



2020 ANNUAL REPORT



INNOVATING THROUGH CHANGE

A (virtual) mobilization for development

Mission:

Through the developmental power of performance, we transform the lives of youth from poor and underserved communities in partnership with caring adults, giving everyone the opportunity to grow.

Vision:

All Stars Project is on the forefront of building community by bridging racial, economic and social divisions to develop a caring 21st Century America.



Dear Friends,

The year 2020 was like few others. The country was paralyzed by a pandemic, provoked by a shocking display of social injustice and polarized by division. The All Stars was put to the test. Could we respond developmentally and creatively? Could we meet the financial challenges? Could we continue—in new ways—to fulfill our mission and grow? It was the unwavering generosity of our board, the urgent needs of our communities and the determination of our partners and staff that enabled us to re-create the organization with boldness, innovation, and dare I say, a fierce love.

From the moment COVID-19 hit, our talented team of staff and volunteers worked around the clock to ensure that young people and the communities disproportionately impacted by the pandemic could stay emotionally healthy and develop through and beyond this crisis. When millions of Americans and global citizens filled the streets with calls for social justice, All Stars applied our unique performance methodology to the creation of additional programs for bridging racial, economic and social divisions. We found people from all strata eager to embrace deeper and more lasting ways to build community. We used virtual tools to cross geographic boundaries.

Finally, one of the most important accomplishments in 2020 was the completion of a groundbreaking evaluation conducted with the Southern Methodist University Center on Research and Evaluation. This evaluation systemically validated that development exists and can be measured. It showed that young people in our programs experience growth and development. In other words, the All Stars approach works! Armed with these results, All Stars is taking bold steps to reach bigger stages and accomplish greater things. Our intent is to join with nonprofit, philanthropic and other partners in using these findings to influence policies and practices in afterschool youth development programs and related efforts nationally.

Thank you for all you have given and will give. Thank you for being an All Star!

Sincerely,

Gabrielle Kurlander
CEO



ALL STARS PILLARS

As All Stars Project (ASP) moves forward toward a caring 21st Century America, we have three pillars to help ensure that we stay true to our mission so that young people and poor communities have access to the highest quality development environments in the country.

Performance Programs

Performance is at the heart of everything we do at All Stars. In performing together, people of all ages and from all walks of life are supported to step outside their comfort zones, experience new ideas, people and cultures, and learn and grow together.

The All Stars Talent Show Network, Virtual Performance Playbook and Youth Onstage! all utilize this performance-based methodology of transformation that is now recognized by leading poverty researchers and community advocates as being uniquely suited to help all people to grow and develop. Virtual Performance Playbook is one of our newest programs, which offers free classes, workshops and continuing education opportunities to people of all ages and backgrounds.



Partnership with Caring Adults

All Stars partners with caring adults who help guide and enhance the personal and professional development of young people in programs like the **Development School for Youth** and **Development Coaching**. We create community by bringing together caring adults with poor and underserved youth so they can build something new together.



Bridge Building

Operation Conversation and **Operation Conversation: Cops & Kids** are ASP's innovative bridge-building initiatives that use the power of performance to support people from diverse communities in creating new, shared experiences and seeing new possibilities for connection and transformation.

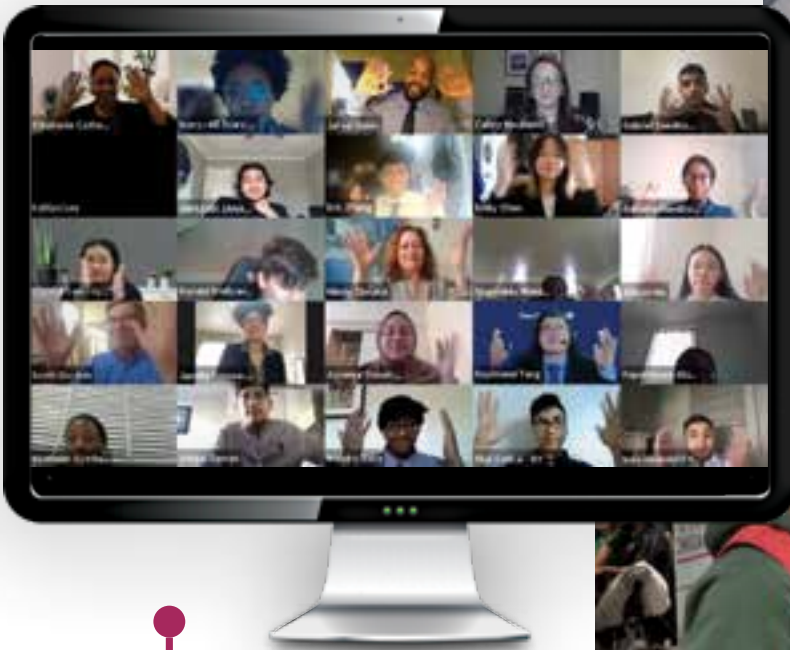
Operation Conversation was created in 2020 to address the social and racial divides in America, and our award-winning Operation Conversation: Cops & Kids program is a national effort focused on culture change and the building of new relationships between young people and police officers.



IN THE COMMUNITY

Central to the All Stars approach is our grassroots outreach into poor communities across the country.

In 2020, we added new strategies to our community organizing “tool kit” that helped us reach **2,166 young people across America**. In addition to social media, All Stars mobilized our national alumni network and worked with Afterschool Development Working Group members to introduce the young people in their organizations to performance and development as a “value add” to existing services. We also worked with corporate partners to ensure that every young person involved in our programs had access to technology, was trained to navigate the virtual space and was supported to create new online performances.



ALL STARS INNOVATIONS

Though 2020 was full of challenges, it also gave All Stars the opportunity to examine everything we were doing and, in that process, find new ways to maximize the developmental impact of our initiatives and programs and cross geographic borders to reach people we could never have reached before. We have launched new—and fast growing—virtual initiatives that we plan to continue even after a return to in-person activities.

Development School for Youth

In the Development School for Youth (DSY), young people aged 16 to 21 learn how to perform as professionals as they partner with business leaders in workshops on various subjects, including resume writing, networking and public speaking. National DSY sponsors include EY, Hilco Global, JPMorgan Chase, MetLife, RBC Capital Markets, ViacomCBS and Willis Towers Watson.

In 2020, **318 students participated virtually** in the Development School for Youth, and they reported that the program advanced their online professional performance in school and other environments.



Development Coaching

NEW PROGRAM

Development Coaching gives young people aged 16 to 21 an opportunity to work with caring adults and industry leaders who help guide and enhance their personal and professional development. Development Coaching virtually matches youth and adults from coast to coast based on shared interests and experiences and provides training that supports both coach and coachee to learn from each other and grow together.

Supported by tech industry leaders, Development Coaching is run out of the ASP of the SF Bay Area. In the six-week program during 2020, **425 students and 470 coachees participated**.

Of the participating youth, 97% stated that their personal and professional networks grew because of their participation in Development Coaching.



TRANSFORMATIONAL PARTNERSHIPS



NY Jets Make a Statement for Social Justice!

In recognition of the impact Operation Conversation: Cops & Kids has had in advancing police-community relations, the All Stars was selected as a recipient of a \$250,000 gift as part of the New York Jets' 2020 Social Justice Plan. This contribution is part of a \$1 million initiative given to four organizations – All Stars Project, Innocence Project, New York Urban League and Year Up – to address four areas of concern: poverty, race equality, inclusion and diversity; criminal justice reform; police-community relations; and access to health care and education. As part of our partnership, the New York Jets organization has also actively volunteered and connected with All Stars youth in our Development Coaching program.

We are proud to have the award-winning Operation Conversation: Cops & Kids program recognized by the New York Jets and are looking forward to growing our active partnership together to improve police-community relations.



VIACOMCBS

ViacomCBS Innovates with the All Stars!

ViacomCBS has been a leading partner of our youth development work for nearly ten years. The leadership team there have been "all-in" partners, hosting DSY summer internships, leading workshops, raising critical funding support, opening doors in the entertainment industry and even giving young people tickets to the VMAs.

ViacomCBS is now partnering with the All Stars in a new way by creating a year-long apprenticeship program that creates a pipeline tapping into the diverse talent of the DSY. These apprentices will have the opportunity to work directly with ViacomCBS teams and will be given the opportunity to move forward professionally at the end of their term. We look forward to continuing to create new and innovative ways to develop our young people and impact the larger entertainment industry.



Operation Conversation

Operation Conversation, the All Stars' newest bridge-building initiative, was created to address the social and racial divides in America. In a two-part virtual workshop, people from diverse communities and all walks of life learn and perform with new tools that develop empathy, appreciation, active listening and curiosity. Using the power of performance, the workshops support diverse people in creating new shared experiences, engaging racism and promoting healing in everyday life.

Operation Conversation was created and is led by Gabrielle Kurlander, ASP's CEO, with Antoine Joyce, VP/ASP of Dallas City Leader. **In 2020, 16 pilot workshops were held, and 57 adult participants took part.**

In response, 100% of participants indicated that there was significant impact from the Operation Conversation workshops' practices and that they 'carry them into their lives.'

NEW
PROGRAM



Social Development Partners

Social Development Partners (SDP) creates scalable training solutions for nonprofits and corporations based on the All Stars Project's performance approach. Settings include afterschool programming, workforce development and diversity and inclusion initiatives.

One of our partners is Guidepost Solutions, whose Diversity & Inclusion committee worked with All Stars to develop a two-part virtual Inclusion and Belonging workshop as a "real-time" experience in creating an environment where everyone feels seen, appreciated and meaningfully included.

Over 90% of those participating reported having had a positive experience, with one participant reporting that she "...feels more able to put down the pretense and work with everyone on an equal footing."

PHILANTHROPIC PARTNERSHIPS

Over the last 40 years, tens of thousands of caring adults have embraced involvement philanthropy at the All Stars, but in no year has the strength of this embrace been more evident—and impactful—than in 2020.

In a year of uncertainty and change, we were able to successfully navigate the pandemic and its impact on our young people thanks to the thousands of individuals and hundreds of corporate and foundation partners who went above and beyond—with both money and time—in their support of the All Stars. Thanks to their generosity, ASP was able to expand volunteerism, innovate new programs and generate the financial support needed to power us into 2021.

“ASP combines a big vision supported by breakthrough science and grounded in tested, community-led practice, with a big heart that can bring out the best in young people and the adults who care about them and a nimble spirit that keeps delivering more despite the worst that the pandemic has thrown at us. It’s inspiring to be associated with this group.”
— Amy Weinberg, supporter since 1989



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ALL STARS ALUMNI

Alumni Leadership Council

The Alumni Leadership Council (ALC) is made up of graduates of our programs who believe in the power of the All Stars approach and who are committed to giving back. The Council is advancing the mission of the All Stars by promoting and organizing alumni program involvement, fundraising, building an alumni network and growing the DSY with new internships and development opportunities.

In 2020, the ALC played a key role in recruiting alumni for our virtual programming. Additionally, ALC Chair, Wadnes Castelly, became a new member of the ASP's national Board of Directors.

ALC VISION STATEMENT:
The Alumni Leadership Council will work to build community among All Stars alumni; provide a platform for alumni to give back; and be an All Stars advocate.



All Stars Young Professionals

All Stars Young Professionals (ASYP) is comprised of “next-generation” professionals in their 20s and 30s who are passionate about partnering with the All Stars and growing the mission. They are financial supporters and hands-on volunteers. ASYP produces a variety of now virtual events and strategizes ways that young professional networks can be involved in growing the All Stars.

MOBILIZING FOR DEVELOPMENTACROSS THE COUNTRY

All Stars Project of New York

Since our founding 40 years ago, New York is where All Stars has created new programs and models, encouraged volunteerism at a high level and produced theatre and performances for diverse audiences throughout the city. In 2020, All Stars began utilizing best practices to grow our impact and advance engagement with poor and underserved communities through a partnership model. To ensure success in this effort, Gloria Strickland was appointed as the new Director of the All Stars Project of New York. Gloria, a 40-year builder of the All Stars Project, who also serves as SVP/Youth and Community Development, will work with all New York City stakeholders to find new ways to offer young people every opportunity to grow and thrive. She will also focus her efforts on training a next generation of leaders and on creating new programs and dynamic private and public partnerships.

Performance, as one of our central pillars, will take center stage as we expand our presence in the cultural capital of America.

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All Stars Project of New Jersey

The All Stars Project of New Jersey (ASP of NJ) continues to find innovative ways to bridge the urban-suburban divide and create pathways for growth in the Garden State. In 2020, this meant opening up exciting new opportunities for us to relate to the city of Newark and surrounding suburbs as our "Campus for Development" where new and existing business, community and government partners offer our young people even greater access and

opportunity in this region. Among these developments was an invitation to move into the Gateway Complex, the city's most prestigious business center, where we can maximize our visibility and impact.

In addition to moving into a national role of Vice President, ASP of NJ City Leader Shadae McDaniel was also invited to serve on the City-Partners Collaboration Taskforce for the Newark Children's Cabinet, named a 2020 Thought Leader by Innovate NJ and a 2020 Influencer by ROI-NJ.

The City of Newark also remained 100% committed to Operation Conversation: Cops & Kids.

"Operation Conversation: Cops & Kids helps officers and young people make connections, have some communication, find common ground and develop a different kind of perspective that helps everybody carrying forward from those conversations. I want to thank everyone in the All Stars for going above and beyond to help us improve our relationship with the community and for making a real difference in how our officers train and how they're interacting with youth out on the street, which is the real impact of our work together in Newark."

*- Brian O'Hara,
Newark Public Safety Director*



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All Stars Project of Chicago

The All Stars Project is at the heart of renewed efforts on the part of leaders and citizens alike to create a more interconnected and inclusive Chicago. In 2020, we doubled down on our investment in building environments where people of different races, religions, ethnicities, life circumstances and ages come together to support each other, learn from one another, and grow together. We are deepening and expanding our collaborations with hundreds of community leaders and front-line practitioners to reach more young people and their families in the Windy City, which includes working with a growing network of community, civic, nonprofit and education partners to establish a hub for Afterschool Development in the heart of downtown Chicago.

In 2020, All Stars in Chicago welcomed a new Director, Jeannine Hahn, who also serves as SVP/Chief Finance Officer for the All Stars nationally, and a new Associate Director, Lauren Horn. We also saw the influence of David Cherry, our City Leader and a respected grassroots leader, continue to grow. David has been invited to assume leadership roles by a number of cultural and civic organizations, including Board member, Collaboration; President, Leaders Network; Member, Magoon Institute Advisory Council at Lurie Children's Hospital; and Member, Social and Human Capital Committee of the Cook County Social Innovation Commission. David is a frequently invited guest speaker and leadership participant by Chicago partner organizations such as World Vision, M.A.D.E Foundation, BUILD and Westside Rising.

During 2020, our Afterschool Development Working Groups served as a place to share pandemic-related challenges and share discoveries and creative ideas on how to engage young people virtually.

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All Stars Project of Dallas

Now eight years old, All Stars Project of Dallas has led the way in forging vibrant partnerships with civic, law enforcement, community, religious and education leaders, including Dallas County Promise, Dallas Police Department and Dallas Independent School District. As the demand for social justice grew across America in 2020, VP/ASP of Dallas City Leader, Antoine Joyce, was invited by local and national nonprofits and corporations to speak about social unrest in this country and how we can create new performances together going forward. In addition, two op-eds written by Antoine were published in the *Dallas Morning News*. Antoine also serves on the boards of numerous community, civic, educational, law enforcement and other nonprofit organizations, working to create a more just, inclusive and equitable Dallas.



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AFTERSCHOOL DEVELOPMENT INITIATIVES

All Stars Project of the San Francisco Bay Area

In 2020, All Stars Project of the San Francisco Bay Area emerged as a virtual hub of innovation playing a central role in creating and successfully piloting Development Coaching and new online programming that is elevating us to the next level of national impact. In light of these developments, Bonny Gildin, Ph.D. is now focusing her energy and talents on building the ASP's national Afterschool Development Initiatives as VP/Afterschool Development Research & Policy, while Kaiya Harris Thompson assumed a new national role as Director of Development Coaching. After the ASP pivoted to the virtual world, Kaiya was a key member of the national team that piloted Development Coaching and created the basis for us to elevate it to a national program.



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Over the last seven years, All Stars has been at the forefront of a growing Afterschool Development movement, along with hundreds of leaders and frontline practitioners from community, faith-based, cultural, education, youth development and other grassroots organizations nationally. In that time, we have doubled down on our investment in Afterschool Development Initiatives (ADI).

"The Creating Developmental and Empowering Conversations with Young People workshop was such a unique and amazing experience for me, especially in the age of remote learning. I am excited to replicate what I've learned with the kids I work with."

*-A'Dorian Murray-Thomas,
CEO, SHE Wins Inc.*

In hosting dozens of conferences, roundtables and working groups, All Stars is learning that practitioners and educators want and need contexts where they can explore fundamental principles and bottom-line issues.

In 2020, we hosted our first online course and virtual workshop – *The Future of Afterschool and Creating Developmental and Empowering Conversations with Young People* – and published *Play It Forward*, a quarterly newsletter that explores the latest and most innovative thinking and practices in the field.



EVIDENCE OF OUR IMPACT

All Stars Works!

A key development in 2020 was the completion of an All Stars outcome evaluation designed and implemented over five years with the Center on Research and Evaluation (CORE) at Southern Methodist University's (SMU) Simmons School of Education and Human Development.

The evaluation systematically validated our discovery that development, as a foundation of learning that takes place when young people go outside of daily school and life experiences, can be measured. It also showed that, through participating in our programs, young people advance their development.

The study is a concrete step in defining, measuring and demonstrating how young people benefit from investment in development and offers a new kind of evidence for ASP's effectiveness. Equally important, the outcome evaluation contributes to and further supports afterschool, youth development, social emotional learning and twenty-first-century learning programs that are concerned with young people's non-academic progress and what is needed to strengthen their capacity to navigate the world, meet challenges and make the most of opportunities.

"In working with the All Stars Project, we discovered quickly that the kinds of outcomes that they were interested in measuring were unique enough that the tools just really didn't exist. So, we embarked on a highly collaborative process of developing customized evaluation tools that fit their model. All along, we knew that if we were to just look at long-term academic outcomes, we'd miss a lot of really rich information about underlying mechanisms of change. By focusing on proximal outcomes of development, we have better information to help us determine what transpires when out-of-school-time programs focus on development."

- Annie Wright,
Executive Director, SMU CORE

EIGHT DIMENSIONS of Development

SMU CORE helped establish and identify eight dimensions of development that are at the heart of the ASP's model. These strengths and capabilities—by themselves or taken together—empower youth to be successful in both education and workplace situations and to fully participate in every aspect of society.

RELATING TO OTHERS

- 1 **Appreciation**
"In most every situation, I'm the type of person who values the effort people put into things"
- 2 **Giving**
"I believe that all members of a group, team or community can contribute something"
- 3 **Interpersonal Competence**
"I'm patient with others when I'm in a group"

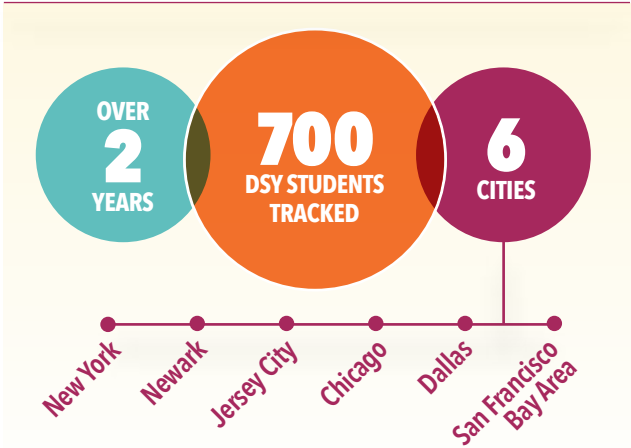
NAVIGATING PROFESSIONAL SETTINGS

- 4 **Personal Responsibility**
"I ask for help when I don't understand how to do something"
- 5 **Vocational Competence**
"I know how to act in a professional setting"

ENGAGING WITH THE WORLD

- 6 **Confidence**
"I feel in control of my life and my future"
- 7 **Improvisation**
"I'm willing to make a mistake to find solutions"
- 8 **Open Worldview**
"I can learn from interacting with people from different backgrounds than mine"

DEMOGRAPHICS of the Study



SOURCE DIMENSION

SOURCE	DIMENSION	AVG. PRE	AVG. POST	AVG. CHANGE
ADULT OBSERVATION	Appreciation	2.593	3.677	1.085
	Improvisation	2.409	3.458	1.049
	Personal Responsibility	2.868	3.903	1.036
	Vocational Competence	2.592	3.605	1.013

Scores based on a five-point scale (1=Low, 5=High)

Analysis Of All Stars Outcomes

The ASP's eight dimensions of development were assessed at the beginning (pre) and at the end (post) of the 12-week DSY workshop experience.

Staff observed/rated each student's development along multiple dimensions, and each student also reflected on/rated their own development along multiple dimensions. All assessments used similar five-point, high-to-low scales. SMU CORE tested the results to show that they are statistically significant and not due to chance. Meaningful growth was reported in all the DSY cycles and in all six of our cities.

To the left is an excerpt of the data and outcomes from the staff assessment. There is positive change in each dimension assessed, and all results are statistically significant ($p < 0.01$).

If you would like more information or have questions about the ASP's outcome evaluation contact:

Dr. Bonny Gildin
bgildin@allstars.org

All Stars Project's Vice President of Afterschool Development Research and Policy

BY THE NUMBERS



In 2020,
ASP raised
\$10,106,020
from individual, corporate,
and foundation partners.

**2,166
YOUTH**
signed up for our afterschool
development programs
through our outreach
efforts.



We engaged
**816
YOUNG PEOPLE**
through Development
Coaching and the
Development School
for Youth.

In 2020,
our Virtual Performance
Playbook Team connected
with **1,350
PEOPLE**
from across the nation
and expanded our
geographic
reach.

**1,584,823,606
PEOPLE**
were reached through
ASP media
coverage.



**2,000
SUPPORTERS,
VOLUNTEERS,
YOUNG PEOPLE
AND COMMUNITY
MEMBERS**
attended our virtual
special events



**1,525
PEOPLE**
from all walks of life
volunteered in our youth
development and
performance-based
programs.

**43,620
PEOPLE**
liked, commented,
shared, or saved ASP's
Social Media
content



CORPORATE PARTNERSHIPS

In 2020, the All Stars Project partnered with the corporate community to recognize the importance of supporting and investing in our poor and underserved communities during this time of crisis. Together, we connected thousands of young people and adult volunteers to create opportunities for growth built on our 40-year history of youth and community development.



Charity Partnership of the Year

We thank **Gilead Sciences** for their transformational 2020 support of the All Stars and our young people. In 2020, our partners at Gilead donated \$200,000 to our youth development mission—including \$100,000 in emergency pandemic funding—as well as led corporate volunteer support in our new Development Coaching program.

ALL STARS CHAMPIONS

We sincerely thank **Valerie Brown** (SVP of Quality, Executive Lead for GLOBE, and ASP of SF Bay Area Board Member) and **Candra Williams** (Associate Director—Regulatory Affairs, Advertising, and Promotion) for their leadership.



Newest National Underwriting Partner

RBC Capital Markets helped ensure the stability of the All Stars in 2020 by underwriting our youth development programs in all five of our ASP regions with a gift of \$100,000. RBC also selected the All Stars as a national charity of choice for their annual Race for the Kids fundraising event, raising an additional \$50,000 and involving 350 RBC supporters. We thank RBC for their leadership, giving and hands-on program involvement.

ALL STARS CHAMPIONS

Special thanks to **John Thurlow** (Managing Director and U.S. Chief Operating Officer and Member of the ASP Board of Directors), **Chip Wadsworth** (Managing Director and ASP of SF Bay Area Board Member), **Robert Maddox** (Managing Director and ASP of Dallas Board Member), **Ruby Brar** (Head of Procurement and ASP of NJ Board Member), **Glenroy Wason** (Senior Accountant, DSY Alumnus, and ASP of NJ Board Member) and **Chris Curley** (Director, Senior Counsel and ASP of NJ DSY Trustee) for their leadership and support.

SPOTLIGHT



Exemplary Regional Champion

When the pandemic hit, many corporate partners were not able to support the All Stars as they had originally planned. To help honor their commitment, Investors Bank invested in our Summer of Development program initiative, ensuring our young people had a developmental summer experience and a paid stipend.

ALL STARS CHAMPIONS

A special thank you to **Kevin Cummings** (President and CEO), **James Vincenti** (SVP and ASP of NJ Board Member) and **Damiano Tulipani** (VP, Head of Cybersecurity Manager and ASP of NJ DSY Trustee) for their inspiring leadership.



TALENTED VOLUNTEERS

In 2020, our award-winning talented volunteer program didn't miss a beat when it came to creating new ways for our national volunteer base to virtually impact on the lives of youth.



Over 1,525 people from all walks of life participated as development coaches, DSY program associates, workshop leaders, mock job interviewers and internship supervisors, Youth Onstage! teachers and leaders of other performance and development activities.

A big shout out to **Gilead Sciences**, whose employee development coaching team was the largest in the country, and to **EY** for playing a key role in developing a new *virtual* DSY internship model that ensures our young people continue to be exposed to the business world.

1,525+ Participants



SOCIETY FOR RACIAL HARMONY

The Society for Racial Harmony is a special grouping of supporters who have made a commitment to supporting the programs of the All Stars Project through their estate planning.

The Society for Racial Harmony was created with the philosophy that getting beyond differences, including those of race and ethnicity, involves everyone developing together. Special bequests have provided millions of dollars in support for key All Stars initiatives in the last 20 years to foster the development that can create racial and social harmony.



"I met All Stars and the Development School for Youth when I was in high school, and I can't imagine being where I am today as a young professional without them. All Stars is like family, and I am committed to doing everything I can to help them grow, both now and well into the future. For me, becoming a member of the Society for Racial Harmony was a no-brainer, so I hope other young professionals will do the same."

- Glenroy Wason,
Senior Accountant, RBC Capital Markets;
Member, ASP of New Jersey Board



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IN MEMORIAM

George Van Pelt

The All Stars Project celebrates the life of George Van Pelt, a longtime friend and supporter of the All Stars who passed away on June 10, 2021, at the age of 97. As a member of the Society for Racial Harmony, George left a bequest to ensure All Stars could continue to provide opportunity for youth to develop through performance for years to come. George will be deeply missed by the All Stars community and remembered for his passion for creating positive change and development in our communities.



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FINANCIAL STATEMENT

Statement of Activities

Year Ended December 31, 2020

Revenues, Gains, and Other Support

Contributions	7,799,212
Program Revenues	2,067
In-kind Donations	121,711
Payroll Protection Program Grant	1,088,400
Special Events	688,829
Investment Income	346,712
Other Revenues	59,089
Total Revenues, Gains and Other Support	10,106,020

Expenses and Losses

Performance-Based Programs	1,395,858
Development School for Youth and Development Coaching	2,929,499
Education and Afterschool Development Initiatives	924,652
Operation Conversation	1,240,776
Management and General	942,297
Fundraising	1,263,266
Loss on Impairment of Fixed Assets	314,616
Total Expenses and Losses	9,010,964

Statement of Financial Positions

As of December 31, 2020

Assets

Cash and Cash Equivalents	5,060,041
Investments	4,224,687
Contributions Receivable	3,330,505
Prepaid Expenses and Other Assets	200,481
Fixed Assets	8,150,218
Total Assets	20,965,932

Liabilities

Accounts Payable and Accrued Expenses	408,718
Mortgage Payable	8,386,335
Loans Payable	135,793
Other Liabilities	32,813
Total Liabilities	8,963,659

Net Assets 12,002,273

Total Liabilities and Net Assets 20,965,932





ALL STARS PROJECT OF CHICAGO

(312) 360-0660

ALL STARS PROJECT OF DALLAS

D House
517 North Haskell Avenue
Dallas, Texas 75246
(214) 484-2112

ALL STARS PROJECT OF NEW JERSEY

(973) 622-5506

ALL STARS PROJECT OF NEW YORK

543 West 42nd Street
New York, NY 10036
(212) 941-9400

**ALL STARS PROJECT OF THE
SAN FRANCISCO BAY AREA**

(415) 986-2565

www.allstars.org

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