

**COMMUNITY DEVELOPMENT GRANTS ADMINISTRATION  
APPLICATION EXECUTIVE SUMMARY – FUNDING YEAR 2015**

**Milwaukee Youth Council – Youth Services Proposal**  
**Total Funds Available: \$73,960**

**Total Amount Requested (CDBG FUNDS) \$ 25,000**

**(Note: Minimum Allocation is \$10,000)**

2015 JUN 12 A 11:47

CDBG A

Applicant Organization Name: First Stage

Organization Address: 325 W. Walnut Street City: Milwaukee Zip: 53212

Contact Person: Katie Weeks Title: Development Director

Contact Person's

Telephone Number: (414) 267-2936 Fax Number: (414) 267-2930

E-Mail Address: kweeks@firststage.org

Is applicant a 501 (C)(3) organization? Yes X No       

Is applicant a faith-based organization? Yes        No X

Federal Employer Identification Number: 39-1634828

Executive Director: Betsy Corry Phone Number: (414) 267-2980

Board President: Lauren Pagenkopf Phone Number: (414) 266-3056

**Proposal submission(s) must be authorized and signed by an official of the Board of Directors.**

**Name and title of Board Official:** Lauren Pagenkopf, President

**Signature of Board Official:** 

**NOTICE:**

**A false statement or misrepresentation in the proposal to obtain grant funds and if funds are awarded, the funds and contract will be in default and the City may declare all of any part of the funds paid out immediately due and repayable to the City and the contract voided.**

## PART 1: PROGRAM DESIGN & SPECIFICATIONS

**If you need more space in any section, you may attach additional pages**

### 1) HOUSEHOLDS/CLIENTS SERVED

**a) Describe the specific target population to be served, including target low income level and special needs populations, as applicable.**

First Stage is seeking funding from the Milwaukee Youth Council to provide youth throughout the City of Milwaukee with the opportunity to attend First Stage's Theater Academy at the Milwaukee Youth Arts Center in downtown Milwaukee.

Committed to accessibility, the Theater Academy's Family Partnership Program provides need-based scholarships and financial assistance for young people to attend Academy classes. Thanks to the community's support, First Stage has never turned away a student from the Academy due to the inability to pay. Each year the Academy provides over 300 students with financial aid, awarding over 600 unique scholarships during the fall, winter, spring, spring break, and summer sessions. Approximately 80% of students participating in the Family Partnership Program are minorities.

Along with our scholarship opportunities, the Theater Academy specifically partners with City of Milwaukee schools serving a high percentage of students from low-income families. Partner schools include Golda Meir Elementary (43%), St. Marcus School (89%), Tamarack Waldorf School (58%), Allen-Field Elementary School (95%), and La Causa School (92%). Additional schools may be identified as we continue to grow our programming.

**b) Specify the total number of youth to receive direct services by your program.**

Each year, the Theater Academy serves approximately 2,000 students, totaling 3,000 student enrollments. Through the Family Partnership Program, the Academy awards approximately 300 students with scholarships each season.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**

**2) OUTREACH:**

**a) Describe in a narrative, your agency's outreach and all of the methods that will be used to inform youth about your program.**

First Stage utilizes a highly effective community outreach program to inform young people about the Theater Academy. First Stage advertises Academy classes through mailings, brochures, print articles, our website, and additional social media outlets including Facebook and Twitter. The Academy staff places a significant emphasis on developing and maintaining strong personal relationships with school administrators, teachers, and families to best engage young people in Academy programming.

To inform students about our programming and scholarship opportunities, the Theater Academy uses the following outreach methods:

- First Stage employs a Community Partnership Manager specifically to support Family Partnership Program participants and their families. This individual recruits students to participate in the program and supports them throughout their experience in the Academy.
- The Academy partners with City of Milwaukee schools to provide students with direct transportation to and from our Wednesday after-school Academy classes.
- Registration forms are distributed to schools with high percentages of students receiving free or reduced lunch.
- Academy staff members work with classroom teachers in local schools to identify students and families with limited financial means who would benefit most from the First Stage experience.
- A welcome packet is sent to all families participating in First Stage programs during the previous year, encouraging their continuation in the program. Families are also invited to other First Stage events, including tickets to First Stage performances and backstage tours.

**DO NOT WRITE BELOW**  
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**Comments:**

**Describe in detail ALL OF THE FOLLOWING:**

**3) The specific ACTIVITY to be performed:**

The First Stage Theater Academy is an Education and Recreational program that teaches youth ages 3-18 *life skills through stage skills*. Based at the Milwaukee Youth Arts Center (MYAC), Academy classes are offered year-round and feature small class sizes, sophisticated curriculum, and a high number of contact hours. Through superb theater training, the Academy nurtures the social and emotional well-being of young people while teaching valuable life, academic, and 21<sup>st</sup> century workforce skills including leadership, empathy, commitment, collaboration, critical thinking, creativity, and cross cultural skills.

During the school year, First Stage offers classes on Wednesday afternoons and Saturdays. The Academy also offers one-day "School's Out" classes on days in which Milwaukee Public Schools are closed and a weeklong program during spring break. Class curriculum varies in intensity with age, experience, and length of session. Class topics include:

- **Acting-** Students explore character relationships, action, and text while developing overall acting skills and confidence.
- **Musical Theater-** Students increase their versatility and work on new vocal and dance techniques
- **Improvisation-** Students develop expressiveness, spontaneity, and learn to think quickly and with reason through improvisational character and scene work.
- **Story Drama-** Stories are brought to life by exploring character motivations, choices, and actions while creating dialogue and improvising scenes.
- **Shakespeare-** Students examine dynamic language, characters, and plots in scenes and monologues by Shakespeare.
- **Next Steps-** Young people with autism take their next steps as artists and individuals by engaging in theatrical and musical activities with a team of theater artists and special education experts.

Funding from the Milwaukee Youth Council will help support the Academy's Family Partnership Program, which provides need-based scholarships for students from low-income families to attend classes. Scholarship amounts are determined based on each student's unique family and financial situation, Federal Adjusted Income, and past experiences with the Academy. Along with scholarships for Academy classes, the Family Partnership Program provides lunch, extra T-shirts and transportation to and from the program when needed. Approximately 80% of students participating in the Family Partnership Program are minorities.

#### 4) The GOALS of the program:

The goal of First Stage's Theater Academy program is to utilize the dramatic arts to foster life, academic, and social skills in young people in our community. First Stage achieves this through the following learning objectives:

*Beginner Objectives:* Students learn technical skills and begin important relationship building with teachers, mentors, and peers. By the end of the program they become comfortable in the environment and begin to open up to positive risk-taking. The beginning phase serves as the foundation of a learning strategy that instills theater and social skills that will carry forward to subsequent levels.

*Intermediate Objectives:* Key relationships with peers and teachers move to the foreground. With at least one session completed, students are open to exploring and enhancing the skills gained in the beginner phase. They become more willing to take on challenges and positive risks because of the encouragement they derive from the Academy environment and an increased belief in themselves.

*Advanced Objectives:* After 3 years in the Academy, advanced students derive personal enrichment and internalize the technical and practical skills gained throughout the course of their participation. Advanced students actively apply Academy learning in their lives – at home, with friends, and at school – and recognize its future value in work and college.

#### 5) Outcomes:

- a. Describe the expected outcomes, (results, impact or change) expected to come about as a result of your program and describe how these contribute to one or more of CDGA's long term outcomes which are: 1) Reduce Crime; 2) Increase Property Values; 3) Increase Economic Vitality; and, 4) Improve Quality of Life.

The results of the Theater Academy contribute to the following CDGA long term outcomes:

##### **Reduce Crime:**

By engaging in theater, studies suggest many non-traditional learners become increasingly engaged in the academic process. Increased interest in reading, core subjects, and classroom participation can result in students spending more time learning and higher learning outcomes (ie, test scores). Students who are engaged in the learning process are far more likely to complete school and less likely to become engaged in criminal activities, which is often an unfortunate alternative for students dropping out of school. The President's Committee on the Arts and Humanities supports that the arts provide an alternative to criminal activities by stating *"arts-engaged low-income students are more likely than their non-arts-engaged peers to have attended and done well in college, obtained employment with a future, volunteered in their communities, and participated in the political process by voting."*<sup>\*\*\*</sup>

A Theater Academy alum wrote the following statement supporting First Stage's impact on reducing crime: *"I must express how important a role First Stage plays in an urban city where crime, drugs, and violence are exposed to children and teens on an almost daily basis. And I would be remiss if I do not stress how particularly instrumental First Stage is to curbing those negative activities among African-American youth; this I speak from my own experience."*

##### **Increase Economic Vitality:**

According to the *Arts & Economic Prosperity Study* from American for the Arts, the arts in Milwaukee produce nearly \$220 million in direct economic activity. First Stage's Theater Academy increases the economic vitality of Milwaukee by encouraging young people and their families to support and participate in our community's theater performances, music concerts, cultural museums, arts education classes, etc. Based on the *Arts & Economic Prosperity Study*, First Stage activities support approximately 254 full-time jobs and generate over \$270,000 in local government revenue and \$290,000 in state government revenue. First Stage students and families also generate significant economic activity: our constituents directly and indirectly support 84 full-time positions and

an estimated \$360,000 in local and state revenue.\*

First Stage's Theater Academy also helps the economic vitality of Milwaukee by training the workforce of tomorrow. In 2011, the President's Committee on the Arts and Humanities stated that *"in order to effectively compete in the global economy, business leaders are increasingly looking for employees who are creative, collaborative, and innovative thinkers. A greater investment in the arts is an effective way to equip today's students with the skills they will need to succeed in the jobs of tomorrow."*\*\*\* Through extensive evaluations by First Stage and Reinders Research, the Theater Academy has been proven to help students in school and in the future by utilizing the dramatic arts to teach academic, social, and 21<sup>st</sup> century workforce skills including collaboration, critical thinking, communication, creativity, social skills, and cross cultural skills.

Recent studies are also indicating that employers are hiring more based on Emotional Intelligence than IQ. The results of an extensive evaluation illustrated that participation in the First Stage Theater Academy has a positive impact on Emotional Intelligence, particularly among underserved students. Comparisons of pre- and post-test scores revealed that roughly two out of three students (61%) experienced growth in their overall Emotional Intelligence scores through program participation. Results of the evaluation also revealed that the Academy brings the most significant gains to students at the lowest end of the EQ spectrum who are most in need of this type of skill-building programming. This group is strongly represented by students of color receiving scholarships to attend the Academy.

\* <http://artsboard.wisconsin.gov/docview.asp?docid=23355&locid=171>

\*\* President's Committee on the Arts and Humanities, "Re-Investing in Arts Education: Winning America's Future through Creative Schools, Summary and Recommendations," 6 May 2011: 1, 29 March 2013 <http://www.pcah.gov/resources/re-investing-through-arts-educationwinning-americas-future-through-creative-schools>.

### Improve Quality of Life:

A vibrant arts community has long been associated with a high quality of life. Through involvement in the arts, students foster an understanding of human expression, self-awareness, and cultural literacy – all of which create a more empathetic and compassionate community.

First Stage's Theater Academy improves the quality of life in Milwaukee by investing in our most valuable asset - our youth. The Theater Academy in many instances is the only experience our students have with the performing arts. By fostering *life skills through stage skills*, First Stage's Theater Academy helps our community's young people grow and evolve into innovative and creative leaders, thus enhancing the quality of life in Milwaukee for future generations. Our alumni credit Academy participation for their ability to take positive risks, articulate their feelings, trust themselves and others, and build a sense of belonging and community. The Academy's Family Partnership Program also provides free and reduced-priced tickets to First Stage theater productions, which allow young people from low-income families the opportunity to experience the power of live theater.

### Other Benefits

Theater Academy promotes the following life skills:

Skill Set	Benefits and Skills
Theater	<b>Fundamentals:</b> creative expression, exploring acting skills, professionalism, preparation <b>Voice:</b> vocals, speaking in verse/dialects, articulation, projection, breathing <b>Music:</b> singing, dancing, choreography, solo work <b>Movement:</b> body awareness, posture, poise, self-presentation <b>Improvisation:</b> quick thinking, getting into character <b>Character development:</b> role-playing, identification and exploration of motivation <b>Scene study:</b> making connections between the characters
Life	<b>Personal Enrichment (internalization):</b> self-confidence, self-discipline, self-respect, self-discovery, self-empowerment <b>Socialization:</b> empathy, understanding, teamwork, leadership/mentoring, acceptance, mutual respect, trust, understanding

	<b>Active Application:</b> channeling creativity, passion, focus, good work ethic, resilience, perseverance, bravery, accepting and applying constructive criticism, positive risk-taking, accepting challenges, goal setting and achievement, positive decision-making, following directions
<b>Academic</b>	<b>Thinking:</b> critical thinking, creative thinking, logic, reason, problem solving, understanding of the foundations of learning <b>Subject Matter:</b> reading, comprehension, writing, language, articulation, pronunciation <b>Active Application:</b> poise, presentation (planned and impromptu), public speaking, drama, powers of observation

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## BUDGET & RESOURCES LEVERAGED

Include a proposed budget for your program utilizing the enclosed budget forms.

The budget forms are on pages 23-24.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**

**PART 2: EXPERIENCE****1. AGENCY EXPERIENCE:**

**Describe your agency's specific experience in providing the service for which funding is requested.**

First Stage is one of the nation's most acclaimed professional Equity children's theaters and the second largest theater company in Milwaukee, engaging over 150,000 young people and families each year. Recognizing the intrinsic educational value of exposing young people to theater, First Stage has offered transformational educational experiences for all 28 years of our company's existence. As our state's leader in arts-integrated education, First Stage's theater programs help students set and meet high standards of academic and personal achievement.

Founded in 1992, First Stage's Theater Academy has reached over 35,000 young people in our community. The Academy is distinct in Southeastern Wisconsin because our unparalleled theater training enhances students' academic achievement and character development. Since 2004, First Stage has conducted extensive independent evaluations, proving that Academy programming fosters life, academic, and 21<sup>st</sup> century workforce skills including self-confidence, self-discipline, teamwork, leadership, kindness, equality, and acceptance. These evaluations also prove that Academy participation leads to increased Emotional Intelligence skills.

Since the Family Partnership Program's implementation in 2004, the program has grown from awarding 100 Academy scholarships to over 600 each year, indicating the significant need for this program in our community.

First Stage has received the following recognition based on our experience and achievements:

- First Stage was selected to host the American Alliance for Theatre and Education conference in summer 2015 thanks to our nationally recognized arts education programming.
- The Theater Academy's Next Steps Program for young people on the autism spectrum was awarded the Milwaukee Business Journal's 2013 Eureka Award, recognizing the innovation and importance of this program for our community.



- First Stage was selected to participate in the Kennedy Center for the Arts' Partners in Education program.
- First Stage received the 2014 Arts Education Award from the United Performing Arts Fund. This was First Stage's fourth time receiving this honor, which recognizes an organization's commitment to arts education programming.
- Northwestern Mutual recognized First Stage as a "Best in Class" organization and the leader in arts-in-education in Milwaukee.

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**Comments:**

## 2. STAFF EXPERTISE:

**Describe your agency's specific staff experience in providing the service for which funding is requested.  
(Include education, years of experience etc.)**

First Stage's leadership and key personnel are among the finest actors, teachers, and art educators in the nation.

The Theater Academy is led by Co-Academy Directors Jennifer Adams and Katie Cummings, theater and education experts with a wide-range of teaching experience and credentials. The Academy Directors help coordinate staff and ensure the highest quality of programming. Jennifer has a MFA in Theatre for Young Audiences from the University of Central Florida and has taught and directed at theaters, high schools, and community organizations across the southeast and overseas. Prior to First Stage, Katie was the resident director at St. Joseph High School in Kenosha, WI and has worked with Bunny Gumbo productions, the Alumni Players, Racine Youth Players, and the University of Wisconsin- Milwaukee's College for Kids.

In addition to the Academy Directors, First Stage employs 2 Resident Teachers and approximately 75 adjunct Teaching Artists with education and/or theater degrees and experience performing and teaching theater. Our teaching staff includes Equity actors, graduates from the nation's top acting schools, certified educators, and First Stage alumni. Our Teaching Artists have extensive experience in Shakespeare, musical theater, improvisation, playwriting, and theater programs for students on the autism spectrum.

First Stage employs a part-time Community Partnership Manager who recruits scholarship participants and works with families to ensure students' successful participation and retention.

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**Comments:**

## 3. FINANCIAL/ORGANIZATIONAL/BOARD & ADMINISTRATIVE STRUCTURE

**Describe all of the following about your agency:**

**a. Financial structure:**

First Stage has a long history of financial stability and program success. For the past 13 seasons, First Stage has ended our fiscal year with a balanced budget. When excluding ticket subsidies, First Stage's approximately 50/50 balance of contributed and earned income helps First Stage remain a financially stable organization. In addition, First Stage's contributed revenue represents a highly diverse stream of income, helping our organization maintain financial stability despite our community's economic difficulties. Our contributed revenue consists of 34% - United Performing Arts Fund, 25% - Foundations, 20% - Individuals, 10% - Corporations, 8% - Events, and 3% - Government. First Stage's ability to budget frugally has also contributed to operating surpluses that have established a board designated fund.

**b. Organizational & Administrative structure:**

First Stage employs 33 full-time year-round employees, 6 part-time year-round employees and up to 17 seasonal employees. First Stage operates its own costume and scene shops and has fully staffed education, marketing, development, box office, and finance departments. The company employs an additional 155 actors, directors, designers, choreographers, and adjunct teachers each season.

**c. Board structure:**

First Stage is governed by a 30 member Board of Directors. The First Stage Board of Directors' primary responsibilities are fiscal responsibility and governance. In that role, they provide leadership, time, knowledge and resources to help develop and carry out policies to ensure the success, financial viability, and positive public presence of First Stage.

In 2015, First Stage elected two Academy students to the First Stage Board of Directors as a strategic way to better reflect students' perspectives in all aspects of our organization. The two elected students also serve on the Student Advisory Board, which provides young people the opportunity to help direct artistic decisions and arts education offerings.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**

**4. ACCOMPLISHMENTS**

**A) Existing Agencies (Currently Funded by CDGA):**

Please summarize your performance during the past two years including stated goals and actual accomplishments realized to date. Accomplishment numbers are subject to verification by CDGA.

**NOTE:** If you are currently funded and are applying for a new activity for which you are not currently funded, you must provide **THIRD PARTY** documentation of your accomplishments for the new activity for which you are applying. This may include written statements from current funding sources, agency annual reports, etc.

The goal of the Theater Academy is to utilize the dramatic arts to teach young people the social, academic, and leadership skills needed to achieve personal and professional success. By fostering *life skills through stage skills*, Academy students become exceptionally skilled young actors, excellent public speakers, leaders in their classrooms and communities, and lifelong supporters of the arts.

First Stage identified the following outcomes/goals for Academy programming:

- The Academy helps build skills that directly fill social, behavioral, and performance-based gaps and challenges faced by students (as noted by classroom teachers, parents, and students themselves.)
- Skills that students take away from the Academy remain relevant and represent essential character-building foundations for young people.
- Based on advanced and alumni student evaluations, skills learned in the Academy directly align with 21<sup>st</sup> Century work skills including: *collaboration, critical thinking, communication, creativity, social skills, and cross cultural skills.*
- The Academy is a safe, nurturing environment that lies in direct contrast to negative aspects of many students' school and neighborhood experiences (e.g. bullying, cliques, isolation, etc.)

### **2013/2014 Theater Academy**

During the 2013/2014 season, First Stage reached 1,901 students (totaling 2,918 enrollments) in the Theater Academy. The Academy noted a 9% increase in the amount of Academy scholarships since the previous season.

#### **Evaluation:**

From the 2013/2014 Academy parent evaluations, First Stage noted the following growth in Academy students:

91% worked well with others  
88% felt proud of themselves  
88% were open to trying new things  
86% have a heightened awareness of voice and movement  
85% increased their use of imagination.

Through our involvement in the Milwaukee Public School District Partnership for the Arts and Humanities, First Stage evaluated the impact of the Academy on student's self-confidence. According to a pre and post-program survey, 68% of MPS students increased their self-confidence in 2013/2014.

Feedback from Academy parents include:

*"One of the hallmarks of First Stage is the respect the program asks each student to demonstrate for each other. Producing kind and respectful students might be the most important tool First Stage uses in allowing young artists to explore, create and risk."*

*"She really came to life on stage and her study of theater has helped her in the area of reading, [especially] at school. She is able to comprehend more of what the reader is feeling without the author telling it in the story."*

Feedback from students include:

*"Four years back, I had trouble reading and was very shy. My mom found out about First Stage and put me in a couple of classes. I loved it so I kept taking classes and my reading skills really improved as well as my confidence level."*

### **2014/2015 Theater Academy**

To date, First Stage has reached 2,090 students (totaling 2,935 enrollments) in the 2014/2015 Theater Academy. Since January 2015, First Stage has provided 252 students with scholarships to attend Academy classes.

Current surveys of Academy parents demonstrate the following program impact:

93% of students felt proud of themselves.

93% of students worked well with others.

91% of students were open to trying new things.

Along with these results, First Stage received the following comments from parents:

*The classes provide so much more than simply acting and writing activities. In other venues, my daughter's confidence shines through in her posture, positive facial expressions, and ease within a public forum.*

*A great way to get kids to learn about theater, music, etc. and all the work involved behind the scenes, to put on a production. Also great for treating everyone fairly, and fostering each individual's talents and interest.*

*The instructors are positive and encouraging. The kids are friendly and supportive. Overall, a very nurturing environment which fosters the growth of self-confidence.*

Feedback from students also supports the success of the 2014/2015 Academy:

*Every experience here is amazing and fun. First Stage is my second home.*

*Since I've never been in OC [Academy class Organized Chaos] before, I didn't have any experiences, but now that I'm in it I feel more confident about myself.*

*It [Academy] helps with confidence and it's been the creative outlet I've needed.*

**NOTE:** A written narrative alone by the applicant does not qualify as documentation of accomplishments.

### **B) New Groups (not currently funded by CDGA):**

Please summarize your performance during the past two years including stated goals and actual accomplishments realized to date. **New groups must include THIRD PARTY documentation verifying the stated accomplishments. This may include written statements from current funding sources, agency annual reports, etc.**

**NOTE:** A written narrative alone by the applicant does not qualify as documentation of accomplishments.

**DO NOT WRITE BELOW**  
**(For CDGA Use Only)**

**Comments:**



**REVIEWER'S SUMMARY**

**NOTES:**

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# **AGENCY BUDGET: EXPENSES**

Organization: First Stage

Program Name: School Year Theater Academy

Show a proposed budget for the program for which you are applying. Include all committed and pending funds for your program.

<b>CATEGORY</b>	<b>Requested CDBG Funds</b>	<b>Committed Funds (list source)</b>	<b>Pending Funds (list source)</b>
<b>Personnel</b>			
CDBG	\$25,000		
Tuition Paid		\$0	\$104,780
Burke Foundation		\$35,260	\$0
MPS		\$0	\$48,880
UPAF		\$0	\$32,910
Other Contributions		\$0	\$57,335
<b>Fringe Benefits</b>			
Tuition Paid		\$0	\$23,710
Burke Foundation		\$7,980	\$0
MPS		\$0	\$11,060
UPAF		\$0	\$7,450
Other Contributions		\$0	\$18,610
<b>Occupancy/Utilities</b>			
Tuition Paid		\$0	\$36,110
Burke Foundation		\$12,150	\$0
UPAF		\$0	\$11,340
Other Contributions		\$0	\$45,200
<b>General Services (training, travel, printing, advertising, memberships)</b>			



Tuition Paid		\$0	\$13,770
Burke Foundation		\$4,630	\$0
UPAF		\$0	\$4,330
Other Contributions		\$0	\$17,215
<b>Supplies (office products, postage, computer and cleaning supplies, etc.)</b>			
Tuition Paid		\$0	\$3,810
Burke Foundation		\$1,290	\$0
MPS		\$0	\$1,780
UPAF		\$0	\$1,200
Other Contributions		\$0	\$2,970
<b>Contractual Services (accounting, legal, consulting, insurance)</b>			
Tuition Paid		\$0	\$3,110
Burke Foundation		\$1,050	\$0
MPS		\$0	\$1,450
UPAF		\$0	\$980
Other Contributions		\$0	\$2,410
<b>Equipment (Purchase/Rental)</b>		\$0	\$0
<b>Other Costs(Describe):</b> Overhead allocations for depreciation and administration costs; Financial Aid			
Tuition Paid		\$0	\$25,410
Burke Foundation		\$8,550	\$0
MPS		\$0	\$11,830
UPAF		\$0	\$7,980
Other Contributions		\$0	\$19,980
<b>TOTAL COSTS</b>	\$25,000	\$70,910	\$515,610

**TOTAL AGENCY BUDGET: REVENUE**  
(inclusive of all programs operated by your agency)

**Organization: First Stage**

Show a three year history of **actual revenue** received by your agency for the three year period shown. If more space is needed continue with another page.

CATEGORY	2011/2012	2012/2013	2013/2014
<b>Government Grants (list sources)</b>			
A. Wisconsin Arts Board	12,320	12,780	12,780
B. CAMPAC	16,144	0	17,112
C. Milwaukee Arts Board	7,000	5,000	5,000
D. National Endowment for the Arts	0	0	25,000
E. City of Milwaukee – CDBG	0	20,000	55,000
F. JFK Center for the Performing Arts	0	0	8,000
<b>Subtotal</b>	<b>35,464</b>	<b>37,780</b>	<b>122,892</b>
<b>Foundation Grants (list sources)</b>			
A. Burke Foundation	240,000	240,000	250,000
B. Bradley Foundation	45,000	40,000	40,000
C. Shubert Foundation	50,000	55,000	60,000
D. Herzfeld Foundation	38,025	40,000	53,876
E. Mary Nohl Fund	25,000	0	8,000
F. Eder Foundation	20,000	35,000	0
G. Pettit Foundation	10,000	0	0
H. GMF – Various Funds	0	40,000	0
I. Kadish Foundation	10,000	0	0
J. Helen Bader Foundation	12,500	31,578	20,000
K. Stackner Foundation	10,000	10,000	10,000
L. Steigleder Foundation	0	10,000	10,000
K. Other under \$10,000	20,300	20,500	25,500

<b>Subtotal</b>	480,825	522,078	477,376
<b>Other Revenue (list sources)</b>			
A. United Performing Arts Fund	499,051	564,974	704,610
B. Corporate Giving	265,675	224,108	207,646
C. Individual Giving	414,226	439,332	426,766
D. Special Event Revenue	288,327	177,587	205,832
E. In-kind Donations	72,049	38,882	44,467
F. Public Ticket Revenue	722,068	785,695	844,398
G. School Group Sales	390,939	352,277	432,937
H. School Group Sales Subsidy (audit entry offset by equal expense)	666,548	630,021	753,567
I. Theater Academy Revenue (net of Financial Aid)	727,972	744,729	746,080
J. Theater in Education Revenue	140,162	150,907	146,593
K. Other Earned Operating Revenue	121,449	144,401	118,081
L. THE REMAINING REVENUES support future years or programs outside of our current year's operational programming. They are listed here to tie out to overall audited revenue.			
M. Non-Operating Endowment Gifts	597	2,839	1,758
N. Non-Operating Endowment Investment Income	3,108	46,893	72,463
O. Temporarily Restricted Gifts for future years of Operations	(41,784)	174,576	(184,646)
P. Non-Operating Production of Rudolph in Chicago	0	0	202,434
Q. Non-Operating Special Event Revenue	104,368	54,884	0
R. Temporarily Restricted Gifts for Future Fund Campaign	363,374	966,854	600,789
<b>Subtotal</b>	4,738,129	5,498,959	5,323,775
<b>TOTAL REVENUE</b>	5,254,418	6,058,817	5,924,043

**Board of Directors Roster for Agencies with Grants Administered  
by Community Development Grants Administration**

**Organization Name:** First Stage

**Organization DUNS Number:** 037649865

**Date Completed:** 6/12/2015

**Program Year:** 2015

NAME & TITLE	RACE	ADDRESS-INCLUDE CITY, STATE & ZIP	TERM EXPIRATION
NAME: Lauren Pagenkopf	White	Children's Hospital & Health Systems MS C610, PO Box 1997 Milwaukee, WI 53201-1997	June 2016 (elected June 2006)
TITLE: President			
NAME: Alec Fraser	White	Michael Best & Friedrich 100 E Wisconsin Ave Ste 3300 Milwaukee, WI 53202	September 2015 (elected January 2012)
TITLE: Past President			
NAME: Bob Arzbaecher	White	710 N Plankinton Ave Suite 1200 Milwaukee, WI 53203	September 2015 (elected June 2002)
TITLE: Vice President at Large			
NAME: Karen Guy	White	3058 North Shepard Avenue Milwaukee, WI 53211	September 2015 (elected January 2013)
TITLE: Secretary			
NAME: Daniel Jones	White	Michael Best & Friedrich 100 E Wisconsin Ave Ste 3300 Milwaukee, WI 53202	September 2015 (elected July 2011)
TITLE: Vice President of Strategic Planning			
NAME: Darren Goldstein	White	KPMG 777 E Wisconsin Avenue Milwaukee, WI 53202	September 2015 (elected July 2009)
TITLE: Treasurer			
NAME: Nicole Angresano	White	United Way 225 W Vine St Milwaukee, WI 53212	September 2015 (elected Sept 2010)
TITLE: Board Member			
NAME: Caryn Esten	White	Froedtert Health 9200 W Wisconsin Avenue Milwaukee, WI 53226	June 2017 (elected September 2014)
TITLE: Board Member			
NAME: John Fricker	White	Robert W. Baird & Co. 777 E Wisconsin Avenue Milwaukee, WI 53202	September 2015 (elected June 2011)
TITLE: Board Member			
NAME: Megan Grizzle	White	1680 W Courtland Ave Milwaukee, WI 53209	June 2017 (elected January 2015)
TITLE: Board Member			

NAME: Stacy Kelly	White	Baker Tilly, LLC 777 E Wisconsin Ave Fl 32 Milwaukee, WI 53202	June 2016 (elected September 2013)
TITLE: Board Member			
NAME: Luke Kowal	White	2252 W Cullom Ave Chicago, IL 60618	September 2015 (elected July 2009)
TITLE: Board Member			
NAME: Carol Kracht	White	Northwestern Mutual 720 E Wisconsin Ave Milwaukee, WI 53202	September 2015 (elected June 2010)
TITLE: Board Member			
NAME: Alex Kramer	White	US Bank 777 E Wisconsin Ave MK-WI-TWPT Milwaukee, WI 53202	June 2017 (elected May 2014)
TITLE: Board Member			
NAME: Rebecca Lauber	White	Godfrey & Kahn S.C. 780 N Water Street Milwaukee, WI 53202	June 2017 (elected September 2014)
TITLE: Board Member			
NAME: Eric Maassen	White	Foley & Lardner LLP 777 East Wisconsin Avenue Milwaukee, WI 53202	June 2017 (elected September 2014)
TITLE: Board Member			
NAME: Megan Madsen	White	Laughlin Constable 207 E Michigan St Milwaukee, WI 53202	September 2015 (elected January 2012)
TITLE: Board Member			
NAME: Chris Marschka	White	PNC 411 East Wisconsin Avenue Milwaukee, WI 53202	June 2017 (elected November 2014)
TITLE: Board Member			
NAME: Tamora Martin	African American	8770 N. River Rd. River Hills, WI 53214	June 2016 (elected September 2013)
TITLE: Board Member			
NAME: Sagar Murthy	Eastern Indian	W172N10156 Woodbridge Lane Germantown, WI 53022	June 2017 (elected January 2015)
TITLE: Board Member			
NAME: Liza Perry	White	1155 W. Dean Rd Milwaukee, WI 53217	September 2015 (elected July 2003)
TITLE: Board Member			
NAME: Deadra Richelle-Purifoy	African American	8152 N Michelle Ct Milwaukee, WI 53224	June 2016 (elected April 2013)
TITLE: Board Member			
NAME: Kristin Severson	White	825 W. Bradley Rd. River Hills, WI 53217	September 2015 (elected June 2002)
TITLE: Board Member			
NAME: Joan Shafer	White	We Energies 231 W Michigan Street Milwaukee, WI 53203	September 2015 (elected April 2012)
TITLE: Board Member			

NAME: Kristin Sheehan	White	9075 N Range Lane Rd Milwaukee, WI 53217	September 2015 (elected Sept 2008)
TITLE: Board Member			
NAME: Marcy Stanczyk	White	624 South Hills Dr. Plymouth, WI 53073	June 2016 (elected September 2013)
TITLE: Board Member			
NAME: Jane Kim Stevens	Asian	4824 N Lake Dr. Whitefish Bay, WI 53217	June 2016 (elected September 2013)
TITLE: Board Member			
NAME: Amy Taylor Diamond	White	4640 N Lake Drive Whitefish Bay, WI 53217	September 2015 (elected June 2008)
TITLE: Board Member			
NAME: Bridget Viohl	African American	2659 N Lake Drive Milwaukee, WI 53211	September 2015 (elected June 2011)
TITLE: Board Member			
NAME: Camille Westlake	White	1403 E Bristlecone Dr Hartland, WI 53029	June 2017 (elected January 2015)
Title: Board Member			

The Slate of Officers of the Board Shall Commence on July 1, 2014 and End on September 30, 2015.

**NOTE: THIS FORM MUST BE SUBMITTED WHENEVER THERE ARE BOARD CHANGES.**

## **APPENDIX**