

Form **990**
Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No 1545-0047
2018
Open to Public Inspection

A For the 2019 calendar year, or tax year beginning 07-01-2018, and ending 06-30-2019

- B** Check if applicable
- Address change
 - Name change
 - Initial return
 - Final return/terminated
 - Amended return
 - Application pending

C Name of organization
First Stage Milwaukee

Doing business as

Number and street (or P O box if mail is not delivered to street address) Room/suite
325 W Walnut Street

City or town, state or province, country, and ZIP or foreign postal code
Milwaukee, WI 53212

D Employer identification number
39-1634828

E Telephone number
(414) 267-2940

G Gross receipts \$ 6,227,420

F Name and address of principal officer
DARREN GOLDSTEIN
325 W Walnut Street
Milwaukee, WI 53212

H(a) Is this a group return for subordinates? Yes No

H(b) Are all subordinates included? Yes No
If "No," attach a list (see instructions)

H(c) Group exemption number ▶

I Tax-exempt status 501(c)(3) 501(c) () ◀ (insert no) 4947(a)(1) or 527

J Website: ▶ www.firststage.org

K Form of organization Corporation Trust Association Other ▶

L Year of formation 1987

M State of legal domicile WI

Part I Summary

1 Briefly describe the organization's mission or most significant activities
FIRST STAGE MILWAUKEE, INC DOES BUSINESS AS FIRST STAGE OUR MISSION IS TO ENRICH THE LIVES OF CHILDREN AND FAMILIES BY CREATING EXCEPTIONAL THEATER EXPERIENCES THROUGH OUR THREE MAIN ACTIVITIES 1) OUR PROFESSIONAL THEATER PRODUCTIONS ENGAGE, ENLIGHTEN, AND ENTERTAIN, AND IN 18/19, THEY REACHED 109,000 AUDIENCE MEMBERS 2) OUR THEATER ACADEMY TRAINING FOSTERS LIFE SKILLS (E G CONFIDENCE, RESPECT, FRIENDSHIP, SUPPORT, MOTIVATION, ETC) WHILE IT TEACHES STAGE SKILLS IN 18/19, OUR ACADEMY HAD OVER 2,370 ENROLLMENTS FOR APPROXIMATELY 1,650 CHILDREN IN GRADES K-12 3) OUR DYNAMIC THEATER-IN-EDUCATION PROGRAMS PROMOTE LEARNING THROUGH THEATER, AND EACH YEAR, OUR TEACHING ARTISTS REACH OVER 14,000 STUDENTS IN OVER 93 SCHOOLS THROUGHOUT SOUTHEASTERN WISCONSIN

2 Check this box if the organization discontinued its operations or disposed of more than 25% of its net assets

| | |
|--|-----|
| 3 Number of voting members of the governing body (Part VI, line 1a) | 25 |
| 4 Number of independent voting members of the governing body (Part VI, line 1b) | 25 |
| 5 Total number of individuals employed in calendar year 2018 (Part V, line 2a) | 298 |
| 6 Total number of volunteers (estimate if necessary) | 340 |
| 7a Total unrelated business revenue from Part VIII, column (C), line 12 | 0 |
| 7b Net unrelated business taxable income from Form 990-T, line 34 | |

| | Prior Year | Current Year |
|--|------------|--------------|
| 8 Contributions and grants (Part VIII, line 1h) | 2,446,592 | 2,403,964 |
| 9 Program service revenue (Part VIII, line 2g) | 3,037,825 | 3,067,330 |
| 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) | 47,157 | 77,996 |
| 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) | 18,827 | 10,659 |
| 12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12) | 5,550,401 | 5,559,949 |

| | | |
|---|-----------|-----------|
| 13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) | | 0 |
| 14 Benefits paid to or for members (Part IX, column (A), line 4) | | 0 |
| 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) | 3,325,446 | 3,328,776 |
| 16a Professional fundraising fees (Part IX, column (A), line 11e) | | 0 |
| b Total fundraising expenses (Part IX, column (D), line 25) ▶ 367,900 | | |
| 17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) | 2,699,509 | 2,806,387 |
| 18 Total expenses Add lines 13-17 (must equal Part IX, column (A), line 25) | 6,024,955 | 6,135,163 |
| 19 Revenue less expenses Subtract line 18 from line 12 | -474,554 | -575,214 |

| | Beginning of Current Year | End of Year |
|---|---------------------------|-------------|
| 20 Total assets (Part X, line 16) | 4,974,851 | 4,406,765 |
| 21 Total liabilities (Part X, line 26) | 841,112 | 837,437 |
| 22 Net assets or fund balances Subtract line 21 from line 20 | 4,133,739 | 3,569,328 |

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Sign Here

Signature of officer: [Signature] Date: 2020-07-15

DARREN GOLDSTEIN Treasurer
Type or print name and title

Paid Preparer Use Only

| | | | | |
|--|----------------------|------|---|----------------|
| Print/Type preparer's name | Preparer's signature | Date | Check <input type="checkbox"/> if self-employed | PTIN P00273273 |
| Firm's name ▶ Ritz Holman LLP | | | Firm's EIN ▶ 39-0919055 | |
| Firm's address ▶ 330 E Kilbourn Ste 550 Milwaukee, WI 532023144 | | | Phone no (414) 271-1451 | |

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1 Briefly describe the organization's mission

FIRST STAGE MILWAUKEE, INC DOES BUSINESS AS FIRST STAGE OUR MISSION IS TO ENRICH THE LIVES OF CHILDREN AND FAMILIES BY CREATING EXCEPTIONAL THEATER EXPERIENCES

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? Yes No

If "Yes," describe these new services on Schedule O

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? Yes No

If "Yes," describe these changes on Schedule O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

| | | | | | | |
|-----------|---------------------|--------------|-----------|------------------------|-------------|-------------|
| 4a | (Code) | (Expenses \$ | 3,660,135 | including grants of \$ | (Revenue \$ | 2,121,516) |
| | See Additional Data | | | | | |

| | | | | | | |
|-----------|---------------------|--------------|-----------|------------------------|-------------|-----------|
| 4b | (Code) | (Expenses \$ | 1,009,817 | including grants of \$ | (Revenue \$ | 627,638) |
| | See Additional Data | | | | | |

| | | | | | | |
|-----------|---------------------|--------------|---------|------------------------|-------------|-----------|
| 4c | (Code) | (Expenses \$ | 497,871 | including grants of \$ | (Revenue \$ | 318,176) |
| | See Additional Data | | | | | |

4d Other program services (Describe in Schedule O)
 (Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses ▶ 5,167,823

Part IV Checklist of Required Schedules

Table with 3 columns: Question ID, Question Text, Yes, No. Rows include questions 1 through 22 regarding organizational requirements, such as political activities, lobbying, and financial reporting.

Part IV Checklist of Required Schedules (continued)

| | | Yes | No |
|------------|--|-----|-----|
| 23 | Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> | 23 | Yes |
| 24a | Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> | 24a | No |
| b | Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? | 24b | No |
| c | Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? | 24c | No |
| d | Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? | 24d | No |
| 25a | Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> | 25a | No |
| b | Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> | 25b | No |
| 26 | Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i> | 26 | No |
| 27 | Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> | 27 | No |
| 28 | Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions) | | |
| a | A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> | 28a | No |
| b | A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> | 28b | No |
| c | An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> | 28c | No |
| 29 | Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> | 29 | Yes |
| 30 | Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> | 30 | No |
| 31 | Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> | 31 | No |
| 32 | Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> | 32 | No |
| 33 | Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> | 33 | No |
| 34 | Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> | 34 | Yes |
| 35a | Did the organization have a controlled entity within the meaning of section 512(b)(13)? | 35a | No |
| b | If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> | 35b | |
| 36 | Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> | 36 | No |
| 37 | Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> | 37 | No |
| 38 | Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O | 38 | Yes |

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

| | | Yes | No |
|-----------|--|-----|-----|
| 1a | Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable | 1a | 58 |
| b | Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable | 1b | 0 |
| c | Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? | 1c | Yes |

| | | | | | |
|---|------------|-----|------------|-----|----|
| <p>2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return</p> | 2a | 298 | | | |
| <p>b If at least one is reported on line 2a, did the organization file all required federal employment tax returns? Note.If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)</p> | | | 2b | Yes | |
| <p>3a Did the organization have unrelated business gross income of \$1,000 or more during the year?</p> | | | 3a | | No |
| <p>b If "Yes," has it filed a Form 990-T for this year?<i>If "No" to line 3b, provide an explanation in Schedule O</i></p> | | | 3b | | No |
| <p>4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?</p> | | | 4a | | No |
| <p>b If "Yes," enter the name of the foreign country ▶ _____ See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR)</p> | | | | | |
| <p>5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?</p> | | | 5a | | No |
| <p>b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?</p> | | | 5b | | No |
| <p>c If "Yes," to line 5a or 5b, did the organization file Form 8886-T?</p> | | | 5c | | |
| <p>6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?</p> | | | 6a | | No |
| <p>b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?</p> | | | 6b | | |
| 7 Organizations that may receive deductible contributions under section 170(c). | | | | | |
| <p>a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?</p> | | | 7a | Yes | |
| <p>b If "Yes," did the organization notify the donor of the value of the goods or services provided?</p> | | | 7b | Yes | |
| <p>c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?</p> | | | 7c | | No |
| <p>d If "Yes," indicate the number of Forms 8282 filed during the year</p> | 7d | 0 | | | |
| <p>e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?</p> | | | 7e | | No |
| <p>f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?</p> | | | 7f | | No |
| <p>g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?</p> | | | 7g | | No |
| <p>h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?</p> | | | 7h | | No |
| <p>8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?</p> | | | 8 | | No |
| <p>9a Did the sponsoring organization make any taxable distributions under section 4966?</p> | | | 9a | | No |
| <p>b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?</p> | | | 9b | | No |
| 10 Section 501(c)(7) organizations. Enter | | | | | |
| <p>a Initiation fees and capital contributions included on Part VIII, line 12</p> | 10a | | | | |
| <p>b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities</p> | 10b | | | | |
| 11 Section 501(c)(12) organizations. Enter | | | | | |
| <p>a Gross income from members or shareholders</p> | 11a | | | | |
| <p>b Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them)</p> | 11b | | | | |
| <p>12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?</p> | | | 12a | | No |
| <p>b If "Yes," enter the amount of tax-exempt interest received or accrued during the year</p> | 12b | | | | |
| 13 Section 501(c)(29) qualified nonprofit health insurance issuers. | | | | | |
| <p>a Is the organization licensed to issue qualified health plans in more than one state? Note. See the instructions for additional information the organization must report on Schedule O</p> | | | 13a | | No |
| <p>b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans</p> | 13b | | | | |
| <p>c Enter the amount of reserves on hand</p> | 13c | | | | |
| <p>14a Did the organization receive any payments for indoor tanning services during the tax year?</p> | | | 14a | | No |
| <p>b If "Yes," has it filed a Form 720 to report these payments?<i>If "No," provide an explanation in Schedule O</i></p> | | | 14b | | |
| <p>15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see instructions and file Form 4720, Schedule N</p> | | | 15 | | No |
| <p>16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O</p> | | | 16 | | No |

Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to lines 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O See instructions
 Check if Schedule O contains a response or note to any line in this Part VI

Section A. Governing Body and Management

| | | Yes | No |
|-----------|---|-----|----|
| 1a | Enter the number of voting members of the governing body at the end of the tax year | | |
| | If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O | | |
| 1b | Enter the number of voting members included in line 1a, above, who are independent | | |
| 2 | Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? | | No |
| 3 | Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors or trustees, or key employees to a management company or other person? | | No |
| 4 | Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? | | No |
| 5 | Did the organization become aware during the year of a significant diversion of the organization's assets? | | No |
| 6 | Did the organization have members or stockholders? | | No |
| 7a | Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? | | No |
| 7b | Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? | | No |
| 8 | Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following | | |
| a | The governing body? | Yes | |
| b | Each committee with authority to act on behalf of the governing body? | Yes | |
| 9 | Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O | | No |

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

| | | Yes | No |
|------------|--|-----|----|
| 10a | Did the organization have local chapters, branches, or affiliates? | | No |
| 10b | If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? | | |
| 11a | Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? | Yes | |
| b | Describe in Schedule O the process, if any, used by the organization to review this Form 990 | | |
| 12a | Did the organization have a written conflict of interest policy? If "No," go to line 13 | Yes | |
| 12b | Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? | Yes | |
| 12c | Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done | Yes | |
| 13 | Did the organization have a written whistleblower policy? | Yes | |
| 14 | Did the organization have a written document retention and destruction policy? | Yes | |
| 15 | Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? | | |
| 15a | The organization's CEO, Executive Director, or top management official | Yes | |
| 15b | Other officers or key employees of the organization | Yes | |
| | If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions) | | |
| 16a | Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? | | No |
| 16b | If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? | | |

Section C. Disclosure

| | | |
|-----------|--|----|
| 17 | List the States with which a copy of this Form 990 is required to be filed | WI |
| 18 | Section 6104 requires an organization to make its Form 1023 (or 1024-A if applicable), 990, and 990-T (501(c)(3)s only) available for public inspection Indicate how you made these available Check all that apply <input type="checkbox"/> Own website <input checked="" type="checkbox"/> Another's website <input checked="" type="checkbox"/> Upon request <input type="checkbox"/> Other (explain in Schedule O) | |
| 19 | Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year | |
| 20 | State the name, address, and telephone number of the person who possesses the organization's books and records Deb Moody 325 W Walnut St Milwaukee, WI 53212 (414) 267-2940 | |

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

Table with 5 columns: (A) Total revenue, (B) Related or exempt function revenue, (C) Unrelated business revenue, (D) Revenue excluded from tax under sections 512 - 514. Rows include 1a Federated campaigns, 1b Membership dues, 1c Fundraising events, 1d Related organizations, 1e Government grants, 1f All other contributions, 1g Noncash contributions, and 1h Total.

Table for Program Service Revenue with columns for Business Code, (A) Total revenue, (B) Related or exempt function revenue, (C) Unrelated business revenue, and (D) Revenue excluded. Rows include 2a ACADEMY INCOME, 2b THEATER IN EDUCATION, 2c Ticket Sales, 2d, 2e, 2f All other program service revenue, and 2g Total.

Table for Other Revenue with columns for (A) Total revenue, (B) Related or exempt function revenue, (C) Unrelated business revenue, and (D) Revenue excluded. Rows include 3 Investment income, 4 Income from investment of tax-exempt bond proceeds, 5 Royalties, 6a Gross rents, 6b Less rental expenses, 6c Rental income or (loss), 6d Net rental income, 7a Gross amount from sales of assets, 7b Less cost or other basis, 7c Gain or (loss), 7d Net gain or (loss), 8a Gross income from fundraising events, 8b Less direct expenses, 8c Net income or (loss), 9a Gross income from gaming activities, 9b Less direct expenses, 9c Net income or (loss), 10a Gross sales of inventory, 10b Less cost of goods sold, 10c Net income or (loss), 11a OTHER REVENUE, 11b, 11c, 11d All other revenue, 11e Total, and 12 Total revenue.

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

| | (A) Total expenses | (B) Program service expenses | (C) Management and general expenses | (D) Fundraising expenses |
|---|-----------------------|---------------------------------|--|-----------------------------|
| Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII. | | | | |
| 1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21. | 0 | | | |
| 2 Grants and other assistance to domestic individuals. See Part IV, line 22. | 0 | | | |
| 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, line 15 and 16. | 0 | | | |
| 4 Benefits paid to or for members. | 0 | | | |
| 5 Compensation of current officers, directors, trustees, and key employees. | 361,787 | 136,634 | 165,674 | 59,479 |
| 6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B). | 0 | | | |
| 7 Other salaries and wages. | 2,310,191 | 1,927,859 | 193,800 | 188,532 |
| 8 Pension plan accruals and contributions (include section 401 (k) and 403(b) employer contributions). | 0 | | | |
| 9 Other employee benefits. | 421,589 | 339,398 | 33,949 | 48,242 |
| 10 Payroll taxes. | 235,209 | 189,563 | 25,744 | 19,902 |
| 11 Fees for services (non-employees) | | | | |
| a Management. | 0 | | | |
| b Legal. | 0 | | | |
| c Accounting. | 9,150 | | 9,150 | |
| d Lobbying. | 0 | | | |
| e Professional fundraising services. See Part IV, line 17. | 0 | | | |
| f Investment management fees. | 0 | | | |
| g Other (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O). | 25,195 | 15,451 | 8,320 | 1,424 |
| 12 Advertising and promotion. | 380,462 | 319,243 | 54,965 | 6,254 |
| 13 Office expenses. | 78,480 | 67,399 | 7,191 | 3,890 |
| 14 Information technology. | 67,971 | 39,869 | 21,948 | 6,154 |
| 15 Royalties. | 130,145 | 130,145 | | |
| 16 Occupancy. | 559,438 | 516,126 | 28,875 | 14,437 |
| 17 Travel. | 61,886 | 58,970 | 2,037 | 879 |
| 18 Payments of travel or entertainment expenses for any federal, state, or local public officials. | 0 | | | |
| 19 Conferences, conventions, and meetings. | 22,145 | 8,327 | 12,804 | 1,014 |
| 20 Interest. | 5 | | 5 | |
| 21 Payments to affiliates. | 0 | | | |
| 22 Depreciation, depletion, and amortization. | 78,869 | 68,244 | 9,445 | 1,180 |
| 23 Insurance. | 20,617 | 14,551 | 5,831 | 235 |
| 24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.) | | | | |
| a subsidies on student shows. | 795,234 | 795,234 | | |
| b PRODUCTION EXPENSE | 251,443 | 251,443 | | |
| c ADMINISTRATIVE | 136,993 | 101,013 | 19,702 | 16,278 |
| d ARTISTIC FEES | 116,227 | 116,227 | | |
| e All other expenses | 72,127 | 72,127 | | |
| 25 Total functional expenses. Add lines 1 through 24e. | 6,135,163 | 5,167,823 | 599,440 | 367,900 |
| 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720). | | | | |

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part IX

| | | (A) Beginning of year | | (B) End of year | |
|---|---|--------------------------|-----------|--------------------|---|
| Assets | 1 Cash—non-interest-bearing | 672,058 | 1 | 809,383 | |
| | 2 Savings and temporary cash investments | 189,274 | 2 | 79,482 | |
| | 3 Pledges and grants receivable, net | 1,456,718 | 3 | 965,484 | |
| | 4 Accounts receivable, net | 469,064 | 4 | 426,187 | |
| | 5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees Complete Part II of Schedule L | | | 5 | 0 |
| | 6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions) Complete Part II of Schedule L | | | 6 | 0 |
| | 7 Notes and loans receivable, net | 13,500 | 7 | 9,000 | |
| | 8 Inventories for sale or use | 21,655 | 8 | 26,715 | |
| | 9 Prepaid expenses and deferred charges | 252,143 | 9 | 256,409 | |
| | 10a Land, buildings, and equipment cost or other basis Complete Part VI of Schedule D | 1,539,577 | | | |
| | b Less accumulated depreciation | 1,293,771 | | | |
| | 11 Investments—publicly traded securities | 1,606,637 | 11 | 1,548,029 | |
| | 12 Investments—other securities See Part IV, line 11 | | 12 | 0 | |
| | 13 Investments—program-related See Part IV, line 11 | | 13 | 0 | |
| | 14 Intangible assets | 17,013 | 14 | 20,033 | |
| | 15 Other assets See Part IV, line 11 | 8,894 | 15 | 20,237 | |
| 16 Total assets. Add lines 1 through 15 (must equal line 34) | 4,974,851 | 16 | 4,406,765 | | |
| Liabilities | 17 Accounts payable and accrued expenses | 284,272 | 17 | 305,650 | |
| | 18 Grants payable | | 18 | | |
| | 19 Deferred revenue | 539,679 | 19 | 509,291 | |
| | 20 Tax-exempt bond liabilities | | 20 | | |
| | 21 Escrow or custodial account liability Complete Part IV of Schedule D | | 21 | | |
| | 22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons Complete Part II of Schedule L | | 22 | | |
| | 23 Secured mortgages and notes payable to unrelated third parties | | 23 | | |
| | 24 Unsecured notes and loans payable to unrelated third parties | | 24 | | |
| | 25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17 - 24) Complete Part X of Schedule D | 17,161 | 25 | 22,496 | |
| | 26 Total liabilities. Add lines 17 through 25 | 841,112 | 26 | 837,437 | |
| Net Assets or Fund Balances | Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34. | | | | |
| | 27 Unrestricted net assets | 2,936,784 | 27 | 2,236,347 | |
| | 28 Temporarily restricted net assets | 1,196,955 | 28 | 1,332,981 | |
| | 29 Permanently restricted net assets | | 29 | | |
| | Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34. | | | | |
| | 30 Capital stock or trust principal, or current funds | | 30 | | |
| | 31 Paid-in or capital surplus, or land, building or equipment fund | | 31 | | |
| | 32 Retained earnings, endowment, accumulated income, or other funds | | 32 | | |
| 33 Total net assets or fund balances | 4,133,739 | 33 | 3,569,328 | | |
| 34 Total liabilities and net assets/fund balances | 4,974,851 | 34 | 4,406,765 | | |

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

| | | | |
|-----------|---|-----------|-----------|
| 1 | Total revenue (must equal Part VIII, column (A), line 12) | 1 | 5,559,949 |
| 2 | Total expenses (must equal Part IX, column (A), line 25) | 2 | 6,135,163 |
| 3 | Revenue less expenses Subtract line 2 from line 1 | 3 | -575,214 |
| 4 | Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A)) | 4 | 4,133,739 |
| 5 | Net unrealized gains (losses) on investments | 5 | 10,803 |
| 6 | Donated services and use of facilities | 6 | |
| 7 | Investment expenses | 7 | |
| 8 | Prior period adjustments | 8 | |
| 9 | Other changes in net assets or fund balances (explain in Schedule O) | 9 | |
| 10 | Net assets or fund balances at end of year Combine lines 3 through 9 (must equal Part X, line 33, column (B)) | 10 | 3,569,328 |

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

- 1** Accounting method used to prepare the Form 990 Cash Accrual Other _____
 If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O
- 2a** Were the organization's financial statements compiled or reviewed by an independent accountant?
 If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both
 Separate basis Consolidated basis Both consolidated and separate basis
- b** Were the organization's financial statements audited by an independent accountant?
 If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both
 Separate basis Consolidated basis Both consolidated and separate basis
- c** If "Yes," to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
 If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O
- 3a** As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?
- b** If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

| | Yes | No |
|-----------|-----|----|
| 2a | | No |
| 2b | Yes | |
| 2c | Yes | |
| 3a | | No |
| 3b | | |

Additional Data

Software ID: 18007218

Software Version: 2018v3.1

EIN: 39-1634828

Name: First Stage Milwaukee

Form 990 (2018)

Form 990, Part III, Line 4a:

In 1987, First Stage began as a small theater company with a goal of providing professional theater for young people and families. Now in its 33rd season, First Stage is one of the nation's acclaimed professional theaters for young audiences, and the second largest theater company in Milwaukee. First Stage offers a ten-play season of professional theater for young people and families with titles chosen for their educational content, social significance, and their ability to spark conversation at home and in classrooms. Classroom teachers use a field trip to First Stage as a means to help develop literacy and enhance learning across the curriculum, including teacher enrichment guides and workshop opportunities that align each play to key Common Core State Standards and Wisconsin Model Academic Standards. In the 2018-2019 fiscal year, over 56,000 individuals among 352 school groups attended our school matinee performances at our theater (at ticket prices over 70% below our public prices). Over 53,000 individuals attended our public performances, as single or season ticket buyers or as part of a public group (e.g., Girl Scout troops). In total, First Stage held 463 performances and performed before 109,275 people. In 2018-2019, First Stage continued its commitment to new play development with two world premiere productions NATE THE GREAT and GIRLS IN THE BOAT and three readings of new plays in development, which were open to the public and free of admission to attend. First Stage also produced its first full-length Broadway musical in 2018-2019, ROALD DAHL'S MATILDA THE MUSICAL. First Stage continued its Pay What You Choose performances in 2018-2019 to broaden the reach throughout our community and to confirm our commitment to make theater available to all who wish to attend. For each production of our Family Series at the Todd Wehr Theater, there is one performance available with only a minimum suggested donation of \$5 per person. First Stage's commitment to make theater available to all also spurred us to grow the number of Sensory Friendly performances for patrons on the autism spectrum or with other developmental differences. These performances feature a welcoming environment including modified sound and lighting, and available quiet areas staffed by experienced educators. And First Stage continues to strengthen its commitment to diversity in cast and design teams, noting that all of the production teams for the 2018-2019 season were fully inclusive of persons identifying as female (44%) and persons of color (19%). First Stage also commits to engagement with local community members through its productions and the themes from them. Highlighting the powerful story of friendship between the characters Jim and Huck in BIG RIVER, First Stage welcomed over 80 people to the UNCOMMON FRIENDSHIPS event in March 2019. Two guest speakers, Pardeep Kaleka (who lost his father in the 2012 Sikh Temple of Wisconsin shooting) and Arno Michaelis (who is a former white supremacist who helped to start a gang in the late 1980s that produced the 2012 shooter) shared their own story of uncommon friendship. Together they have formed a friendship across lines of division and are now working to build a world that is centered on love rather than hate. First Stage Young Company, the Theater Academy's advanced actor training program for high school students produced three full-scale productions during the 2018-2019 season: GIRLS IN THE BOAT, AS YOU LIKE IT, and THE MIRACLE WORKER. In addition to enriching the lives of our audiences, First Stage practices age-appropriate casting (i.e., roles of children will be played by young performers alongside professional theater artists, directors and designers). In the 2018-2019 season, 197 children performed on our professional stages or in new play readings, thus providing them with enriched experiences of teamwork and responsibility but also giving our audience a more realistic storytelling experience.

Form 990, Part III, Line 4b:

Theater arts have an intrinsic potential to teach important life skills such as self-confidence, discipline, commitment, and teamwork. Having access to theater professionals with the unique ability and passion for working with children, First Stage founded the Theater Academy in 1992. The goal of the Academy is to teach life skills through stage skills. Academy classes are offered year-round to help children build character, develop leadership skills and increase emotional intelligence. The Theater Academy has been proven to help students in school by improving Emotional Intelligence scores (self-awareness, respect for self and others, team work, etc.) and instilling 21st century workforce skills (collaboration, critical thinking, increased communication, flexibility and creative thinking). First Stage Academy offers a journey of self-discovery and helps children maximize their own potential in a safe environment surrounded by adult mentors and positive peers. In the 2018-2019 fiscal year, First Stage offered classes with contact hours ranging from 8 to 140 hours each, for over 2,370 enrollments for approximately 1,650 children, approximately 46% of which were from the City of Milwaukee and 19% of which were in need of financial assistance in order to attend. First Stage has never turned away a student due to a family's inability to pay costs associated with classes. Through donations, First Stage was able to provide nearly \$138,000 in financial aid to help with tuition, transportation, and lunches for over 372 students or 630 enrollments. First Stage's Theater Academy holds classes year-round. Several of its more unique programs are described below, as well as achievements in the recent season.

- * Next Steps was established in 2012 as a musical theatre and acting program designed specifically for students on the autism spectrum. Next Steps provides an opportunity for students to develop social skills and artistic expression in a welcoming and supportive environment. Next Steps Academy classes are held as week-long sessions during Spring Break and Summer, and as one-hour Saturday classes during the School Year.
- * First Stage's Student Advisory Board was created in 2013-2014 out of a need for the students voice to be heard in making decisions about Academy programming and policies. By 2014-2015 the SAB doubled in size and added an opportunity beginning in 2015-2016 for two representatives to sit on the First Stage Board of Directors.
- * Each summer, Theater Academy students embark on their Kid-to-Kid campaign. Over the course of 8 weeks, the students donate their dollars and coins, hold fund-raisers, make challenges to one another, etc., to raise money for the Family Partnership Program, which offers financial aid to students who need financial support. And beginning in 2014, Academy staff now holds annual Kid-to-Kid Cabarets, where the staff helps to raise money for financial aid through performing in a cabaret night. This event, along with the student's annual Kid-to-Kid campaign, raises several thousand dollars to support young people in the Family Partnership Program.
- * 2015-2016 saw the official beginning of the Community Learning Center at a local school. The Academy co-developed this after-school arts program at Kluge Elementary school with the First Stage Education department. Focusing on Voice and Movement, Scene Study, Creative Drama, and Musical Theater the program allowed us to help these K-5th grade students gain confidence, empathy, critical thinking, and literacy skills. During the 2018 summer, Kluge held a six-week summer program for students, with a full day of arts programming available for City of Milwaukee students, weekly field trips, and daily breakfast and lunch all free of charge. Kluge saw an average of 50 students entering K5-5th grade each day attend our programming.
- * First Stage expanded its Academy programming in 2016-2017 to include Franklin, Layton Boulevard West Neighborhoods, and partnered with the Jewish Community Center. This expansion continued through the 2018-2019 season.
- * As discussed above in Theater Productions, First Stage Young Company the Theater Academy's advanced actor training program for high school students produced three full-scale productions during the 2018-2019 season.
- * A portion of the Young Company has competed each October since 2008 in the Shakespeare Competition at Southern Utah University in Cedar City, Utah. The competition gives junior and high school students from around the nation a chance to present material from Shakespearean literature in various artistic forms. This work is adjudicated by professionals in their fields, who also offer various workshops that can be attended for university credit.

Form 990, Part III, Line 4c:

First Stage knows that the arts can be used as a powerful vehicle for in-school learning, rather than detached from traditional curriculum as an extra. Drama in particular effortlessly lends itself to integration with literature and language arts. First Stage does not go into classrooms and teach drama, but rather uses theater as an effective medium to teach academic subject matter. First Stage has the unique ability to use theater activities to present curriculum effectively to all types of learners: visual, auditory, and kinesthetic. In addition, classroom teachers have an ongoing concern about standardized testing. In response, First Stage offers programs that boost critical literacy skills, increase state standardized test scores and help teachers learn new and creative ways to teach. As schools are forced to spend less on arts programming, these programs cleverly blend the arts with existing curriculum, making it a win-win for teachers that are under pressure to cover a great deal of material and for students that thrive when they are allowed to express themselves and use their natural creativity in the classroom. The Theater-in-Education programs are also run by skilled and nationally respected leaders. Education Director, Julia Magnasco serves on the Board of Theatre for Young Audiences/USA, the United States center for the International Association of Theatre for Children and Young People. As a professional membership organization with 50 years of service to the field, TYA/USA is known for One Theatre World, TYA/USAs national festival, and TYA Today, a nationally and internationally respected magazine for the field of theatre for young people. Ms. Magnasco was also selected as one of the Forty Under Forty award recipients by the Milwaukee Business Journal in 2017. In the 2018-2019 fiscal year, First Stage's teaching artists reached over 14,000 students in 93 schools with over 2,750 workshops. Many of these students also attended our matinee performances described above, plus approximately 4,300 students were involved in our Literacy, Literacy Plus, & Little Actors programs and 4,225 students were part of our subsidized Connections & Partnership outreach programs, which develop creative thinking, logical reasoning, public speaking, and Emotional Intelligence. In addition to helping to educate children, First Stage provided professional development to over 415 teachers in local schools. In 2018-2019, First Stage's Theater in Education department continued and expanded the following programs: Afterschool Community Learning Center (CLC) at Kluge Elementary School. This season's fourth year of programming was again approved by the Wisconsin Department of Public Instruction and supported by federal funds through the Milwaukee Public School system and the 21st Century Community Learning Centers Program. First Stage served 75 students at Kluge Elementary five days a week from September through May. Using theater arts, First Stage worked to strengthen students' academic achievement, enhance job readiness skills, promote character development, and empower parents to play an active role in their children's education. First Stage provided Theater Academy classes, arts-integrated literacy programs, and character development workshops targeted towards improving students' low standardized test scores (a key goal in Milwaukee Public Schools district improvement plan). During the 2018 summer, Kluge held a six-week summer program for students, with a full day of arts programming available for City of Milwaukee students, weekly field trips, and daily breakfast and lunch all free of charge. Kluge saw an average of 50 students entering K5-5th grade each day attend our programming. First Stage's Literacy Plus Program is a hybrid of the existing Literacy Residency and the Connections/Partnerships program. Over the course of 14 weeks, First Stage's Literacy Residencies develop critical literacy skills among students to increase achievement on standardized tests and enhance their overall comprehension and retention of grade-appropriate English Language Arts Model Academic Standards. The Connections/Partnerships program is a partially subsidized program that offers tickets to any school performance, bussing to that performance, pre and post-show workshops, teaching-through-theater workshops, and teaching guides for the classroom teachers. For many educators, the 14-week Literacy program was too large of a commitment. And a fieldtrip was a real desire on behalf of the class. So the Literacy Plus program, which has 7 weeks of literacy residency and a trip to the theater, quickly became the right product for many classrooms in Milwaukee. During its fourth year (2018-2019), First Stage's Literacy Plus Program took place in 155 classrooms, with approximately 3,865 students. Little Actors. In the 2017-2018 year, First Stage piloted the Little Actors program with 6 classrooms. In 2018-2019, First Stage increased its programming to 17 classrooms. Little Actors is a six-week program designed for younger children (grades K-3) that uses stories as the springboard for learning. First Stage is the only youth serving organization in Milwaukee that offers a multi-week, theater-based program specifically targeted to improving elementary students' literacy development through true arts-integrated instruction. Through six 40-minute Little Actors sessions, students engage in drama-based activities such as imaginary play, song and dance, artwork, and role play. By being actively immersed in the telling of simple and well-loved stories, students develop and reinforce their understanding of fundamental language comprehension skills: speaking, listening, retelling, and more. As outlined in the English Language Arts Common Core State Standards, throughout the past four years, the Milwaukee Public School District (MPS) has struggled to find ample arts specialists to fill the open positions in the district. MPS and their Fine Arts Manager have been working with select arts organizations, including First Stage, to provide arts in these schools through their Fill the Gaps initiative. This initiative allows schools to use the funding budgeted this year for specialists on arts-based residencies provided by community arts organizations. First Stage worked closely with MPS and Arts@Large to provide arts programming for six MPS schools throughout the 2018-2019 school year, supplying continual arts programming throughout the school year and for multiple grade levels. In 2015, MPS was given the prestigious honor of becoming a Turnaround Arts District. This national initiative focuses on infusing schools with low test scores with arts programming and arts learning opportunities, with the goal of engaging students and families in their school community, providing educators with new tools to help students better regulate behavior and relate to their curriculum, and ultimately boosting academic scores. First Stage provided the four schools in the Turnaround Arts initiative in Milwaukee with four separate Professional Development opportunities for the teachers, arts-integrated residencies at three of the four schools, and we also provided production support for two of the Turnaround Arts schools, assisting them on the production of their school-wide musical performances. In addition, in 2018-2019, the Education Department provided the four Turnaround Arts Schools with ongoing weekly coaching, in which First Stage teaching artists would visit MPS teachers to coach and model arts-integrated strategies in the classroom and work with them on planning arts-integrated classroom units of study.

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W- 2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| ALEX KRAMER President | 0 90 0 00 | X | | X | | | | 0 | 0 | 0 |
| LAUREN PAGENKOPF Vice President | 0 90 0 00 | X | | X | | | | 0 | 0 | 0 |
| DARREN GOLDSTEIN Treasurer | 0 90 0 00 | X | | X | | | | 0 | 0 | 0 |
| CARYN ESTEN VP | 0 90 0 00 | X | | X | | | | 0 | 0 | 0 |
| TAMI MARTIN Secretary | 0 90 0 00 | X | | X | | | | 0 | 0 | 0 |
| LA'KETTA CALDWELL Director | 0 90 0 00 | X | | | | | | 0 | 0 | 0 |
| NICOLE ANGRESANO Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| SUZANNE CLAUSING Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| BRIAN GILPIN Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| RACHEL YOUNG Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W- 2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|---|--|---|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| CAROL KRACHT Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| ERIC MAASSEN Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| CHRISTOPHER MARSCHKA Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| SAGAR MURTHY Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| MELISSA NELSON Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| KATHLEEN DOHEARTY Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| CORRIE PRUNUSKE Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| DAN KEMPKEN Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| KRISTEN SEVERSON Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| KRISTIN SHEEHAN Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |

Form 990, Part VII - Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

| (A) Name and Title | (B) Average hours per week (list any hours for related organizations below dotted line) | (C) Position (do not check more than one box, unless person is both an officer and a director/trustee) | | | | | | (D) Reportable compensation from the organization (W- 2/1099-MISC) | (E) Reportable compensation from related organizations (W- 2/1099-MISC) | (F) Estimated amount of other compensation from the organization and related organizations |
|--|--|---|-----------------------|---------|--------------|------------------------------|--------|---|--|---|
| | | Individual trustee or director | Institutional Trustee | Officer | Key employee | Highest compensated employee | Former | | | |
| MARCY STANCZYK Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| Brent Sullivan Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| Karen Guy Past-President | 0 90 0 00 | X | | X | | | | 0 | 0 | 0 |
| TRACY FOSS Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| HANNAH LIPSCOMB Director | 0 30 0 00 | X | | | | | | 0 | 0 | 0 |
| Elizabeth Corry Managing Dir | 40 00 0 00 | | | X | | | | 146,198 | 0 | 17,417 |
| Jeff Frank Art Director | 40 00 0 00 | | | X | | | | 134,340 | 0 | 14,836 |
| DEBBIE MOODY FINANCE DIR | 40 00 0 00 | | | X | | | | 76,119 | 0 | 4,224 |

SCHEDULE A
(Form 990 or 990-EZ)

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
 Attach to Form 990 or Form 990-EZ.
 Go to www.irs.gov/Form990 for the latest information.

2018

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

Name of the organization
First Stage Milwaukee

Employer identification number
39-1634828

Part I Reason for Public Charity Status (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is (For lines 1 through 12, check only one box.)

- 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ))
- 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state _____
- 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II)
- 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II)
- 8 A community trust described in **section 170(b)(1)(A)(vi)** (Complete Part II)
- 9 An agricultural research organization described in **170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land grant college of agriculture See instructions Enter the name, city, and state of the college or university _____
- 10 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975 See **section 509(a)(2).** (Complete Part III)
- 11 An organization organized and operated exclusively to test for public safety See **section 509(a)(4).**
- 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g
 - a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization **You must complete Part IV, Sections A and B.**
 - b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s) **You must complete Part IV, Sections A and C.**
 - c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions) **You must complete Part IV, Sections A, D, and E.**
 - d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions) **You must complete Part IV, Sections A and D, and Part V.**
 - e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization
 - f Enter the number of supported organizations _____
 - g Provide the following information about the supported organization(s)

| (i) Name of supported organization | (ii) EIN | (iii) Type of organization (described on lines 1- 10 above (see instructions)) | (iv) Is the organization listed in your governing document? | | (v) Amount of monetary support (see instructions) | (vi) Amount of other support (see instructions) |
|------------------------------------|----------|--|---|----|---|---|
| | | | Yes | No | | |
| | | | | | | |
| Total | | | | | | |

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv), 170(b)(1)(A)(vi), and 170(b)(1)(A)(ix)

(Complete only if you checked the box on line 5, 7, 8, or 9 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

| | Calendar year (or fiscal year beginning in) ► | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|----------|---|----------|----------|----------|----------|----------|-----------|
| 1 | Gifts, grants, contributions, and membership fees received (Do not include any "unusual grant") | | | | | | |
| 2 | Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | |
| 3 | The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | |
| 4 | Total. Add lines 1 through 3 | | | | | | |
| 5 | The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) | | | | | | |
| 6 | Public support. Subtract line 5 from line 4 | | | | | | |

Section B. Total Support

| | Calendar year (or fiscal year beginning in) ► | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|-----------|--|----------|----------|----------|----------|-----------|-----------|
| 7 | Amounts from line 4 | | | | | | |
| 8 | Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | | | | | | |
| 9 | Net income from unrelated business activities, whether or not the business is regularly carried on | | | | | | |
| 10 | Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI) | | | | | | |
| 11 | Total support. Add lines 7 through 10 | | | | | | |
| 12 | Gross receipts from related activities, etc (see instructions) | | | | | 12 | |

13 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

| | | | |
|-----------|--|-----------|--|
| 14 | Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f)) | 14 | |
| 15 | Public support percentage for 2017 Schedule A, Part II, line 14 | 15 | |

- 16a 33 1/3% support test—2018.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization
- b 33 1/3% support test—2017.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization
- 17a 10%-facts-and-circumstances test—2018.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization
- b 10%-facts-and-circumstances test—2017.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test The organization qualifies as a publicly supported organization
- 18 Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|---|-----------|-----------|-----------|-----------|-----------|------------|
| 1 Gifts, grants, contributions, and membership fees received (Do not include any "unusual grants.") | 2,543,581 | 2,883,908 | 2,935,773 | 2,446,592 | 2,403,963 | 13,213,817 |
| 2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose | 2,813,446 | 3,379,811 | 3,083,297 | 3,139,037 | 3,165,660 | 15,581,251 |
| 3 Gross receipts from activities that are not an unrelated trade or business under section 513 | | | | | | 0 |
| 4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf | | | | | | 0 |
| 5 The value of services or facilities furnished by a governmental unit to the organization without charge | | | | | | 0 |
| 6 Total. Add lines 1 through 5 | 5,357,027 | 6,263,719 | 6,019,070 | 5,585,629 | 5,569,623 | 28,795,068 |
| 7a Amounts included on lines 1, 2, and 3 received from disqualified persons | 144,784 | 94,840 | 113,718 | 107,355 | 158,214 | 618,911 |
| b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year | | | | | | 0 |
| c Add lines 7a and 7b | 144,784 | 94,840 | 113,718 | 107,355 | 158,214 | 618,911 |
| 8 Public support. (Subtract line 7c from line 6) | | | | | | 28,176,157 |

Section B. Total Support

| Calendar year (or fiscal year beginning in) ▶ | (a) 2014 | (b) 2015 | (c) 2016 | (d) 2017 | (e) 2018 | (f) Total |
|---|-----------|-----------|-----------|-----------|-----------|------------|
| 9 Amounts from line 6 | 5,357,027 | 6,263,719 | 6,019,070 | 5,585,629 | 5,569,623 | 28,795,068 |
| 10a Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources | 9,566 | 13,907 | 29,508 | 29,339 | 45,058 | 127,378 |
| b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 | | | | | | 0 |
| c Add lines 10a and 10b | 9,566 | 13,907 | 29,508 | 29,339 | 45,058 | 127,378 |
| 11 Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on | | | | | | 0 |
| 12 Other income Do not include gain or loss from the sale of capital assets (Explain in Part VI) | 5,371 | 3,706 | 9,833 | 10,627 | 3,221 | 32,758 |
| 13 Total support. (Add lines 9, 10c, 11, and 12) | 5,371,964 | 6,281,332 | 6,058,411 | 5,625,595 | 5,617,902 | 28,955,204 |
| 14 First five years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/> | | | | | | |

Section C. Computation of Public Support Percentage

| | | |
|--|-----------|---------|
| 15 Public support percentage for 2018 (line 8, column (f) divided by line 13, column (f)) | 15 | 97.310% |
| 16 Public support percentage from 2017 Schedule A, Part III, line 15 | 16 | 97.370% |

Section D. Computation of Investment Income Percentage

| | | |
|--|-----------|--------|
| 17 Investment income percentage for 2018 (line 10c, column (f) divided by line 13, column (f)) | 17 | 0.440% |
| 18 Investment income percentage from 2017 Schedule A, Part III, line 17 | 18 | 0.310% |

- 19a 33 1/3% support tests—2018.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization
- b 33 1/3% support tests—2017.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3% and line 18 is not more than 33 1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization
- 20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

| | | Yes | No |
|------------|---|-----|----|
| 1 | Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain. | | |
| | 1 | | |
| 2 | Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2). | | |
| | 2 | | |
| 3a | Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below. | | |
| | 3a | | |
| b | Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in Part VI when and how the organization made the determination. | | |
| | 3b | | |
| c | Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in Part VI what controls the organization put in place to ensure such use. | | |
| | 3c | | |
| 4a | Was any supported organization not organized in the United States ("foreign supported organization")? If "Yes" and if you checked 12a or 12b in Part I, answer (b) and (c) below. | | |
| | 4a | | |
| b | Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations. | | |
| | 4b | | |
| c | Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes. | | |
| | 4c | | |
| 5a | Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI , including (i) the names and EIN numbers of the supported organizations added, substituted, or removed, (ii) the reasons for each such action, (iii) the authority under the organization's organizing document authorizing such action, and (iv) how the action was accomplished (such as by amendment to the organizing document). | | |
| | 5a | | |
| b | Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document? | | |
| | 5b | | |
| c | Substitutions only. Was the substitution the result of an event beyond the organization's control? | | |
| | 5c | | |
| 6 | Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? If "Yes," provide detail in Part VI . | | |
| | 6 | | |
| 7 | Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ). | | |
| | 7 | | |
| 8 | Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ). | | |
| | 8 | | |
| 9a | Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? If "Yes," provide detail in Part VI . | | |
| | 9a | | |
| b | Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? If "Yes," provide detail in Part VI . | | |
| | 9b | | |
| c | Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI . | | |
| | 9c | | |
| 10a | Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? If "Yes," answer line 10b below. | | |
| | 10a | | |
| b | Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.) | | |
| | 10b | | |

Part IV Supporting Organizations (continued)

| | | Yes | No |
|-----------|---|-----|----|
| 11 | Has the organization accepted a gift or contribution from any of the following persons? | | |
| a | A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization? | | |
| b | A family member of a person described in (a) above? | | |
| c | A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI</i> | | |

Section B. Type I Supporting Organizations

| | | Yes | No |
|----------|--|-----|----|
| 1 | Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i> | | |
| 2 | Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised or controlled the supporting organization.</i> | | |

Section C. Type II Supporting Organizations

| | | Yes | No |
|----------|---|-----|----|
| 1 | Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i> | | |

Section D. All Type III Supporting Organizations

| | | Yes | No |
|----------|--|-----|----|
| 1 | Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? | | |
| 2 | Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization (s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i> | | |
| 3 | By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i> | | |

Section E. Type III Functionally-Integrated Supporting Organizations

| | | | |
|----------|--|-----|----|
| 1 | Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions) | | |
| a | <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below. | | |
| b | <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below. | | |
| c | <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions). | | |
| 2 | Activities Test Answer (a) and (b) below. | | |
| a | Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i> | Yes | No |
| b | Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i> | | |
| 3 | Parent of Supported Organizations Answer (a) and (b) below. | | |
| a | Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i> | | |
| b | Did the organization exercise a substantial degree of direction over the policies, programs and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i> | | |

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

| Section A - Adjusted Net Income | | (A) Prior Year | (B) Current Year (optional) |
|---|--|----------------|-----------------------------|
| 1 | Net short-term capital gain | 1 | |
| 2 | Recoveries of prior-year distributions | 2 | |
| 3 | Other gross income (see instructions) | 3 | |
| 4 | Add lines 1 through 3 | 4 | |
| 5 | Depreciation and depletion | 5 | |
| 6 | Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions) | 6 | |
| 7 | Other expenses (see instructions) | 7 | |
| 8 | Adjusted Net Income (subtract lines 5, 6 and 7 from line 4) | 8 | |
| Section B - Minimum Asset Amount | | (A) Prior Year | (B) Current Year (optional) |
| 1 | Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year) | 1 | |
| a | Average monthly value of securities | 1a | |
| b | Average monthly cash balances | 1b | |
| c | Fair market value of other non-exempt-use assets | 1c | |
| d | Total (add lines 1a, 1b, and 1c) | 1d | |
| e | Discount claimed for blockage or other factors (explain in detail in Part VI) | | |
| 2 | Acquisition indebtedness applicable to non-exempt use assets | 2 | |
| 3 | Subtract line 2 from line 1d | 3 | |
| 4 | Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions) | 4 | |
| 5 | Net value of non-exempt-use assets (subtract line 4 from line 3) | 5 | |
| 6 | Multiply line 5 by .035 | 6 | |
| 7 | Recoveries of prior-year distributions | 7 | |
| 8 | Minimum Asset Amount (add line 7 to line 6) | 8 | |
| Section C - Distributable Amount | | | Current Year |
| 1 | Adjusted net income for prior year (from Section A, line 8, Column A) | 1 | |
| 2 | Enter 85% of line 1 | 2 | |
| 3 | Minimum asset amount for prior year (from Section B, line 8, Column A) | 3 | |
| 4 | Enter greater of line 2 or line 3 | 4 | |
| 5 | Income tax imposed in prior year | 5 | |
| 6 | Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions) | 6 | |
| 7 | <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions) | | |

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

| Section D - Distributions | Current Year |
|---|---------------------|
| 1 Amounts paid to supported organizations to accomplish exempt purposes | |
| 2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity | |
| 3 Administrative expenses paid to accomplish exempt purposes of supported organizations | |
| 4 Amounts paid to acquire exempt-use assets | |
| 5 Qualified set-aside amounts (prior IRS approval required) | |
| 6 Other distributions (describe in Part VI) See instructions | |
| 7 Total annual distributions. Add lines 1 through 6 | |
| 8 Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI) See instructions | |
| 9 Distributable amount for 2018 from Section C, line 6 | |
| 10 Line 8 amount divided by Line 9 amount | |

| Section E - Distribution Allocations (see instructions) | (i) Excess Distributions | (ii) Underdistributions Pre-2018 | (iii) Distributable Amount for 2018 |
|--|-------------------------------------|---|--|
| 1 Distributable amount for 2018 from Section C, line 6 | | | |
| 2 Underdistributions, if any, for years prior to 2018 (reasonable cause required-- explain in Part VI) See instructions | | | |
| 3 Excess distributions carryover, if any, to 2018 | | | |
| a From 2013. | | | |
| b From 2014. | | | |
| c From 2015. | | | |
| d From 2016. | | | |
| e From 2017. | | | |
| f Total of lines 3a through e | | | |
| g Applied to underdistributions of prior years | | | |
| h Applied to 2018 distributable amount | | | |
| i Carryover from 2013 not applied (see instructions) | | | |
| j Remainder Subtract lines 3g, 3h, and 3i from 3f | | | |
| 4 Distributions for 2018 from Section D, line 7 \$ | | | |
| a Applied to underdistributions of prior years | | | |
| b Applied to 2018 distributable amount | | | |
| c Remainder Subtract lines 4a and 4b from 4 | | | |
| 5 Remaining underdistributions for years prior to 2018, if any Subtract lines 3g and 4a from line 2 If the amount is greater than zero, explain in Part VI See instructions | | | |
| 6 Remaining underdistributions for 2018 Subtract lines 3h and 4b from line 1 If the amount is greater than zero, explain in Part VI See instructions | | | |
| 7 Excess distributions carryover to 2019. Add lines 3j and 4c | | | |
| 8 Breakdown of line 7 | | | |
| a Excess from 2014. | | | |
| b Excess from 2015. | | | |
| c Excess from 2016. | | | |
| d Excess from 2017. | | | |
| e Excess from 2018. | | | |

Additional Data

Software ID: 18007218

Software Version: 2018v3.1

EIN: 39-1634828

Name: First Stage Milwaukee

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10, Part II, line 17a or 17b, Part III, line 12, Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c, Part IV, Section B, lines 1 and 2, Part IV, Section C, line 1, Part IV, Section D, lines 2 and 3, Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b, Part V, line 1, Part V, Section B, line 1e, Part V Section D, lines 5, 6, and 8, and Part V, Section E, lines 2, 5, and 6 Also complete this part for any additional information (See instructions)

Facts And Circumstances Test

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

▶ Complete if the organization answered "Yes," on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
▶ Attach to Form 990.
▶ Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047
2018
Open to Public Inspection

Name of the organization
First Stage Milwaukee

Employer identification number
39-1634828

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.
Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

| | (a) Donor advised funds | (b) Funds and other accounts |
|--|-------------------------|--|
| 1 Total number at end of year | | |
| 2 Aggregate value of contributions to (during year) | | |
| 3 Aggregate value of grants from (during year) | | |
| 4 Aggregate value at end of year | | |
| 5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? | | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| 6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? | | <input type="checkbox"/> Yes <input type="checkbox"/> No |

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply)

Preservation of land for public use (e.g., recreation or education) Preservation of an historically important land area

Protection of natural habitat Preservation of a certified historic structure

Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year

| | Held at the End of the Year |
|---|-----------------------------|
| a Total number of conservation easements | 2a |
| b Total acreage restricted by conservation easements | 2b |
| c Number of conservation easements on a certified historic structure included in (a) | 2c |
| d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register | 2d |

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ _____

4 Number of states where property subject to conservation easement is located ▶ _____

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? Yes No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ _____

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ _____

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? Yes No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.
Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items

(i) Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____

(ii) Assets included in Form 990, Part X ▶ \$ _____

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items

a Revenue included on Form 990, Part VIII, line 1 ▶ \$ _____

b Assets included in Form 990, Part X ▶ \$ _____

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3** Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply)
- a** Public exhibition
 - b** Scholarly research
 - c** Preservation for future generations
 - d** Loan or exchange programs
 - e** Other
- 4** Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII
- 5** During the year, did the organization solicit or receive donations of art, historical treasures or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements.

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a** Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b** If "Yes," explain the arrangement in Part XIII and complete the following table
- | | Amount |
|---|--------|
| 1c Beginning balance | |
| 1d Additions during the year | |
| 1e Distributions during the year | |
| 1f Ending balance | |
- 2a** Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? . . . Yes No
- b** If "Yes," explain the arrangement in Part XIII Check here if the explanation has been provided in Part XIII

Part V Endowment Funds. Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

| | (a) Current year | (b) Prior year | (c) Two years back | (d) Three years back | (e) Four years back |
|---|------------------|----------------|--------------------|----------------------|---------------------|
| 1a Beginning of year balance | 726,214 | 720,964 | 645,078 | 644,810 | 650,243 |
| b Contributions | | | | | |
| c Net investment earnings, gains, and losses | 41,573 | 51,150 | 76,886 | 268 | 14,567 |
| d Grants or scholarships | | | | | |
| e Other expenditures for facilities and programs | 30,060 | 45,900 | | | 20,000 |
| f Administrative expenses | | | 1,000 | | |
| g End of year balance | 737,727 | 726,214 | 720,964 | 645,078 | 644,810 |

- 2** Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as
- a** Board designated or quasi-endowment ▶ 100 000 %
 - b** Permanent endowment ▶
 - c** Temporarily restricted endowment ▶
- The percentages on lines 2a, 2b, and 2c should equal 100%
- 3a** Are there endowment funds not in the possession of the organization that are held and administered for the organization by
- | | Yes | No |
|--|---------------|----|
| (i) unrelated organizations | 3a(i) | No |
| (ii) related organizations | 3a(ii) | No |
| b If "Yes" on 3a(ii), are the related organizations listed as required on Schedule R? | 3b | No |
- 4** Describe in Part XIII the intended uses of the organization's endowment funds

Part VI Land, Buildings, and Equipment.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

| Description of property | (a) Cost or other basis (investment) | (b) Cost or other basis (other) | (c) Accumulated depreciation | (d) Book value |
|--|--------------------------------------|---------------------------------|------------------------------|----------------|
| 1a Land | | | | |
| b Buildings | | | | |
| c Leasehold improvements | | 58,024 | 58,024 | |
| d Equipment | | 1,052,056 | 952,406 | 99,650 |
| e Other | | 429,497 | 283,341 | 146,156 |
| Total. Add lines 1a through 1e (Column (d) must equal Form 990, Part X, column (B), line 10(c)) . . . ▶ | | | | 245,806 |

Part VII Investments—Other Securities. Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

| (a) Description of security or category (including name of security) | (b) Book value | (c) Method of valuation Cost or end-of-year market value |
|--|----------------|---|
| (1) Financial derivatives | | |
| (2) Closely-held equity interests | | |
| (3) Other _____ | | |
| (A) | | |
| (B) | | |
| (C) | | |
| (D) | | |
| (E) | | |
| (F) | | |
| (G) | | |
| (H) | | |
| Total. (Column (b) must equal Form 990, Part X, col (B) line 12) | | |

Part VIII Investments—Program Related. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

| (a) Description of investment | (b) Book value | (c) Method of valuation Cost or end-of-year market value |
|--|----------------|---|
| (1) | | |
| (2) | | |
| (3) | | |
| (4) | | |
| (5) | | |
| (6) | | |
| (7) | | |
| (8) | | |
| (9) | | |
| Total. (Column (b) must equal Form 990, Part X, col (B) line 13) | | |

Part IX Other Assets. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d See Form 990, Part X, line 15

| (a) Description | (b) Book value |
|--|----------------|
| (1) | |
| (2) | |
| (3) | |
| (4) | |
| (5) | |
| (6) | |
| (7) | |
| (8) | |
| (9) | |
| Total. (Column (b) must equal Form 990, Part X, col (B) line 15) | |

Part X Other Liabilities. Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

| 1. (a) Description of liability | (b) Book value |
|--|----------------|
| (1) Federal income taxes | |
| Other Liabilities | 22,496 |
| (2) | |
| (3) | |
| (4) | |
| (5) | |
| (6) | |
| (7) | |
| (8) | |
| (9) | |
| Total. (Column (b) must equal Form 990, Part X, col (B) line 25) | 22,496 |

2. Liability for uncertain tax positions In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740) Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

| | | | |
|----------|---|-----------|-----------|
| 1 | Total revenue, gains, and other support per audited financial statements | 1 | 5,570,752 |
| 2 | Amounts included on line 1 but not on Form 990, Part VIII, line 12 | | |
| a | Net unrealized gains (losses) on investments | 2a | 10,803 |
| b | Donated services and use of facilities | 2b | |
| c | Recoveries of prior year grants | 2c | |
| d | Other (Describe in Part XIII) | 2d | |
| e | Add lines 2a through 2d | 2e | 10,803 |
| 3 | Subtract line 2e from line 1 | 3 | 5,559,949 |
| 4 | Amounts included on Form 990, Part VIII, line 12, but not on line 1 | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | |
| b | Other (Describe in Part XIII) | 4b | |
| c | Add lines 4a and 4b | 4c | |
| 5 | Total revenue Add lines 3 and 4c . (This must equal Form 990, Part I, line 12) | 5 | 5,559,949 |

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

| | | | |
|----------|--|-----------|-----------|
| 1 | Total expenses and losses per audited financial statements | 1 | 6,135,163 |
| 2 | Amounts included on line 1 but not on Form 990, Part IX, line 25 | | |
| a | Donated services and use of facilities | 2a | |
| b | Prior year adjustments | 2b | |
| c | Other losses | 2c | |
| d | Other (Describe in Part XIII) | 2d | |
| e | Add lines 2a through 2d | 2e | |
| 3 | Subtract line 2e from line 1 | 3 | 6,135,163 |
| 4 | Amounts included on Form 990, Part IX, line 25, but not on line 1: | | |
| a | Investment expenses not included on Form 990, Part VIII, line 7b | 4a | |
| b | Other (Describe in Part XIII) | 4b | |
| c | Add lines 4a and 4b | 4c | |
| 5 | Total expenses Add lines 3 and 4c . (This must equal Form 990, Part I, line 18) | 5 | 6,135,163 |

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9, Part III, lines 1a and 4, Part IV, lines 1b and 2b, Part V, line 4, Part X, line 2, Part XI, lines 2d and 4b, and Part XII, lines 2d and 4b Also complete this part to provide any additional information

| Return Reference | Explanation |
|---------------------------|-------------|
| See Additional Data Table | |
| | |
| | |
| | |
| | |
| | |
| | |

Part XIII Supplemental Information *(continued)*

| Return Reference | Explanation |
|------------------|-------------|
| | |
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| | |
| | |

Additional Data

Software ID: 18007218

Software Version: 2018v3.1

EIN: 39-1634828

Name: First Stage Milwaukee

Supplemental Information

| Return Reference | Explanation |
|--|--|
| Part V, Line 4 Intended uses of the endowment fund | THE BOARD-DESIGNATED ENDOWMENT IS MADE UP OF TWO PARTS THE FIRST PART, APPROXIMATELY 20% OF THE QUASI-ENDOWMENT, IS AVAILABLE FOR USE BY THE ORGANIZATION TO PROVIDE EMERGENCY RESERVE FUNDS, ALLEVIATE BUDGET SHORTFALLS, AND TO PROVIDE OPERATING FUNDS FOR NEW BUSINESS INITIATIVES APPROVED BY THE BOARD OF DIRECTORS THE SECOND PART, APPROXIMATELY 80% OF THE QUASI-ENDOWMENT, IS INTENDED TO PROVIDE LONG-TERM STABILITY TO THE ORGANIZATION AND ANNUAL CASH FLOW FROM INVESTMENT INCOME TO FUND ONGOING OPERATIONS AND DEVELOPMENT FOR FIRST STAGE |

Supplemental Information

| Return Reference | Explanation |
|-----------------------|--|
| Part X FIN48 Footnote | The Organization is exempt from income tax under Section 501(c)(3) of Internal Revenue Code and is classified as other than a private foundation. Management has reviewed all tax positions recognized in previously filed tax returns and those expected to be taken in future tax returns. As of June 30, 2019, the Organization had no amounts related to unrecognized income tax benefits and no amounts related to accrued interest and penalties. The Organization does not anticipate any significant changes to unrecognized income tax benefits over the next year. |

SCHEDULE G
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Supplemental Information Regarding Fundraising or Gaming Activities

Complete if the organization answered "Yes" on Form 990, Part IV, lines 17, 18, or 19, or if the organization entered more than \$15,000 on Form 990-EZ, line 6a
 ▶ Attach to Form 990 or Form 990-EZ.
 ▶ Go to www.irs.gov/Form990 for instructions and the latest information

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
First Stage Milwaukee

Employer identification number
39-1634828

Part I Fundraising Activities. Complete if the organization answered "Yes" on Form 990, Part IV, line 17. Form 990-EZ filers are not required to complete this part.

- 1** Indicate whether the organization raised funds through any of the following activities. Check all that apply.
- a** Mail solicitations
 - b** Internet and email solicitations
 - c** Phone solicitations
 - d** In-person solicitations
 - e** Solicitation of non-government grants
 - f** Solicitation of government grants
 - g** Special fundraising events
- 2a** Did the organization have a written or oral agreement with any individual (including officers, directors, trustees or key employees listed in Form 990, Part VII) or entity in connection with professional fundraising services? Yes No
- b** If "Yes," list the ten highest paid individuals or entities (fundraisers) pursuant to agreements under which the fundraiser is to be compensated at least \$5,000 by the organization

| (i) Name and address of individual or entity (fundraiser) | (ii) Activity | (iii) Did fundraiser have custody or control of contributions? | | (iv) Gross receipts from activity | (v) Amount paid to (or retained by) fundraiser listed in col (i) | (vi) Amount paid to (or retained by) organization |
|---|---------------|--|----|-----------------------------------|--|---|
| | | Yes | No | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| Total ▶ | | | | | | |

3 List all states in which the organization is registered or licensed to solicit contributions or has been notified it is exempt from registration or licensing

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

| Revenue | | (a) Event #1 | (b) Event #2 | (c) Other events | (d) |
|-----------------|---|------------------------------------|-----------------------------------|----------------------------|---|
| | | ANNUAL BALL (event type) | WINE EVENT (event type) | 1 (total number) | Total events (add col (a) through col (c)) |
| Revenue | 1 Gross receipts | 215,040 | 82,892 | 5,018 | 302,950 |
| | 2 Less Contributions | 191,363 | 67,240 | 3,091 | 261,694 |
| | 3 Gross income (line 1 minus line 2) | 23,677 | 15,652 | 1,927 | 41,256 |
| Direct Expenses | 4 Cash prizes | | | | |
| | 5 Noncash prizes | 5,640 | 3,697 | | 9,337 |
| | 6 Rent/facility costs | | | | |
| | 7 Food and beverages | 28,221 | 15,941 | 1,271 | 45,433 |
| | 8 Entertainment | 951 | | | 951 |
| | 9 Other direct expenses | 9,882 | 1,360 | 135 | 11,377 |
| | 10 Direct expense summary Add lines 4 through 9 in column (d) ▶ | | | | 67,098 |
| | 11 Net income summary Subtract line 10 from line 3, column (d) ▶ | | | | -25,842 |

Part III Gaming. Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

| Revenue | | (a) Bingo | (b) Pull tabs/Instant bingo/progressive bingo | (c) Other gaming | (d) Total gaming (add col (a) through col (c)) |
|--|--|---|---|---|--|
| | | 1 Gross revenue | | | |
| Direct Expenses | 2 Cash prizes | | | | |
| | 3 Noncash prizes | | | | |
| | 4 Rent/facility costs | | | | |
| | 5 Other direct expenses | | | | |
| | 6 Volunteer labor | <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No | <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No | <input type="checkbox"/> Yes _____ % <input type="checkbox"/> No | |
| 7 Direct expense summary Add lines 2 through 5 in column (d) ▶ | | | | | |
| 8 Net gaming income summary Subtract line 7 from line 1, column (d) ▶ | | | | | |

9 Enter the state(s) in which the organization conducts gaming activities _____

a Is the organization licensed to conduct gaming activities in each of these states? Yes No

b If "No," explain _____

10a Were any of the organization's gaming licenses revoked, suspended or terminated during the tax year? Yes No

b If "Yes," explain _____

- 11** Does the organization conduct gaming activities with nonmembers? Yes No
- 12** Is the organization a grantor, beneficiary or trustee of a trust or a member of a partnership or other entity formed to administer charitable gaming? Yes No
- 13** Indicate the percentage of gaming activity conducted in

| | | | |
|----------|-----------------------------|------------|---|
| a | The organization's facility | 13a | % |
| b | An outside facility | 13b | % |

14 Enter the name and address of the person who prepares the organization's gaming/special events books and records

Name ▶
 Address ▶

15a Does the organization have a contract with a third party from whom the organization receives gaming revenue? Yes No

b If "Yes," enter the amount of gaming revenue received by the organization ▶ \$ _____ and the amount of gaming revenue retained by the third party ▶ \$ _____

c If "Yes," enter name and address of the third party

Name ▶
 Address ▶

16 Gaming manager information

Name ▶
 Gaming manager compensation ▶ \$
 Description of services provided ▶

Director/officer Employee Independent contractor

17 Mandatory distributions

- a** Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Yes No
- b** Enter the amount of distributions required under state law distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ _____

Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

| Return Reference | Explanation |
|------------------|-------------|
|------------------|-------------|

Schedule J
(Form 990)

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 23.**
▶ **Attach to Form 990.**
▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

OMB No 1545-0047

2018

Open to Public Inspection

Name of the organization
First Stage Milwaukee

Employer identification number
39-1634828

Part I Questions Regarding Compensation

| | | Yes | No | | |
|---|--|--|----|--|--|
| <p>1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <input type="checkbox"/> First-class or charter travel <input type="checkbox"/> Travel for companions <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Discretionary spending account </td> <td style="width: 50%; vertical-align: top;"> <input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Health or social club dues or initiation fees <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) </td> </tr> </table> | <input type="checkbox"/> First-class or charter travel <input type="checkbox"/> Travel for companions <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Health or social club dues or initiation fees <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) | | | |
| <input type="checkbox"/> First-class or charter travel <input type="checkbox"/> Travel for companions <input type="checkbox"/> Tax indemnification and gross-up payments <input type="checkbox"/> Discretionary spending account | <input type="checkbox"/> Housing allowance or residence for personal use <input type="checkbox"/> Payments for business use of personal residence <input type="checkbox"/> Health or social club dues or initiation fees <input type="checkbox"/> Personal services (e.g., maid, chauffeur, chef) | | | | |
| <p>b If any of the boxes in line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain</p> | 1b | | | | |
| <p>2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, officers, including the CEO/Executive Director, regarding the items checked in line 1a?</p> | 2 | | | | |
| <p>3 Indicate which, if any, of the following the filing organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <input type="checkbox"/> Compensation committee <input type="checkbox"/> Independent compensation consultant <input type="checkbox"/> Form 990 of other organizations </td> <td style="width: 50%; vertical-align: top;"> <input checked="" type="checkbox"/> Written employment contract <input checked="" type="checkbox"/> Compensation survey or study <input checked="" type="checkbox"/> Approval by the board or compensation committee </td> </tr> </table> | <input type="checkbox"/> Compensation committee <input type="checkbox"/> Independent compensation consultant <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Written employment contract <input checked="" type="checkbox"/> Compensation survey or study <input checked="" type="checkbox"/> Approval by the board or compensation committee | | | |
| <input type="checkbox"/> Compensation committee <input type="checkbox"/> Independent compensation consultant <input type="checkbox"/> Form 990 of other organizations | <input checked="" type="checkbox"/> Written employment contract <input checked="" type="checkbox"/> Compensation survey or study <input checked="" type="checkbox"/> Approval by the board or compensation committee | | | | |
| <p>4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization</p> | | | | | |
| <p>a Receive a severance payment or change-of-control payment?</p> | 4a | | No | | |
| <p>b Participate in, or receive payment from, a supplemental nonqualified retirement plan?</p> | 4b | | No | | |
| <p>c Participate in, or receive payment from, an equity-based compensation arrangement? If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III</p> | 4c | | No | | |
| <p>Only 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.</p> | | | | | |
| <p>5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of</p> | | | | | |
| <p>a The organization?</p> | 5a | | No | | |
| <p>b Any related organization? If "Yes," on line 5a or 5b, describe in Part III</p> | 5b | | No | | |
| <p>6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of</p> | | | | | |
| <p>a The organization?</p> | 6a | | No | | |
| <p>b Any related organization? If "Yes," on line 6a or 6b, describe in Part III</p> | 6b | | No | | |
| <p>7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described in lines 5 and 6? If "Yes," describe in Part III</p> | 7 | | No | | |
| <p>8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III</p> | 8 | | No | | |
| <p>9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?</p> | 9 | | No | | |

Part III **Supplemental Information**

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

**SCHEDULE M
(Form 990)**

Noncash Contributions

OMB No 1545-0047
2018
Open to Public Inspection

▶ **Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.**
▶ **Attach to Form 990.**
▶ **Go to www.irs.gov/Form990 for the latest information.**

Department of the Treasury
Internal Revenue Service

Name of the organization
First Stage Milwaukee

Employer identification number
39-1634828

Part I Types of Property

| | (a) Check if applicable | (b) Number of contributions or items contributed | (c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g | (d) Method of determining noncash contribution amounts |
|--|----------------------------|---|--|---|
| 1 Art—Works of art | | | | |
| 2 Art—Historical treasures | | | | |
| 3 Art—Fractional interests | | | | |
| 4 Books and publications | | | | |
| 5 Clothing and household goods | | | 92,025 | FMV |
| 6 Cars and other vehicles | | | | |
| 7 Boats and planes | | | | |
| 8 Intellectual property | | | | |
| 9 Securities—Publicly traded | X | 2 | 30,807 | FMV |
| 10 Securities—Closely held stock | | | | |
| 11 Securities—Partnership, LLC, or trust interests | | | | |
| 12 Securities—Miscellaneous | | | | |
| 13 Qualified conservation contribution—Historic structures | | | | |
| 14 Qualified conservation contribution—Other | | | | |
| 15 Real estate—Residential | | | | |
| 16 Real estate—Commercial | | | | |
| 17 Real estate—Other | | | | |
| 18 Collectibles | | | | |
| 19 Food inventory | | | | |
| 20 Drugs and medical supplies | | | | |
| 21 Taxidermy | | | | |
| 22 Historical artifacts | | | | |
| 23 Scientific specimens | | | | |
| 24 Archeological artifacts | | | | |
| 25 Other ▶ (Wine and Dinner) | | 1 | 3,800 | FMV |
| 26 Other ▶ (Studio Equip) | | 1 | 29,628 | FMV |
| 27 Other ▶ (_____) | | | | |
| 28 Other ▶ (_____) | | | | |

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement

29

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which is not required to be used for exempt purposes for the entire holding period?

| | Yes | No |
|------------|-----|----|
| 30a | | No |
| 31 | Yes | |
| 32a | | No |

b If "Yes," describe the arrangement in Part II

31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?

b If "Yes," describe in Part II

33 If the organization did not report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II

Part II **Supplemental Information.**

Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

Return Reference

Explanation

SCHEDULE O
(Form 990 or 990-EZ)

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to www.irs.gov/Form990 for the latest information.

OMB No 1545-0047

2018

Open to Public Inspection

Department of the Treasury

Name of the organization
First Stage Milwaukee

Employer identification number

39-1634828

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|---|---|
| Form 990, Part VI, Line 11b Form 990 Review Process | THE 990 IS JOINTLY PREPARED BY THE ORGANIZATION'S DIRECTOR OF FINANCE AND THE FIRM RITZHOLMAN CPAS WHEN THE PRELIMINARY 990 IS COMPLETE, AN ELECTRONIC COPY IS PROVIDED TO MEMBERS OF THE FINANCE COMMITTEE THESE MEMBERS REVIEW THE 990 AND MAKE COMMENTS OR SUGGESTIONS FOR CHANGES TO THE PREPARERS ANY NECESSARY MODIFICATIONS ARE MADE, AND THE FINAL DRAFT OF THE 990 IS THEN REVIEWED BY THE TREASURER FOR ACCURACY THE APPROVED FINAL COPY OF THE TAX RETURN IS THEN MADE AVAILABLE TO ALL MEMBERS OF THE BOARD OF DIRECTORS AFTER RESPONDING TO ANY INQUIRIES BY THE BOARD OF DIRECTORS, THE 990 IS PRINTED AND SIGNED BY THE PREPARERS AND THE TREASURER OR OTHER APPROVED OFFICER OF THE BOARD BEFORE BEING FILED WITH THE IRS |

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|---|--|
| Form 990, Part VI, Line 12c Explanation of Monitoring and Enforcement of Conflicts | THE ORGANIZATION'S FISCAL YEAR RUNS FROM JULY 1 TO JUNE 30. HOWEVER, THE MAJORITY OF THE FINANCIAL ACTIVITY FOR THE ORGANIZATION OCCURS DURING THE THEATRICAL SEASON, WHICH RUNS FROM SEPTEMBER THROUGH MAY. IT IS DURING THIS TIMEFRAME THAT THE ORGANIZATION HAS REGULAR BOARD MEETINGS. AT THE FIRST BOARD MEETING OF THE SEASON, IN SEPTEMBER, THE CONFLICT OF INTEREST POLICY IS DISTRIBUTED TO EACH DIRECTOR. THE DIRECTOR MUST COMPLETE THE SIGNATURE PAGE OF THE POLICY, CONFIRMING THAT THEY UNDERSTAND THE POLICY, AND RETURN THAT PAGE TO THE GENERAL MANAGER. ANY MEMBER OF THE BOARD WHO REFUSES OR FAILS TO SIGN SUCH A STATEMENT SHALL BE PROHIBITED FROM PARTICIPATING IN DISCUSSION OR ACTION BY THE BOARD IF THEN DURING THE YEAR A DIRECTOR LEARNS OF A CONFLICT OF INTEREST, THEY MUST DISCLOSE IT TO THE BOARD. SUCH A CONFLICT WILL BE ENTERED INTO THE MINUTES OF THE MEETING. AT FUTURE DISCUSSIONS OR VOTES TO WHICH THIS CONFLICT IS RELATED, THE DIRECTOR IS RECUSED FROM THE MEETING TO ENSURE THE UTMOST EFFICACY OF THIS POLICY. THE GENERAL MANAGER CONDUCTS PERIODIC REVIEWS TO ENSURE THE SIGNING OF THE CONFLICT OF INTEREST STATEMENT AND ALSO REVIEWS THE ACTIONS TAKEN BY THE BOARD ON BEHALF OF THE ORGANIZATION. SUCH REVIEW IS INTENDED TO ENSURE THAT THE ORGANIZATION CONTINUES AT ALL TIMES TO BE OPERATED EXCLUSIVELY FOR THE ACHIEVEMENT OF ITS PUBLIC CHARITABLE PURPOSES, RATHER THAN FOR THE BENEFIT OF ONE OR MORE PRIVATE PERSONS. |

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|--|--|
| Form 990, Part VI, Line 15a Compensation Review & Approval Process - CEO, Top Management | NO DIRECTORS FROM THE BOARD ARE COMPENSATED FOR THEIR WORK AS A BOARD MEMBER THE ORGANIZATION'S MANAGING DIRECTOR POSITION IS A PAID-EMPLOYEE POSITION THIS POSITION'S BENEFITS(IN SURANCE ETC) ARE THE SAME AS FOR ANY OTHER FULL-TIME, YEAR-ROUND EMPLOYEE OF THE ORGANIZATION THE SALARY, HOWEVER, IS NEGOTIATED EVERY THREE YEARS WITH THE BOARD PRESIDENT AND THE BOARD TREASURER DATA USED TO DETERMINE WHAT THAT SALARY SHOULD BE INCLUDES PUBLISHED CENSUS AND SURVEY RESULTS FROM OTHER LOCAL ORGANIZATIONS, BOTH CHARITABLE AND NOT, AS WELL AS NATIONAL SURVEY RESULTS FROM THE THEATER COMMUNICATIONS GROUP (TCG) OF OTHER THEATERS NATIONWIDE |

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|--|---|
| Form 990, Part VI, Line 15b Compensation Review and Approval Process for Officers and Key Employees | THE RESULTS FROM TCG ARE ALSO USED BY THE BOARD AND MANAGING DIRECTOR TO SET SALARIES FOR ALL OTHER EMPLOYEES OF THE ORGANIZATION |

990 Schedule O, Supplemental Information

| Return Reference | Explanation |
|--|---|
| Form 990, Part VI, Line 19 Other Organization Documents Publicly Available | FIRST STAGE HAS BOTH PHYSICAL AND ELECTRONIC VERSIONS OF ITS GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL STATEMENTS THESE DOCUMENTS ARE AVAILABLE TO THE PUBLIC UPON REQUEST TO THE DIRECTOR OF FINANCE OR GENERAL MANAGER IN ADDITION, THE FORM 990 IS PUBLISHED EACH YEAR ON GUIDESTAR ORG, WHICH RECEIVES THE 990 FROM THE IRS |

**SCHEDULE R
(Form 990)**

Related Organizations and Unrelated Partnerships

OMB No 1545-0047

2018

**Open to Public
Inspection**

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.**
▶ **Attach to Form 990.**
▶ **Go to www.irs.gov/Form990 for instructions and the latest information.**

Department of the Treasury
Internal Revenue Service

Name of the organization
First Stage Milwaukee

Employer identification number

39-1634828

Part I Identification of Disregarded Entities Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

| (a) Name, address, and EIN (if applicable) of disregarded entity | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Total income | (e) End-of-year assets | (f) Direct controlling entity |
|---|-------------------------|--|---------------------|---------------------------|----------------------------------|
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Part II Identification of Related Tax-Exempt Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Exempt Code section | (e) Public charity status (if section 501(c)(3)) | (f) Direct controlling entity | (g) Section 512(b)(13) controlled entity? | |
|--|---|--|----------------------------|---|----------------------------------|--|----|
| | | | | | | Yes | No |
| (1) MILWAUKEE YOUTH ARTS CENTER INC 325 W WALNUT ST MILWAUKEE, WI 53212 11-3665475 | HOUSES THE ADMINISTRATIVE, ACADEMY, AND | WI | 501(C)(3) | LINE 11A, I | NO | | No |
| | | | | | | | |
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Part III Identification of Related Organizations Taxable as a Partnership Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Predominant income(related, unrelated, excluded from tax under sections 512- 514) | (f) Share of total income | (g) Share of end-of-year assets | (h) Disproportionate allocations? | | (i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065) | (j) General or managing partner? | | (k) Percentage ownership |
|--|----------------------------|---|--|--|---------------------------------|--|---|----|--|---|----|--------------------------------|
| | | | | | | | Yes | No | | Yes | No | |
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Part IV Identification of Related Organizations Taxable as a Corporation or Trust Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

| (a) Name, address, and EIN of related organization | (b) Primary activity | (c) Legal domicile (state or foreign country) | (d) Direct controlling entity | (e) Type of entity (C corp, S corp, or trust) | (f) Share of total income | (g) Share of end-of- year assets | (h) Percentage ownership | (i) Section 512(b) (13) controlled entity? | |
|--|-------------------------|---|-------------------------------------|--|---------------------------------|---|--------------------------------|---|----|
| | | | | | | | | Yes | No |
| | | | | | | | | | |
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Part V Transactions With Related Organizations Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note. Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule

| | Yes | No |
|--|-----------|-----|
| 1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV? | | |
| a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity | 1a | No |
| b Gift, grant, or capital contribution to related organization(s) | 1b | No |
| c Gift, grant, or capital contribution from related organization(s) | 1c | No |
| d Loans or loan guarantees to or for related organization(s) | 1d | Yes |
| e Loans or loan guarantees by related organization(s) | 1e | No |
| f Dividends from related organization(s) | 1f | No |
| g Sale of assets to related organization(s) | 1g | No |
| h Purchase of assets from related organization(s) | 1h | No |
| i Exchange of assets with related organization(s) | 1i | No |
| j Lease of facilities, equipment, or other assets to related organization(s) | 1j | No |
| k Lease of facilities, equipment, or other assets from related organization(s) | 1k | Yes |
| l Performance of services or membership or fundraising solicitations for related organization(s) | 1l | No |
| m Performance of services or membership or fundraising solicitations by related organization(s) | 1m | No |
| n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) | 1n | No |
| o Sharing of paid employees with related organization(s) | 1o | Yes |
| p Reimbursement paid to related organization(s) for expenses | 1p | Yes |
| q Reimbursement paid by related organization(s) for expenses | 1q | Yes |
| r Other transfer of cash or property to related organization(s) | 1r | No |
| s Other transfer of cash or property from related organization(s) | 1s | No |

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds

| (a) Name of related organization | (b) Transaction type (a-s) | (c) Amount involved | (d) Method of determining amount involved |
|-------------------------------------|-------------------------------|------------------------|--|
| (1)MILWAUKEE YOUTH ARTS CENTER INC | d | 9,000 | agreement |
| (2)MILWAUKEE YOUTH ARTS CENTER INC | k | 288,749 | amount billed |
| (3)MILWAUKEE YOUTH ARTS CENTER INC | o | 235,544 | actual incurred |
| (4)MILWAUKEE YOUTH ARTS CENTER INC | p | 16,105 | actual incurred |
| (5)MILWAUKEE YOUTH ARTS CENTER INC | q | 2,560 | actual incurred |
| | | | |

Part VII **Supplemental Information**

Provide additional information for responses to questions on Schedule R (see instructions)

| Return Reference | Explanation |
|-------------------------|--------------------|
| | |