Shakespeare Dallas is The People's Theatre.

We use Shakespeare and other timeless stories to connect all North Texans with accessible, alive and culturally relevant programs.

## VALUES - The PEOPLE's Theatre

P

### Play Boldly

Take risks and spark conversation

E

### Equity

Remove barriers so all can participate

O

### Openness

Be clear, curious and flexible

P

### Partnership

Work and create together

L

### Leadership

Act with integrity, accountability and respect

E

### Evolution

Build the organization for the present and the future

## IMPACT GOALS

- Shakespeare Dallas will deliver bold, relevant and accessible artistic and educational experiences that deepen connection, curiosity and belonging across North Texas.
- Shakespeare Dallas will be a fixture in our East Dallas artistic community, with Samuell-Grand Amphitheatre functioning as a thriving public cultural asset that supports artistic excellence, community access and long-term financial sustainability.
- Shakespeare Dallas will endeavor to be a learning organization that understands who it serves, how its work creates change, and how data informs better decisions across programs, fundraising and operations.
- The board and staff will partner to sustain its mission by investing in people, leadership continuity and relationships that strengthen the broader arts ecosystem.



## BRAND & MARKETING GOALS

- Invest and strengthen marketing capacity through staff expansion and board recruitment.
- Establish a clear, repeatable brand promise that staff, board and audiences can use to better tell the organization's story.
  - Define a single positioning statement
  - Translate “The People’s Theatre” into plain language that inspires others
  - Create enduring stories of impact and community engagement
- Launch a new website that improves clarity and usability for a better experience.
- Deepen engagement with North Texas audiences, especially within the East Dallas communities.
- Replace or upgrade ticketing and CRM systems in a coordinated way.



## REVENUE

### Year 1 – Stabilize & Build the Floor

- Raise \$100-125K capital (Samuell-Grand)
- Strengthen earned revenue ~390K (30%)
- Increase contributed revenue 10-12%
- Achieve 1-month cash reserve + surplus

### Year 2 – Strengthen and Balance

- Raise \$150K capital (Samuell-Grand)
- Grow earned revenue to ~\$430K (33%)
- Increase production net revenue and optimize rentals
- Maintain contributed revenue growth
- Expand multi-year donors (20-25)
- Achieve 1.5–2 months operating cash + ~3% operating surplus

### Year 3 – Sustain and Protect

- Close \$150K capital campaign (retire capital debt)
- Maintain earned revenue at ~\$480-500K (35-38%)
- Achieve 2–3 months reserves + 3-5% surplus



## OPERATIONS & CULTURE

- Build data management infrastructure and implement dashboards to track attendance patterns, ticket pricing trends, and geographic reach
- Establish an equity measurement framework to identify gaps in service and audience reach
- Construct system to better manage subsidized ticket distribution towards both impact and revenue goals, including an audit of current ticket subsidies
- Introduce individual, departmental, and organizational tracking of strategic plan goals, including cross-departmental communications
- Build a process for successful transition and/or growth of key staff leadership positions



## GOVERNANCE

- Clearly define roles and accountability between board, officers, committees, and staff/contractors.
- Update bylaws and committee charters to reflect board-led operations.
- Establish a predictable annual governance calendar.
- Increase Board fundraising engagement and construct a Board dashboard with individual fundraising activity
- Develop a written emergency succession plan for key staff positions
- Create a 2–3 year leadership development pipeline for the Board as well as staff

