



**TRANSFORMING LIVES.**  
BUILDING COMMUNITY.



## MISSION

THE ALL STARS PROJECT  
TRANSFORMS THE  
LIVES OF YOUTH AND POOR  
COMMUNITIES USING  
THE DEVELOPMENTAL  
POWER OF PERFORMANCE,  
IN PARTNERSHIP WITH  
CARING ADULTS.

## VISION

BY 2020, THE ALL  
STARS PROJECT WILL BE  
RECOGNIZED AS AMERICA'S  
LEADER IN AFTERSCHOOL  
DEVELOPMENT, A NEW  
WAY OF ENGAGING  
POVERTY.





## DEAR FRIENDS,

It isn't often that I have time to sit and reflect on all that All Stars Project has become. However, 2014 marked a milestone anniversary for me. Twenty-five years as All Stars CEO. A quarter of a century of keeping All Stars founders, Dr. Lenora Fulani's and the late Dr. Fred Newman's vision alive. I am always grateful for our founders' faith in me. Looking back, I am honored and humbled as well.

2014 was a year of milestones for the All Stars Project! As the first full year guided by our newly articulated mission and vision, we experienced unprecedented growth in the number of communities and youth touched and reached. We went deep into the neighborhoods of our six All Stars cities and achieved over 30,000 face-to-face touches. Participation in our programs soared to over 23,000.

For the first time, we received five pledges of \$1 million or more from individual philanthropists in support of our vision to become the leader in Afterschool Development by 2020. They saw our programs in action, looked at the impact of our work and chose to invest in Afterschool Development as an effective strategy for engaging poverty and opening new directions for poor youth.

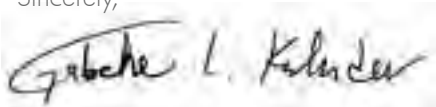
Two fledgling efforts brought All Stars' Afterschool Development to Dallas and Bridgeport, where ASP staffers and volunteers quickly established significant donor bases, created partnerships with area non-profits and launched our core ASP programs.

Also in 2014, All Stars began training others, and sharing our performance-based model with organizations focused on breaking the cycle of poverty. There is such a great need that we are only too happy to give it away.

But perhaps one of our most powerful and important events of 2014 occurred in late December. As footage of the tragic events in Ferguson, Missouri and New York City played across every TV screen in America, the All Stars community responded with a Unity Gathering in New York. Hundreds of youth and police officers, many active participants in our Operation Conversation: Cops & Kids program—which has been doing the hard work of restoring trust between police and youth since 2006, and in partnership with the New York City Police Department (NYPD) since 2011—community members, and All Stars volunteers came together for this healing event.

Looking back, we have accomplished so much. Looking forward, there is so much more I know we can do together. Thank you for your support and friendship.

Sincerely,



Gabrielle L. Kurlander  
President and CEO



# OUR CORE PROGRAMS

## ALL STARS TALENT SHOW NETWORK



The [All Stars Talent Show Network](#) (ASTSN) involves young people, ages 5 to 25, in performing in and producing hip-hop talent shows in their neighborhoods where everyone, at all levels of talent, is included. Youth take the lead in creating a new and positive culture in their communities. They are cheered on by audiences of family members, neighbors and volunteers, as well as donors who join "Back to School" trips to the talent shows.



## DEVELOPMENT SCHOOL FOR YOUTH

In the [Development School for Youth](#) (DSY), young people, ages 16 to 21, who step forward to join the program, learn to perform as professionals, and partner with business leaders who conduct workshops and provide paid summer internships. DSY exposes inner-city young people to success and prepares them to enter the workforce, pursue educational opportunities and face life challenges in new ways.





## OPERATION CONVERSATION: COPS & KIDS

Operation Conversation: Cops & Kids (OCC&K), the All Stars and NYPD partnership program led by ASP co-founder, Dr. Lenora Fulani, is designed to foster positive interactions between the police and inner-city youth. Monthly workshops that take place at PAL centers and other community locations bring together police officers and young people. Theatre games, improvisational skits and conversation help them create new possibilities for how they interact with each other in the community.

## YOUTH ONSTAGE! CASTILLO THEATRE



Youth Onstage! (YO!) and the Castillo Theatre open up the world of cutting-edge political theatre to young people and adults. Hundreds of young people, ages 14 to 21, take advantage of free training in the performing arts under the direction of volunteer theatre professionals, and more than 5,000 audience members from diverse communities attend productions every year at the All Stars Project's 42nd Street center in New York City.

# OUR CORE PROGRAMS

## UX

UX is a free, university-style school of continuing development. It has classes, workshops and field trips that are open to people of all ages. Making the entirety of New York City its campus, UX extends All Stars opportunities for growth and development beyond youth to all members of the communities we serve.





# DEVELOPMENT COUNTRY

All Stars is engaging poverty and enabling community development and transformation in six cities across the country. Working in partnership with private donors, volunteers, community members and, of course, local youth, every All Stars Project chapter is growing and expanding its impact.

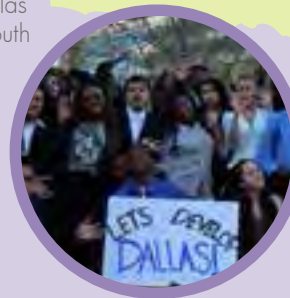


## SAN FRANCISCO, CALIFORNIA

Our [San Francisco](#) program continued to deepen and strengthen its roots in the Bay Area in 2014. Outreach efforts touched nearly 4,800 youth and adults. Three hundred and eighty young performers participated in three different All Stars Talent Show Network cycles and 24 young men and women attended the Development School for Youth. This year's DSY curriculum included three orientation sessions and 14 workshops hosted by leaders from across San Francisco's business community. 2014 highlights that attest to the chapter's growth include a nearly 13% jump in income and the appointment of Dr. Elouise Joseph as our full-time City Leader.

## DALLAS, TEXAS

Still in its startup year, ASP of [Dallas](#) quickly grew its support and programs throughout 2014. *Dallas Dreams and Develops*, produced in partnership with Southern Methodist University, introduced ASP of Dallas to more than 80 Dallas-area non-profits, laying the foundation for a number of mutually beneficial partnerships. Leaders from more than 30 of our key business partners along with representatives from five major Texas foundations attended our first major fundraising benefit: *One Year of Building Bridges*. The event raised more than \$270,000 in one night. ASP of Dallas touched or reached more than 3,830 youth throughout the year and more than 120 volunteers donated over 700 hours of their time.



## CHICAGO, ILLINOIS

All Stars continues to mature in [Chicago](#). Our outreach achieved more than 4,985 face-to-face touches in the city's most troubled neighborhoods. Conversations led to 677 producers and young performers signing up for the All Stars Talent Show Network and 188 applicants for the Development School for Youth. The DSY graduated 20 students and placed 18 in corporate internships! Special events for youth included an All Star Architecture Cruise, a round-table discussion with several prominent Chicago CEOs and an All Stars Community Service Awards Night recognizing outstanding performers in our final talent show. In addition, our Partners with Youth Benefit Luncheon and Fall President's Committee Benefit collectively brought together 400 business leaders, volunteers, community leaders and inner-city youth.





## BRIDGEPORT, CONNECTICUT

Between opening its doors in March 2014 and the end of December, our fledgling ASP of [Bridgeport](#), directed by Pamela A. Lewis, Vice President/ Youth Programs, Center for Youth Program Expertise, reached out to and involved more than 1,500 local youth and their families. This included 245 young volunteers and performers in our All Stars Talent Show Network, 650 who participated in 12 outreach performance workshops and 53 who joined our youth leadership team. ASP of Bridgeport also created a launch committee comprised of eight local professional and philanthropic leaders who have been instrumental in developing relationships with key area corporate sponsors. November saw the chapter's first major fundraising event that raised the monies needed to establish ASP of Bridgeport's Development School for Youth.



## NEWARK, NEW JERSEY

The Scott Flamm Center in [Newark](#) has enabled us to create a community of support and partnership for the development of New Jersey youth. As the New Jersey home of All Stars, it is recognized as a place for afterschool innovation and collaboration. In 2014, partners from healthcare, recycling, energy, and accounting, along with educators, helped to create unique, performance-based STEM (Science, Technology, Engineering and Math) and development programs, and we hosted an Afterschool: Growth! Conference that built momentum around Afterschool Development throughout the Garden State. All told, ASP volunteers made more than 3,450 touches in Northern New Jersey during the year, and DSY outreach through 13 Newark public schools touched an additional 2,675 students. More than 400 business professionals volunteered their time including 137 summer internship supervisors and over 100 workshop leaders.



## NEW YORK, NEW YORK

Throughout 2014, our flagship [New York](#) chapter continued to set a national example and lead the way in Afterschool Development. Almost 3,000 young performers participated in our All Stars Talent Show Network, while our newly expanded Development School for Youth program conducted two dozen workshops hosted by senior executives from JPMorgan Chase & Co. Global Trade team, Tiffany & Co., FTI Consulting, AIG, EY and Ironshore, among many others. *The Art of Painting the World in Different Colors*, a series of 16 advanced development workshops led by CEO Gabrielle Kurlander, tackled a broad range of subjects from business to world issues. Operation Conversation: Cops & Kids, in partnership with the New York City Police Department, used the power of performance, theatre games, improvisation and candid conversation to build trust and mutual respect between teenagers and NYC police officers.

## ALL STARS GOES GLOBAL



Juarez, Mexico



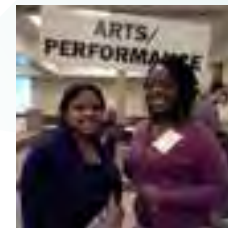
Tokyo, Japan



London, England



Mukono District, Uganda



Atlanta, Georgia



Greensboro, North Carolina

You'll now find All Stars Alliance programs sharing our vision and making a difference in the lives of disadvantaged youth in Mukono District, Uganda; London, England; Juarez, Mexico; Tokyo, Japan; Atlanta, Georgia; and, Greensboro, North Carolina. We are uniting youth and leadership all over the world into an international ASP community!

## ACCOMPLISHMENTS OF 2014



Top: NYPD Commissioner Bratton and Dr. Fulani outside the Apollo Theater in NYC.

Middle: Dr. Fulani with NYPD First Deputy Commissioner Benjamin B. Tucker (second from right) at OCC&K fundraiser in 2014.

Bottom: Dr. Fulani on a visit to Ferguson, MO with Captain Ronald S. Johnson, MO State Highway Patrol (left) and youth from Normandy H.S. band.



### OPERATION CONVERSATION: COPS & KIDS

In July 2014, **Dr. Lenora Fulani** directed a performance ensemble of six NYPD officers and six inner-city young people at an Operation Conversation: Cops & Kids Demonstration Workshop for an audience of more than 600 graduating officers and 600 community members at the Apollo Theater in Harlem. All in attendance, including **NYC Police Commissioner William Bratton**, were moved by the deeply personal conversations and feelings that surfaced between NYPD officers and inner-city youth. In the fall, following the fatal shooting of Michael Brown in Ferguson, MO, Dr. Fulani and ASP VP/Youth Programs, Pamela A. Lewis met with Ferguson-area church leaders, non-profit groups and young activists, discussing OCC&K and the ASP model. On Christmas Eve of 2014, All Stars held a "Unity for our City" rally at our national headquarters in New York. Led by Dr. Fulani, 122 youth, parents, community members and police officers came together in mutual support, and to provide a positive show of cooperation and collaboration.



## ACCOMPLISHMENTS OF 2014



### STILL ON THE CORNER

In November 2014, Castillo Theatre performers and professional volunteers brought *Still on the Corner*, a powerful musical set in 1993 about the growing social and economic gaps between America's wealthy and poor, inner-city communities to life at the ASP performing arts and development center. With book by Fred Newman and music and lyrics by Newman and Grammy Award-winning songwriter Annie Roboff, this poignant story looked at the impact that the growing gap between wealth and opportunity in America has on us all. In song, the ensemble grappled with the hard question of whether change will ever happen.

### SMU AND ALL STARS: PARTNERS FOR A BIGGER VISION OF AFTERSCHOOL DEVELOPMENT

Supporting All Stars' goal to become the national leader in Afterschool Development by 2020 is Southern Methodist University's **David Chard**, Dean of the Annette Caldwell Simmons School of Education and Human Development (*pictured at left below with Hunter Hunt and Gabrielle Kurlander*). SMU's Center on Research & Evaluation (CORE) is conducting an in-depth study of ASP of New Jersey and creating an evaluative tool that will allow us to monitor the delivery of our programs across the country and their impact on young people. This will provide critical research and affirmation of Afterschool Development as an effective strategy for engaging poverty.



## ACCOMPLISHMENTS OF 2014



### DSY EXPANSION AND GROWTH

In 2014, we added a fall semester to the DSY program in NYC. The ASP of Dallas launched *Young People Building Bridges Across Dallas* and our Bridgeport chapter began *Building Bridges Across Fairfield County*. In the meantime, DSY in Chicago and San Francisco doubled in size! By the end of 2015, All Stars DSY programs will enroll 585 young people in the program nationally (compared to 309 in 2014) and grow corporate partnerships from 155 firms to 225. We also project the [summer internship program](#) to grow by 100%.



### THREE STANDOUT CORPORATE PARTNERS RECEIVE ALL STARS RECOGNITION AWARDS: DIRECTV, VIACOM AND METLIFE

In 2014, DIRECTV EVP and Chief Revenue and Marketing Officer, Paul Guyardo, told All Stars to “think of DIRECTV as your marketing department.” Through their pro bono advertising initiatives valued at over \$750,000, the company has generated millions of dollars in awareness and support on behalf of All Stars while providing exciting internship opportunities through the DSY program.

Media and content leader VIACOM, through its MTV property, shares All Stars’ appreciation and commitment to the life-changing power of performance. MTV and VH1 EVP of Music & Talent, Amy Doyle, also a member of the ASP board of directors, led workshops, provided exciting summer internships and recently announced a \$100,000 contribution by the VIACOM Foundation.

And, for over 15 years MetLife has been one of All Stars most committed corporate supporters, investing significant financial resources, hosting countless internships and providing thousands of hours of volunteer time and effort. MetLife continued its generous history with the organization, announcing a \$250,000 pledge to continue proven national programs and to expand the Development School for Youth at the All Stars Annual Gala in New York. In recognition of their support, we are designating MetLife as the All Stars Project 2015 National Afterschool Development Partner.



Pictured top to bottom: Paul Guyardo (center) with Gabrielle L. Kurlander and Addofio Addo; Amy Doyle with Dwayne Dixon and George Pedraza; and MetLife EVP Global Employee Benefits, Maria Morris, with Barry Morris and Robert Ross.

## 2014 BY THE NUMBERS

# 53,582

YOUNG PEOPLE,  
FAMILIES AND ADULTS  
REACHED AND  
TOUCHED BY ALL STARS

42ND ST. CENTER  
NUMBER  
OF VISITORS

# 12,516

# \$9,333,116

IN DONATIONS AND OTHER INCOME

# 5

\$1 MILLION  
COMMITMENTS  
TO ASP

CORPORATE PARTNERS  
FOR THE DSY

# 155

# 2,606

POLICE OFFICERS,  
YOUTH AND  
COMMUNITY  
MEMBERS  
PARTICIPATING  
IN OPERATION  
CONVERSATION:  
COPS & KIDS





## 2014 BY THE NUMBERS

# 3,041

TALENTED  
VOLUNTEERS  
FROM ALL WALKS  
OF LIFE HELPING  
TO PRODUCE ASP  
PROGRAMS

# 8,964

VISITORS TO  
THE SCOTT  
FLAMM  
CENTER FOR  
AFTERSCHOOL  
DEVELOPMENT  
IN NEWARK

# 34

COUNTRIES  
REPRESENTED AT  
ASP-SPONSORED  
PERFORMING  
THE WORLD  
CONFERENCE

# 849

DSY  
CORPORATE  
VOLUNTEERS

# 23,095

PROGRAM  
PARTICIPANTS  
ACROSS THE  
COUNTRY

AFTERSCHOOL  
AND NON-PROFIT  
ORGANIZATIONS  
REPRESENTED AT  
DALLAS DREAMS  
& DEVELOPS (FEB  
2014) AND THE  
AFTERSCHOOL:  
GROWTH!  
CONFERENCE IN  
NEWARK (JUN 2014)

# 102



2014 ASP national staff

## A YEAR OF MILESTONE GIVING



All Stars is 100% privately funded. Every year, regardless of the economy's ups and downs, our donor community continues to grow in both size and generosity. 2014 brought several significant philanthropic milestones.

In a celebration of Gabrielle Kurlander's 25th anniversary as CEO, five families stepped forward with extraordinary gifts. Longtime ASP advisors and supporters Michael and Anne Armstrong, Maria and Barry Morris, Richard Sokolow and Sharon Tomao, John and Madlyn Singer, and an anonymous benefactor made special long-term commitments of \$1 million or more that included national support and the first transformational gift at this level for the ASP of Chicago.

Our annual gala at Lincoln Center raised an impressive \$2,065,603. Latham & Watkins Partner and Vice Chair David Gordon and EY Managing Partner Scott Hill were given special recognition for their personal generosity and leadership in building sustained partnerships between ASP and their respective industry-leading firms.

Major gifts in 2014 from corporate partners also included contributions from The PwC Charitable Foundation, the PSEG Foundation, Elkes Foundation, and Tiffany & Co.

Of course the backbone of our donor base has long been at the grassroots level, including our \$1,000 [President's Committee](#) (where a number of today's \$1 million+ donors started!). Many of these supporters' involvement goes well beyond their financial contributions. They are among our most active and energetic volunteers and partners, providing key introductions and connections across their networks of friends and corporate communities.

Our ongoing success also relies heavily on philanthropy in the form of the precious time contributed by our leadership. The All Stars Project board of directors added four new members in 2014: Kate Barton, Americas Vice Chair-Tax Services, EY; Suzu Neithercut of Chicago, Illinois; Mike Pickering, COO, Ingenious Med; and Ave Tucker, Co-Founder and CEO, TM Financial Forensics.



## A YEAR OF MILESTONE GIVING

Every year, key donor leaders join CEO Gabrielle Kurlander on the stage at the All Stars National Gala Benefit to publicly and personally endorse Afterschool Development. As always they share eloquent and poignant perspectives:

“I have come to the realization that the All Stars offers us a unique value proposition that is of HIGH urgency, and one that I’ve chosen to get more involved in at the Bridgeport level...I think there is a limit to the societal impact associated with taking the top 10% of young people and making them 10% more successful in life...**If there’s a way to reach the other 90% and make them 10% more successful, the payoff will be greater...** That’s where the All Stars diverges from the mainstream approach...and it’s proven that it works...”

– Chuck Chaplin  
President and Chief Financial Officer, MBIA Inc.



# THE SOCIETY FOR RACIAL HARMONY AND THE ALL STARS ENDOWMENT: BUILDING A LEGACY OF AFTERSCHOOL DEVELOPMENT



As the All Stars Project enters its 34th year of creating opportunities for young people from the poorest communities in our nation, it is being embraced as a long-term solution to the struggles inner-city young people face.

Many families and supporters are making special commitments so that the organization will continue to thrive for decades to come.

**The Society for Racial Harmony** is made up of dozens of families and individuals who have pledged special legacy gifts to the organization. We applaud their vision and caring.

In 2012, the All Stars created the **All Stars Endowment** with a generous matching pledge from supporters John and Susi Manley, and there is now close to \$1 million in the endowment fund.

Just this year, we have created the first named family fund – the **John & Cathy Andrus Fund for Future All Stars**. Their efforts have launched a New Jersey endowment, and to date hundreds of friends of John and Cathy have stepped forward to give.

“We have long thought of the All Stars as a best practice. They build community, help kids, and promote volunteerism better than most. Our family has been involved for decades and we have seen the All Stars grow and dramatically increase its impact. We believe All Stars is one of the best ways to invest in the future of our country.”

– John and Cathy Andrus

The sample legal language below is suitable for a general bequest:

“I hereby give, devise and bequeath to the All Stars Project, Inc., a not-for-profit corporation organized and existing under the laws of the State of New York, now having its principal place of business at 543 West 42nd Street, New York, NY 10036 [the sum of money] [\_\_percentage of my estate], the [sum] [percentage] to be used for the All Stars’ general purposes.”

## SOCIETY FOR RACIAL HARMONY DONOR LISTING

Rosemary Ames†  
Mike and Anne Armstrong  
Jeffrey Aron  
Martha J. Avstreich-Ross  
Elizabeth G. Black  
Theodore Chu  
Susan C. Davies  
Michael J. Dean  
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L. Thecla Farrell  
John A. Forbes  
Joseph A. Forgione  
David I. Ganz  
Helen G. Grunebaum†  
Carolyn Hamilton  
Jean Reed Haynes†  
Donald Leonard  
Deborah A. Linn  
Debra London  
Edward C. Malmstrom  
John and Susi Manley  
Jessica Maria  
Susan Massad  
Maria and Barry Morris  
Timothy D. Neiman  
Bente L. Ott  
Claude Owen†  
Hugo Picciani  
Joel Press†  
Alice A. Rydel  
Susanne Schnitzer†  
Royce N. Smith  
Richard H. Sokolow  
Christopher H. Street  
George A. Van Pelt  
Jean F. Waldman†  
Mary A. Weber  
Agathe Wulkan

† deceased



## INDIVIDUAL & PRIVATE FUND DONORS

### \$1,000,000 Lead Gifts

Armstrong Family Foundation  
Maria and Barry Morris  
Mr. and Mrs. John P. Singer  
Richard Sokolow and Sharon Tomao  
Anonymous

### \$250,000+

Mr. and Mrs. Hunter L. Hunt  
John and Susi Manley

### \$100,000 - \$249,999

Anonymous

### \$50,000 - \$99,999

Charlie and Georgia Adams  
Linda and Phil Andryc  
Ms. Kate J. Barton  
Burke Family Foundation  
Ms. Heather Burns  
Margo Cook and Renee Cohen  
Kronthal Family Foundation  
Peter and Dana Langerman  
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Mr. Ashok Narasimhan  
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Mr. and Mrs. Stephen Rowland  
Mr. and Mrs. Craig Shapiro  
Mark B. Taylor Family Fund  
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Gregory and Donna Tosko  
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### \$25,000 - \$49,999

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Mr. and Mrs. David Barnett  
Ms. Cory A. Cancila  
Mr. and Mrs. James N. Fernandez  
Dr. Jessie A. Fields  
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Tamara L. Harris Foundation  
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Mark and Susan Smiley  
Ms. Linda Stafford-Burrows  
Starry Night Fund  
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Elizabeth and Andrew Vaden  
Mr. Mark S. Weisberg  
Mr. Andrew Williamson and Ms. Jill Jarrett

### \$10,000 - \$24,999

Ms. Helen Abel and Mr. David Franklin  
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Mr. and Mrs. Robert Barber  
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Mr. Dominick J. Rizzo  
Lisa and William Schultz  
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Mr. and Mrs. John Shapiro  
Mr. Thomas Shawyer  
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Mr. Michael Scarsella  
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Mr. and Mrs. James Tobin  
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Dr. Peter J. Weiden and Mrs. Vasiliki Weiden  
Mr. Donald Witmond  
Ms. Amy Wurtzburger and  
Mr. Pravin Soni  
Anonymous

### \$5,000 - \$9,999

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Mr. Douglas A. Balder

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Mr. James A. Betzig  
Ms. Delores Bowman  
Ms. Roxanne Brandt  
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Mr. Eric Dinowitz  
Dobkin Family Foundation  
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Dr. Greg Gallick  
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Charlotte Moss Family Foundation  
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Don H. Splawn Charitable Foundation  
Mr. Philip H. Stern  
Anne and Kipp Sylvester  
Tengelsen Family Foundation, Inc.  
Ms. Mary Thaler  
Mr. and Mrs. James Turley  
Mr. William Voge  
Mr. and Mrs. Bruce E. Yablon  
Anthony A. Yoseloff Fund  
Anonymous (3)

#### \$2,500 - \$4,999

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Harriett Ames Charitable Trust  
Mr. and Mrs. Alkesh Amin  
Mr. and Mrs. John Beckelman  
Mr. David E. Belmont  
Mr. and Mrs. Martin R. Benante  
Ms. LeeAnn Black  
Ms. Diana Bowes  
Mr. James E. Brandt

Mr. Douglas Brody  
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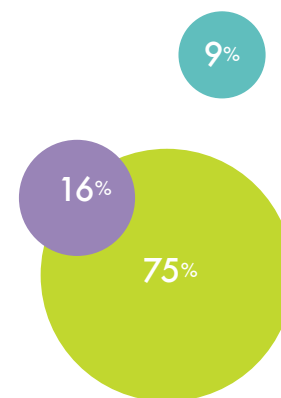
Grammy® Award-winning hip-hop artist Lecrae (pictured center left); [visited the 42nd Street headquarters to meet and mentor All Stars Project youth](#). Said Lecrae afterward, "I was brought out to inspire, but left inspired."



Accomplished television, film and stage actor, Tony Danza (pictured center left) continues to dedicate his time and talents to young people in Youth Onstage!

<b>STATEMENT OF REVENUE &amp; EXPENSES</b>		
Year Ended December 31, 2014		
<b>REVENUES, GAINS AND OTHER SUPPORT</b>		
Contributions		\$7,711,808
Program Revenue		220,610
Net Special Events Revenue		1,268,638
In-kind donations		59,961
Interest and Dividends		64,546
Realized and Unrealized loss on investments		-22,108
Change in Value of Split-Interest Agreement		22,649
Other Revenues		7,012
<b>TOTAL REVENUES, GAINS AND OTHER SUPPORT</b>		<b>\$9,333,116</b>
<b>EXPENSES</b>		
All Stars Talent Show Network		\$2,370,396
Development School for Youth		1,753,870
Castillo Theatre		920,840
Volunteerism and Education		906,194
Youth Onstage!		494,710
Operation Conversation: Cops & Kids		297,942
Management and General		812,623
Fundraising		1,473,636
<b>TOTAL EXPENSES</b>		<b>\$9,030,211</b>
<b>CHANGE IN NET ASSETS</b>		<b>\$302,905</b>
<b>RATIO OF PROGRAM SERVICES TO TOTAL EXPENSES</b>		<b>75%</b>

<b>BALANCE SHEET</b>		
Year Ended December 31, 2014		
<b>ASSETS</b>		
Cash and Cash Equivalents		\$1,981,028
Investments		3,005,211
Contributions Receivable		725,712
Prepaid Expenses and Other Assets		119,447
Beneficial Interest in Remainder Trust		265,385
Fixed Assets - Net		12,985,290
<b>TOTAL ASSETS</b>		<b>\$19,082,073</b>
<b>LIABILITIES AND NET ASSETS</b>		
Accounts Payable & Accrued Expenses		\$950,383
Mortgage Payable		10,443,017
Loan Payable		640,000
<b>TOTAL LIABILITIES</b>		<b>12,033,400</b>
<b>NET ASSETS</b>		<b>7,048,673</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>\$19,082,073</b>



### EXPENSES

- Program Services
- Management and General
- Fundraising

For complete audited financials visit [www.allstars.org](http://www.allstars.org)



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