

ANNUAL IMPACT REPORT

CALLING FIRST STAGE ALUMNI! YOUNG COMPANY COMPETES IN UTAH

BRIDGE PLAN UPDATE

First Stage touches hearts, engages minds, and transforms lives by creating extraordinary theater experiences for young people and families through Professional Theater Productions, Theater Academy Training, and Theater in Education Programming.

FIRSTSTAGE.ORG





As we look back on First Stage's 37th season, we are incredibly grateful to our community of generous supporters. This season presented its share of challenges, but your steadfast belief in our mission has been a beacon of hope. Because of you, we have been able to inspire young people with high-quality Theater Productions, cultivate their essential life skills through our Theater Academy, and enrich students' learning in local classrooms with our innovative Theater in Education programs. Thank you for your enduring dedication and support!

2023-2024 PRODUCTIONS

As a national leader in the Theatre for Young Audiences field, First Stage is committed to presenting professional theater productions that inspire and educate young people and families.

On average, it costs more than \$200,000 to present a Theater Production, and ticket sales only cover about 60% of that cost. The remaining expense is covered by the generous contributions of our donors.

Thanks to our community of supporters, First Stage can keep our ticket prices affordable for young people, schools, and families, ensuring that the stories we tell on stage are presented at the highest artistic caliber for our young audiences who are among our most discerning audience members and deserve the best.





74,854
total audience



56 adult actors

312
total
performances



169 young performers

DREAM, QUICKIE! DREAM! reinforces the idea that dreaming big coupled with hard work, always pays off. Donald Driver's passion for football and his dedication to hard work allowed him to dream big and see a life much greater than the challenges of his upbringing. What I love about this play is it gives license for young people to dream big, work hard for their dreams, and believe they are greater than their current circumstances.

DIRECTOR, DIMONTE HENNING





OCTOBER 6 - 29, 2023

A story for all ages inspired by the Life of Donald "Quickie" Driver World Premiere by Gloria Bond Clunie | Directed by DiMonte Henning Co-Commissioned by First Stage and the Marcus Performing Arts Center





OCTOBER 20 - NOVEMBER 12, 2023

By India Hill Brown Adapted by Idris Goodwin Directed by Jon Royal



NOVEMBER 24 - DECEMBER 24, 2023

Book and Lyrics by Jahnna Beecham | Music and Lyrics by Malcolm Hillgartner Based on the Play by Barbara Robinson Directed and Choreographed by Molly Rhode



FEBRUARY 3 - MARCH 3, 2024

Book by Joe Tracz | Music and Lyrics by Rob Rokicki Adapted from the book The Lightning Thief by Rick Riordan Directed by Jeff Frank



FEBRUARY 24 - MARCH 17, 2024

Based on the Elephant and Piggie books by Mo Willems Book and lyrics by Mo Willems | Music by Deborah Wicks La Puma Directed and choreographed by Michelle LoRicco





APRIL 6 - MAY 5, 2024

Book by Kevin Del Aguila | Music & Lyrics by Michael Mahler & Alan Schmuckler Based on the Diary of a Wimpy Kid book series by Jeff Kinney & 20th Century Fox Films Directed by Julie Woods-Robinson



MAY 10 - JUNE 2, 2024

A Create Your Own Adventure Play By Finegan Kruckemeyer Directed by Jeff Frank



SENSORY FRIENDLY PERFORMANCES

First Stage's Sensory Friendly Performances are a part of our Next Steps Program. Next Steps expands First Stage's Theater Academy Classes and Theater Productions by tailoring the curriculum and content specifically to the needs of young people on the autism spectrum.

At these select performances, young people on the autism spectrum and their families and friends can enjoy live theater in a welcoming environment featuring reduced seating capacity, lower sound, lights up, and quiet areas staffed by experienced educators. First Stage served **905 people** with our Sensory Friendly Performances this season, our largest Sensory Friendly attendance to date!





905 people attended sensory friendly performances

PAY WHAT YOU CHOOSE

This season, First Stage ensured that 2,523 young people and families experienced our Theater Productions at no or little cost to them thanks to our "Pay What You Choose" performances, "First Stage for \$5" ticket offers, and a select number of free preview performance tickets given to our nonprofit partners and Theater Academy families who receive financial aid.



1,650 pay what you choose audience members

Playwright Ty Defoe and Director Johamy Morales weaved magic together in our virtual production of COPPER **HORNS IN WATER in** 2021, and we are thrilled to have them together again as we enter the fourth year of our partnership with Indian **Community School.**

JEFF FRANK, **ARTISTIC DIRECTOR**







AMPLIFY READING SERIES

Understanding the power of connection that young people feel when they see themselves and their stories on stage, this season welcomed the fourth installment of AMPLIFY. This play reading series intentionally focuses on the voices, creativity, and stories of the incredibly wonderful, complex and broad spectrum of our community. AMPLIFY features newly commissioned plays and musicals and invites the community to help workshop these new theater works into the next phase of their development.

BIG CITY

NOVEMBER 4, 2023

By Ty Defoe Directed by Johamy Morales

DECEMBER 13, 2023

Adapted by Alvaro Saar Rios With original music by Dinorah Marquez From the book by Pam Muñoz Ryan Directed by Michelle Lopez-Rios



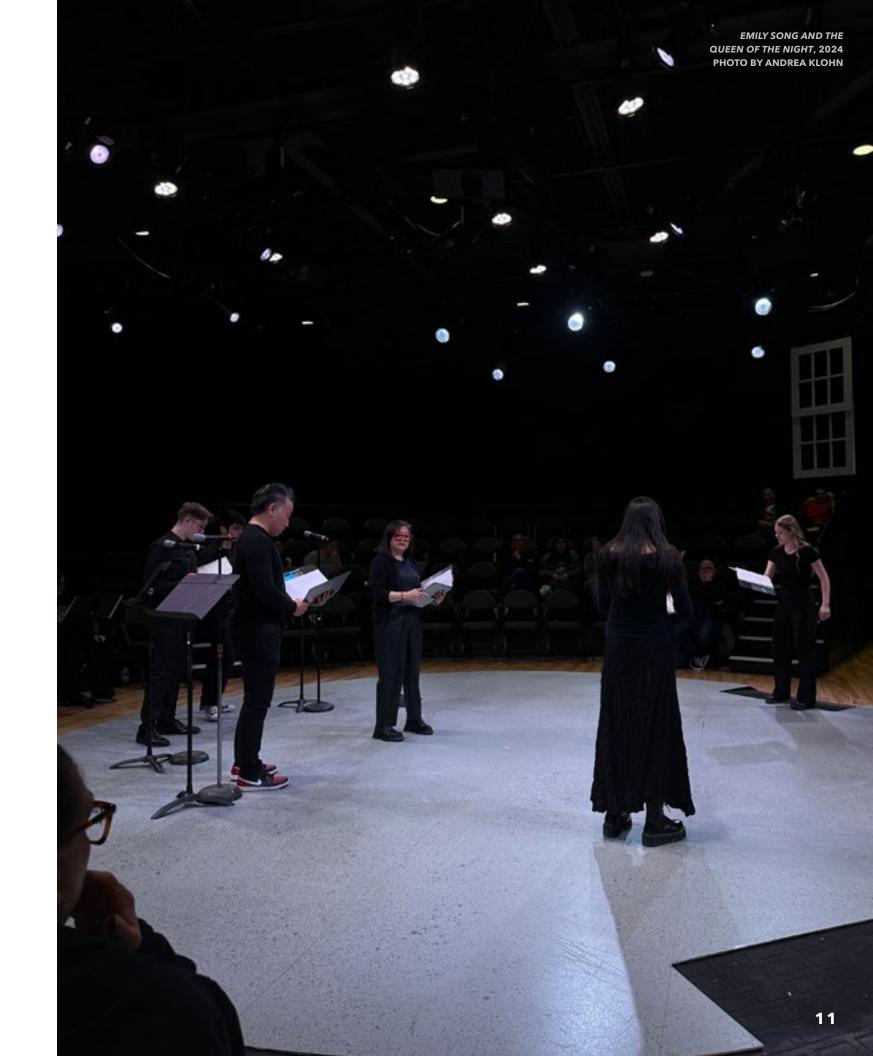
APRIL 24, 2024

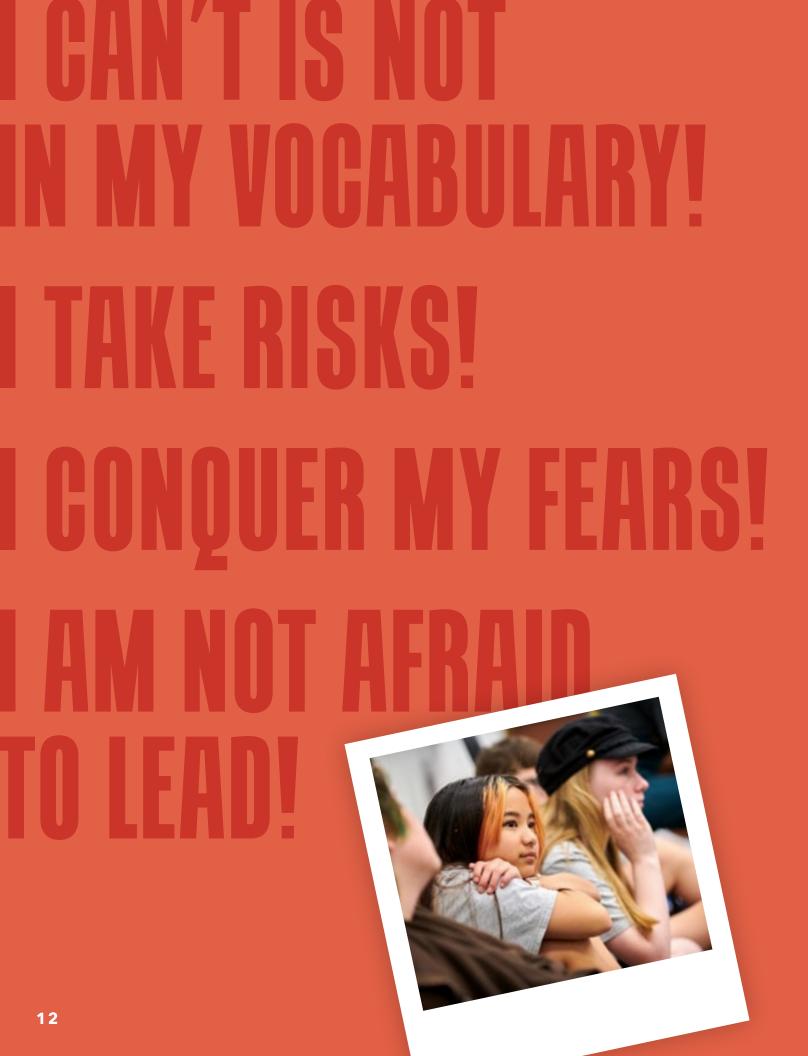
By Playwright and Composer Marcus Yi Directed by Michelle LoRicco



EMILY SONG AND THE QUEEN OF THE NIGHT was part of the national **TYA BIPOC Superhero Project** devised by José Casas to give playwrights of color more access to regional Theatre for Young Audiences/USA (TYA/USA) theatres.

First Stage looks forward to fully producing **ESPERANZA** RISING and EMILY SONG AND THE QUEEN OF THE NIGHT during our 2024-2025 season. We invite you to see how these plays took shape since they first appeared in the AMPLIFY Reading Series!





2023-2024 THEATER ACADEMY

One of the nation's largest high-impact theater training programs for youth, the Theater Academy teaches life skills through stage skills to young people ages 3-18 — offering a challenging curriculum taught by professional teaching artists.

Some of our most popular classes this season were the following:

- **Playmakers:** While exploring the themes of Minecraft, Time Trek, Jungle Jamboree, and more, students created their own characters and solved mysteries together as a team gaining the life skills of teamwork, self-expression, confidence, and empathy.
- Scenic and Lighting Design Elective:

 Students learned about what it takes to be a scenic and lighting designer the role, responsibilities and what it means to be an artist and a valuable team member. They also received an up-close look at the design for Young Company's Performance Project of AN ENEMY OF THE PEOPLE, designed by lead Academy teacher, Marion Frank.





1,402 total enrollments



937 unique students



130 unique classes

Program evaluation demonstrated the following skill development in our Theater Academy students this season:

91%

of Academy students experienced improved self-confidence.

90%

of Academy students developed their Actor Toolbox skills.

88%

of Academy students experienced growth in teamwork.

86%

of Academy students were more open to trying new things.

The demographics of First Stage's Theater Academy student body reflected the following:

77% Reside in Milwaukee County

66% in Elementary School

38% BIPOC



10% Received Need-Based Financial Assistance

Tuition payments do not cover the entire cost of First Stage's Theater Academy classes. The remaining fifth of the expense is covered by contributed revenue. First Stage's community of supporters makes it possible for our organization to keep the Theater Academy's tuition cost lower for our students and their families. Our donors also help us to never turn students away due to financial limitations. First Stage's Family Partnership Program removes barriers and ensures access to our Theater Academy by providing need-based scholarships and other logistical support – all of which is made possible by donations.





Please continue your inclusive and creative programming. So many children benefit from attending classes, shows, and acting in shows. First Stage is amazing for children of all ages.

46

My child even felt brave enough to try things that he would have ordinarily been very nervous about.

My daughter has significantly grown in her confidence. Thank you and bravo to her teachers and mentors. I am grateful for the time and talent you pour into so many young people. You are difference makers!

15

14



PHOTOS BY ELIZABETH

YOUNG COMPANY

Last fall, Young Company ventured out west for the annual Utah Shakespeare Festival High School Competition and returned laden with accolades:

- Silver Anderson earned First Place in Monologues and received a Scholarship and Showcase Appearance.
- Alice Rivera earned Second Place in Monologues.
- Josie Van Slyke and John Eash-Scott earned Second Place in Duo/Trio Scenes.
- Ryan Bennett, Elena Marking, and Max
 Larson earned Third Place in Duo/Trio Scenes.
- Young Company earned Second Place in Ensemble Scenes as well as First Place in the Overall Sweepstakes Award.

These results are certainly a testament to the talents and skills of these remarkable young artists, but the trophies are not nearly as important or impressive as the kindness, rigor, and grace they displayed during their trip.



48
Young
Company
members

Performance Projects



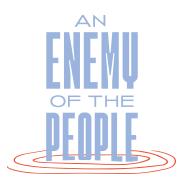


DECEMBER 9 - 17, 2023

By William Shakespeare Directed by Marcella Kearns

Sponsored by





APRIL 19 - APRIL 28, 2024

By Arthur Miller Adapted from Henrik Ibsen's play Directed by Joshua Pohja

Sponsored by



BARD-O-THON

Forty-four Young Company members performed 477 monologues on Saturday, April 20, 2024. The fundraising efforts of these talented young people raised a record-breaking \$20,973 to support Shakespeare programming at First Stage. In addition to performing as many monologues as humanly possible, Young Company members also participated in a masterclass facilitated by La'Shawn Banks.

PHOTOS BY
LIZABETH ANDERSON



HENRY IV PART 1, 2023

PHOTO BY
PAUL RUFFOLO

66

After participating in Next Steps, my son is more imaginative. He has always been factual, but now he plays pretend with his sister much more. He used to just tell her 'go away' right away. But now after Next Steps, he plays with her for more prolonged amounts of time.

44

Sharing space in a judgment-free zone where comfort has been made a priority is an absolute gift. Theatre enriches ALL our lives. Thank you for making it accessible to my child and others like him.

NEXT STEPS

Next Steps expands First Stage's Theater Academy Classes to young people on the autism spectrum allowing each student to take their "next step" as an artist and as a person. Students experience the joy of acting and musical theater with a team of professional teaching artists with special education training.

First Stage's Next Steps Program also includes our **Sensory Friendly Performances** that provide accommodations to create a welcoming theater experience for people on the autism spectrum, their families and friends.



18
unique students
(21 enrollments)



FAMILY PARTNERSHIP PROGRAM

Thanks to our community's support, First Stage has never turned a student away due to their family's inability to pay for classes by providing financial aid awards and other logistical support as needed. Financial aid is based on each student's family's financial situation, adjusted gross income, and past Academy experiences. Before COVID-19, First Stage provided over \$100,000 in financial aid to nearly 400 students (more than 600 enrollments) per year.











ANNOUNCING THE REFRESHED ALUMNI NETWORK!

Since its founding in 1987, First Stage has seen generations of First Stage students grow, develop, and mature into well-rounded and versatile adults. Now, as our organization grows along with its former students, many First Stage alumni are introducing their own children to the transformative programming they experienced when they were kids.

For example, proud alumna, Molly Rhode, starred as a young performer in our first production of THE BEST CHRISTMAS PAGEANT EVER in 1990, directed by First Stage's founder, Rob Goodman. Molly has since been involved in several other remounts of the production at First Stage and now, 33 years later, directed our 2023 production of THE BEST CHRISTMAS PAGEANT EVER with both her husband, Chase, and daughter, Silvia, performing in the show.

First Stage's lasting impact creates a ripple effect in the lives of our students and their communities. Through diverse programs for children of all ages, our young people learn empathy, confidence, problem-solving, and understanding. These crucial life skills allow them to become community leaders, engaged professionals, and well-rounded individuals beyond their First Stage years.

More than that, the ripple effect extends to the families and communities of the young leaders that experience our programming. Parents and guardians see their young people grow and develop through their theater experiences at First Stage – allowing them to have active and successful futures. And, with caring, understanding, and empathetic individuals in our community, we can hope to see a bright future for generations to come.

Reconnect with fellow alumni and gain access to the exclusive Alumni Network benefits, events, and more! To better communicate with our alumni, we are asking past First Stage participants to share their updated contact information. For every person that fills out this form, we will send you an exclusive First Stage alumni pin to be worn with pride.



The expanse, the reach, and the ripple effect of life skills through stage skills — it's in everything. It's impacted my life; I see it impacting [Silvia's] life. Studying the arts, you learn empathy, collaboration, and how to be a better person by learning to walk in other people's shoes.

MOLLY RHODE

20 21



2023-2024 THEATER IN EDUCATION

First Stage serves as Wisconsin's leader in arts-in-education programming. By cleverly blending the arts with standard curriculum, First Stage's Theater in Education Programs provide the opportunity for students to learn traditional academic subjects through creativity and self-expression. All of First Stage's programs are directly linked to the Common Core State Standards, Wisconsin's Model Academic Standards, 21st Century Learning Skills, and ReadyGen Standards.

First Stage's Theater in Education team visits local classrooms throughout the year to provide arts-integrated workshops that teach core curriculum and nurture students' social and emotional development through theater. Our workshops are provided at a highly subsidized rate or free of charge to keep them accessible to all schools. In fact, without the support of our generous community of donors, 37% of the classrooms we serve today would not be able to be served with our programming.





1,574 workshops



This season, First Stage provided:

FIELD TRIP PACKAGES

Field Trip Packages (Platinum, Gold, Silver, and Bronze) that include a trip to the theater and vary in length and depth of exploration through two, four, or seven in-school sessions that enhance the theater-going experience.

ARTS-INTEGRATED WORKSHOPS

Arts-Integrated Workshops that take academic studies off the page with drama-centric, state and national standards-based pedagogy that spans all core content areas: Early Literacy, English Language Arts, STEM, History and Social Studies, Social Emotional Learning, and more.

THEATER SKILLS WORKSHOPS

Theater Skills Workshops that are customizable in session-length, depth of study, and grade-level. Workshop topics include Acting, Improvisation, Musical Theater, Creative Drama, and Story Drama.

PROFESSIONAL DEVELOPMENT WORKSHOPS

Professional Development Workshops that provide the opportunity for classroom teachers to learn more about the dramatic arts and their unique ability to instill a passion for learning and transform young minds with life skills through stage skills.





66

I loved all the engaging activities that my students got to participate in, not just listen to. They had so much fun getting involved and being silly.

46

My favorite part of the First Stage workshop is that we learn new things every time.

Our school really enjoyed all the workshops. The First Stage teaching artist was fantastic. She is also engaging and has great management skills.

24



First Stage measured the impact of our Gold Field Trip Package this season with a post-program student survey and the results demonstrated that:

60%

59% of students learned

54%

of students learned how to identify story elements. of students learned how to use their actor tools of voice, body, and imagination to tell a story. of students improved in their emotional awareness and empathy.

Participating classroom teachers also shared the following through a post-program survey:

- **75%** of teachers observed their students achieving English Language Arts curricular goals while participating in First Stage's workshop most notably, **94%** of teachers agreed that their students were better able to identify story elements and **88%** felt that their students improved their story comprehension skills.
- **61%** of teachers observed their students achieving social and emotional goals while participating notably, **88%** saw their students actively showing empathy for others.
- **60%** of teachers observed their students deepening in creativity during the First Stage programs specifically, **81%** felt that the workshop provided the opportunity for their students to be immersed in different forms of artistic expression.

According to the Wisconsin Department of Public Instruction, the student populations of the Milwaukee schools First Stage served this year reflected the following demographics:

33% African American

28% Hispanic/Latino/a

27% White



6% Asian



5% two or more races

64% percent considered economically disadvantaged



15% have disabilities



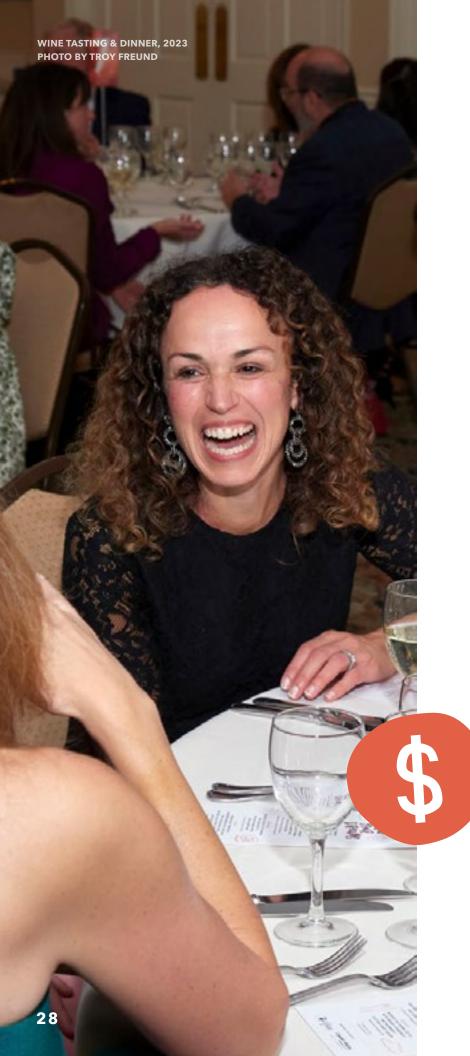
10% English learners



82 schools and organizations



56%
located within the City of Milwaukee



WINE TASTING & DINNER

NOVEMBER 4, 2023

The Wisconsin Country Club

Thank you to our Sponsors and Committee who made dreams come true at First Stage's 14th Annual Wine Tasting and Dinner!

SPONSORS

Amy and Bob Arzbaecher
Alexis and Bradley Dahmer
Ellen and Seth Dizard
Caryn and Jim Esten
Michael Best and Friedrich LLP

ADDITIONAL SUPPORT

Beechwood Sales and Service Capitol-Husting Company, Inc. The Chef's Table

WINE EVENT COMMITTEE

Bob Arzbaecher, Sally Cartwright, Secily Clason, Ellen Dizard, Dan Grenda, David Magnasco, Marilyn Morrissey, Melissa Nelsen, Corrie Prunuske

\$52,200 raised

MAKE BELIEVE BALL

FEBRUARY 24, 2024

The Pfister Hotel

First Stage's 30th Annual Make Believe Ball was an event fit for the gods. Thank you to our Sponsors and Committee for making it a memorable and meaningful celebration!

PREMIER SPONSOR



CORPORATE SPONSORS

We Energies Foundation, PNC, Marcus Hotels & Resorts, Johnson Controls, Milwaukee Bucks, Madison Medical Affiliates, Godfrey and Kahn S.C.,

FAMILY SUPPORT

The Esten Family, The Hirano Family, The Maloney Family, The Orr Family, The Puechner Family, The Swoboda Family

ADDITIONAL SUPPORT

Beechwood Sales and Service, Capitol-Husting Company, Inc, First Stage Volunteers and Young Performers, Paul Ruffolo Photography

MAKE BELIEVE BALL COMMITTEE:

Committee Chairs Anne and Ben Swoboda, Monica Arnstein, Jennifer Burfeind, Ronda Davis, Nicole Eull, Katie Foy, Julie Gilpin, Laura Hirano, Marlee Jansen, Stacy Madson, Maggie Marks, Mary Mayne, Piper Plummer Mehigan, Meredith Pence, Melissa Radtke, Julia Westphal, Heather Whitmill

\$151,798 raised







BRIDGE PLAN UPDATE

The pandemic and its lasting socioeconomic effects left no area of First Stage's operations untouched and severely limited our ability to generate earned revenue. Our organization's recovery continues to be a multi-year process, but First Stage is moving in the right direction. In 2022-2023, First Stage was left with a \$1.2 million dollar budget deficit, but by the end of this current season, we are projecting that the deficit will have shrunk to \$726,187.

To regain our financial stability and sustainability, First Stage worked with a local financial consulting firm to create the Bridge Plan in 2023. The Bridge Plan recommends operational decisions that will need to be made over the next three years to bridge where First Stage is now (operating with a deficit, fortunately covered by reserves) to where we want to be (financially sustainable). The goal of the Bridge Plan is not only to propel First Stage past the crippling effects of COVID-19, but to also deepen our level of impact in the upcoming years.

The following Bridge Plan initiatives moved forward during our 2023-2024 season:

- SHARED SERVICES (joint ventures that do not directly influence our brand or deliverables by discovering ways to spread costs across several organizations with shared services): One of the largest areas of financial pressure comes from our organization's employee benefits and insurance costs. To alleviate this cost and manage payroll and HR more efficiently, First Stage hired Insperity, a Professional Employer Organization, to fill these needs early this year. This company has lessened expenses and saved time, all while maintaining employees' unique benefits and opportunities.
- This season, First Stage also merged our
 Development and Marketing departments into
 one ADVANCEMENT DEPARTMENT. With this
 change, select marketing tasks and projects are
 now handled by an outside marketing firm to save
 expenses and prioritize First Stage's staff time.

 STRATEGIC PHILANTHROPY (fundraising staff and resource investment): First Stage created another annual fundraising event (a mini golf outing), we added a new full-time Advancement position of Alumni Engagement Manager, and we are launching an Alumni Engagement Program.

As more actionable plans are developed, they will be assessed by our Bridge Plan Task Force, made up of staff and board leadership. Each plan will need to clearly outline how it aligns with First Stage's mission and bridge plan, to what degree the plan generates earned and/or contributed revenue, and what metrics will be measured to determine the plan's success.

Throughout this past season and looking ahead, First Stage remains committed to fulfilling our mission of transforming lives through theater while regaining financial stability and creating organizational sustainability. Our entire staff and board are committed to nurturing young people's creativity, literacy, communication skills, critical thinking, problem-solving skills, collaboration, empathy, and confidence—through the stories our Theater Productions tell on stage, the lessons we teach in our Theater Academy Classes, and the connections we reinforce in Theater in Education Programs.

We are confident that our organization will emerge from these past few strenuous years stronger thanks to the innovative solutions we have developed and the lessons we have learned throughout this time.

LEADERSHIP UPDATE

This season, First Stage welcomed new leadership after Betsy Corry retired on June 30, 2023. On October 16, 2023, we welcomed our new Managing Director, Daniel Grambow (a Milwaukee native) from New York. Previously, he had been serving as the Managing Director of the Chautauqua Opera Company & Conservatory.

DONORS

Thank you to our community of donors for helping First Stage continue transforming lives through theater! Below is a list of donors of \$1,000 or more that contributed to the First Stage community during our 2023-2024 season:

Anonymous (3)

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Add I A . D I

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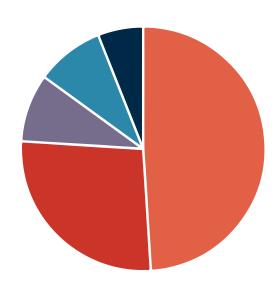
Ashley and Steven Wroblewski





2023-2024 EXPENSES

- 49% Production
- 27% Management & General
- 9% Fundraising
- 9% Academy
- **6%** Education



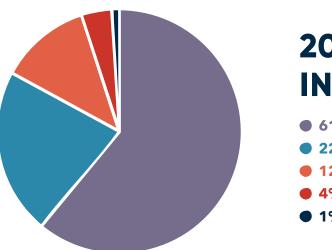
\$5,484,087



61%
Contributed
Revenue



39% Earned Revenue



2023-2024 INCOME

- 61% Contributed
- 22% Tickets
- 12% Academy
- 4% Education
- 1% Other Earned

BOARD OF DIRECTORS

2023-2024 EXECUTIVE COMMITTEE

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