



Transformational Partnerships with Youth at the Center



2024 ANNUAL REPORT

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 (ASP) is on the forefront of building community by bridging racial, economic and social divisions to develop a caring 21st-century America.

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Dear Friends of the All Stars Project,

The All Stars Project's approach—development through performance—has become a driving force in youth and workforce development, opening doors and changing lives across the country. We now run 10 different programs and training models in five cities. We have come a long way since our founding in 1981, which began with grassroots talent shows held in the South Bronx.

We launched a refreshed strategy in 2024 that placed collaborations and partnerships at the center of our work. Simply put, our goal is to expand our reach and impact by harnessing the power of the great work other organizations are leading, rather than remain working in silos and competing for market share.

I am proud to share that this strategy is leading to profound breakthroughs that will shape the All Stars Project for years to come.

In 2024, we formed a groundbreaking partnership with the City of Dallas. The Mayor of Dallas, Eric L. Johnson, selected the All Stars Project to reimagine the city's summer youth employment program—marking a transformative moment for both our organization and the city itself. Through the Dallas Works initiative, we are collaborating with the City and local employers to expand access to internships and real-world experience for youth who need it most. For the first time, All Stars held a press conference with a sitting mayor, underscoring a new era of public-private partnership and our shared commitment to equipping young people for success.

In addition to our work with the City of Dallas, we continue to build powerful collaborations with organizations such as ICA Cristo Rey Academy, NAF, Paramount Global and JPMorgan Chase. These partnerships are strengthening our programs and helping us redefine what is possible for young people—both now and in the future.



Looking ahead, we are opening an exciting new chapter for our flagship Performing Arts and Youth Development Center on West 42nd Street in New York. Our vision is to establish a one-of-a-kind multi-nonprofit hub that unites high-performing organizations and cultivates a vibrant, inclusive community for thousands of young people and caring adults across all five boroughs.

We remain steadfast in our commitment to meaningful, sustainable progress. Our strategy emphasizes quality and deepening impact, with a focus on thoughtful investment, bold collaboration and careful growth—all in pursuit of lasting change for young people.

Thanks to our extraordinary staff, dedicated boards, passionate alumni and generous partners nationwide, we are not only envisioning a brighter future for young people—we are building it every day.

Onward together,

Chris Street
President and CEO

All Stars Pillars

As the All Stars Project (ASP) moves forward toward a caring 21st-century America, we focus on three core pillars that ensure we remain true to our mission—providing young people in poor and underserved communities with access to the highest-quality development environments in the country.

PERFORMANCE PROGRAMS

Recognized as a powerful engine of development, performance is at the heart of everything we do at ASP. People of all ages and from all walks of life are supported to step outside their comfort zones, encounter new ideas, connect with different people and cultures and grow together. Our programs use performance as a tool for growth—both on stage and in life.

All Stars Talent Show Network and **Performance Lab** embody our development-through-performance approach, now recognized by leading poverty researchers and community advocates as uniquely suited to helping all people develop.



All Stars Talent Show Network

The All Stars Talent Show Network (ASTSN) engages young people ages 5–25 in producing and performing talent shows, pop-up performances and showcases in Chicago, Dallas, New Jersey and New York in partnership with local community and youth groups. All young people are welcome to participate, regardless of talent or experience level.

In 2024, ASP featured a citywide talent show in partnership with Newark Symphony Hall, and in Chicago, we produced two talent showcases.



Performance Lab

Created to explore human relations and social conflict through the lens of performance—both on stage and in life—**Performance Lab** partners with theatre artists and organizations across the country to produce and support cultural events and bridge-building activities.

Performance Lab was founded and is led by Gabrielle Kurlander, ASP Founding CEO (1989-2023) and member of its Board of Directors and Executive Committee. Ms. Kurlander has a 35-year career in political, multicultural and avant-garde theatre as an actor, award-winning director and producer.

Performance Lab initiatives include **Operation Conversation** (see Bridge Building, page 4), **Pro Seminar Series** (see Investing in Our Team, Growing Our Impact, page 29) and **Transformative Community Theatre**.



Transformative Community Theatre

In 2024, Ms. Kurlander directed a workshop production of *This time* by Brian Dang at the Undermain Theatre in Dallas. Building on this work, the most recent Performance Lab collaboration was All Stars' *Hip Hop Cabaret* directed by Ms. Kurlander as a new cultural mash-up of cabaret songs, rap compositions, contemporary dance, poetry and D-Town Boogie—a vibrant dance style created in Dallas. Performances took place at Arts Mission Oak Cliff in Dallas and featured artistic leaders Emily Bernet (contemporary dance choreographer and co-founder of Bombshell Dance Project), Lejin (hip hop choreographer, rapper and master teacher of D-Town Boogie), Antoine RL Joyce-Roach (emcee and ASP Senior Vice President/City Leader, ASP of Dallas) and renowned DJ F.A.M.E.

BRIDGE BUILDING

Operation Conversation: Cops & Kids

Operation Conversation: Cops & Kids (OCCK) continues to help redefine police and community relationships through performance and dialogue. In 2024, we once again partnered with the **New York City Police Department** (NYPD), hosting monthly ensemble-building workshops with young people referred to ASP by the department's Manhattan South Division.



In New Jersey, the **Newark Police Division** (NPD) is using a curriculum developed by ASP as part of NPD's Youth Engagement Strategy initiative to train its 1,100+ officers in our innovative approach to community policing.

In the fall of 2024, ASP of NJ hosted a special OCCK Demonstration Workshop in Newark that showcased our performance-based approach for young people, police officers and civic/community partners. The audience of 110 included representatives from the State of New Jersey Attorney General's Office, Violence Intervention and Victim Assistance, My Brother's Keeper Newark, Briar Patch Collaboratory, Newark Department of Public Safety and several high schools and afterschool youth programs.



Operation Conversation

Operation Conversation was created to address the social and racial divides in America. In a two-part workshop, people from diverse communities and all walks of life learn and perform with new tools that develop empathy, appreciation, active listening and curiosity. ASP is working with Fortune 500 companies interested in integrating Operation Conversation into their community engagement and volunteer initiatives.

"Nothing is more important than... creating a close working relationship between the police and communities of color. [Operation Conversation: Cops & Kids] is an important instrument in building that trust. It is an innovative grassroots program and a nationally recognized model that is making a profound difference... We are proud to partner with the All Stars as they bring together kids and cops in Newark to create new relationships."

– Newark Mayor Ras J. Baraka

We also partnered with the New York Jets and a growing number of community, youth, law enforcement and civic organizations eager to host OCCK workshops and learn how they can utilize our approach in their police–community relations efforts.



All Stars Pillars

PARTNERSHIP WITH CARING ADULTS

ASP partners with caring adults who help guide and enhance the personal and professional development of young people in programs such as the Development School for Youth (DSY) and Development Coaching. We create community by bringing together caring adults—development coaches, DSY program associates, workshop leaders and internship supervisors—with underserved youth, so they can build something new together.

Development School for Youth

In the DSY, young people ages 16–21 partner with business leaders in workshops on a range of subjects, including résumé writing, networking and public speaking.

In 2024, 313 students graduated from the DSY nationally, and 270 graduates were placed in paid summer internships.



Development Coaching

Development Coaching matches youth and adults from coast-to-coast based on shared interests and experiences, and provides training to support them in learning from each other and growing.

In 2024, 173 coaches and 166 coachees participated, both in person and virtually.



In the Community

ASP was all about outreach in 2024. In cities around the country (and virtually), our teams visited classrooms and school fairs, knocked on doors, set up tables at community events, and partnered with other afterschool programs to reach **10,640 young people**.



Talented Volunteers

In ASP cities across the country (and virtually), over **1,970 volunteers** stepped up to support the organization and make an impact on the lives of our young people. In addition to volunteering with our DSY and Development Coaching programs, people from all walks of life joined us in a variety of community-building activities and as leaders of our performance and development programs.



Alumni Leadership Council

Expanding Engagement Across the Country

In 2024, ASP launched a new staff role designed to support and amplify the national impact of our alumni community, marking a significant step forward in engaging alumni across the country.

The Alumni Leadership Council (ALC) expanded its reach beyond the Northeast, launching in Chicago under the direction of ASP alumna and ASP of Chicago Director of Programs, **Dwayne Dixon Jr.** (2012), alongside Chicago board members **Dawn Harris** (2014) and **Jocelyn Vega** (2011). The local Chicago ALC hosted two lively Alumni Mixers, strengthening engagement in the Windy City. On a broader scale, Dwayne and alumna **Antoine Joyce-Roach** (ASP Senior Vice President and City Leader of ASP of Dallas) hosted a national virtual Alumni Mixer, drawing together alumni from across the country.

Alumni leadership was also front and center in the DSY, with workshops led by **Glenroy Wason** (2009) at RBC in New Jersey and **Avriel Kelly** (2007) at Bank of America in New York, offering meaningful opportunities for growth and connection. **Avriel Kelly** and **Denise Bernard** (2011) of Google broke new ground as the first alumni to serve as event chairs for the ASP of New York fall benefit, helping drive the campaign toward its \$800K goal. **Sherhone Grant** (2007) of PwC paved the way for ASP to receive the company's Reimagine Grant. Finally, **Daniel Eisen** (2018) of Gryphon Investors joined the San Francisco Bay Area Board, **Brandon Munroe** (2014) of EY joined the New Jersey Board and **Glenroy Wason** of RBC became a New Jersey DSY Trustee. These new appointments reflect the growing influence and commitment of ASP alumni in shaping the organization's future.

Alumni Spotlight

Youth Onstage! alumna and actor, **Reynaldo Piniella**, partnered with the ASP of New York to launch a new cultural initiative: "Untitled: Developmental Play Lab at the All Stars Project." Through a series of workshops, this initiative supports artists and writers as they develop new plays.



ALC Members

Wadnes Castelly
KAPAB

Whitney Delaney

Dwayne Dixon Jr.
All Stars Project

Isiah Dorris

Kentrel Fields

Sandra Flowers

Shadae Gardner
Nufarm

Andrea Hammon
Abbott Laboratory

Dawn Harris
CIBC

Chioma Igwebuike
Goldman Sachs

Avriel Kelly
Bank of America

Vanessa Lake
Condé Nast
Publications

Eric Marcelino
Arizent

Lindsay McKenzie
Office of the New York
State Attorney General

Jasmine Morrison
PSEG

Brandon Munroe
EY

Stacey Robinson
Bronx County District
Attorney Office

Jetnya Simmons
Cultivating Freedom

Adorah Stornello
PHP Agency Inc.

Ariel Toran
CPS

Kaylyn Toran
BCM Law

Julian Torres
University of Illinois
at Chicago

Renisha Varner
Grant Thornton

Jocelyn Vega
American Heart
Association

Glenroy Wason
RBC Capital Markets

Dondre White

2024 by the Numbers



2,089 Caring Adults and Volunteers



10,640 Youth Reached through Outreach

76 Corporate Partners Sponsored
270 Young People in Paid Summer Internships



1,784 Young People Participated in Performance and Program Activities



\$11,334,965
Raised*



1,868
Philanthropic
Partners



300
Corporate and
Foundation
Partners



250 Community and
Educational Partners
Nationwide

*Cash-based revenue results.

Across the Country

ALL STARS PROJECT OF CHICAGO

Since 2007, the All Stars Project of Chicago (ASP of Chicago) has been a catalyst for change in South and West Side neighborhoods that have endured the harshest effects of poverty and violence. In 2024, our impact deepened through signature programs such as the ASTSN and the Leslie J. Raffel DSY—renamed in recognition of a transformative \$2.5 million gift from The Leslie J. Raffel Foundation.

This year marked several milestones. We hosted our inaugural Martin Luther King Day celebration as well as dozens of events throughout the year at the Hub for Afterschool Development in the heart of downtown’s historic Printer’s Row. Our Hub continues to open doors for young people



from underserved communities, connecting them with Chicago’s civic, cultural and professional life.

We strengthened our commitment to building healthy neighborhoods by launching a

new partnership with Swedish Hospital and the Healthy Chicago Zone, creating opportunities for community wellness and collaboration. At the same time, our work continued to grow alongside partnerships with front-line practitioners and organizations in our expanding Afterschool Development Working Group, all united in supporting Chicago’s young people to perform and develop—on stage, in their communities and in life.



ASP of Chicago Staff Leadership

Lauren Horn
Vice President/Director,
ASP of Chicago/Market Leader

Dwayne Dixon, Jr.
Director of Programs,
ASP of Chicago

David Cherry
Founder, ASP of Chicago

ASP of Chicago Board*

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Dawn Harris
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Bevon Joseph
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Bob Kurinsky
Driehaus Capital Management

Tisa Morris
Cook County State Attorneys Office

Benjamin L. Nortman
Hilco Global

John Opdycke
Open Primaries

Kenneth Veltri
AMLI Residential

*As of July 1, 2025.

ALL STARS PROJECT OF DALLAS

In 2024, the All Stars Project of Dallas (ASP of Dallas) marked a decade of community building, collaboration and youth development in the neighborhoods of Oak Cliff, South Dallas and West Dallas.

Throughout our 10th anniversary year, more than 4,000 young people participated in our flagship programs—the ASTSN and the DSY—experiencing firsthand the transformative power of performance and development.



Our work was strengthened by the energy and commitment of over 400 volunteers representing a wide cross-section of community, civic, educational and cultural organizations. ASP of Dallas continued to expand and deepen its network of collaborators, working side by side with lead partners such as

Big Thought, Dallas College, Dallas Park and Recreation TOPS program, ScholarShot, the Conrad Leadership Program and Trailblazer Elite Program at the University of North Texas at Dallas. These collaborations are at the heart of ASP’s mission to bring opportunity and development to young people who are too often excluded from the city’s ongoing economic growth.



ASP of Dallas also played an active role in citywide conversations about youth employment and workforce readiness. As we connected with civic and business leaders, we championed the importance of effective internships and real-world learning for Dallas’ next generation.

Our advocacy opened the door to Mayor Eric L. Johnson naming ASP as the city’s official nonprofit partner for his Dallas Works Summer Youth Employment program.

As we look back on 10 years of impact, ASP of Dallas remains committed to forging new alliances with visionary public and private partners. Together, we are building a future where every young person can take their place in the city’s story.



ASP of Dallas Staff Leadership

Natalie Sandifer
Director, ASP of Dallas/
Market Leader

Antoine Joyce-Roach
Senior Vice President/
City Leader, ASP of Dallas

ASP of Dallas Board*

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JPMorgan Chase & Co.

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Hunt Oil Company

Hunter L. Hunt
Hunt Consolidated Energy, LLC
(Chair Emeritus)

Robert Maddox

Jill Meyer
Westwood Holdings Group, Inc.

*As of July 1, 2025.

ALL STARS PROJECT OF NEW JERSEY

In 2024, the All Stars Project of New Jersey (ASP of NJ) marked 25 years of igniting development and partnership for young people and families in Newark, Jersey City and across the state. Our anniversary year was both a citywide celebration of our impact and a launchpad for deepened relationships with Newark’s civic, corporate and educational leaders.

In a year filled with outreach and engagement, ASP of NJ brought the community together at lively events hosted at the Newark Museum of Art and high schools in both Newark and Jersey City. Our dedicated teams—staff, adult volunteers, program participants and alumni—took to the streets all summer, connecting directly with hundreds of residents through hands-on outreach efforts.



Now in our third year in the Gateway Complex, ASP of NJ continues to grow as a vibrant hub where young people, organizations and communities gather to help shape the future of Newark

and the Garden State. The Gateway campus has made it possible for more youth and families to find their place in our development community. Signature moments this year included a citywide talent show at Newark Symphony Hall and a powerful Operation Conversation: Cops & Kids Demonstration Workshop that highlighted our expanded partnership with the Newark Police Division (see **Bridge Building**, page 4).



As ASP of NJ celebrates 25 years, we remain committed to creating new and bold pathways for young people in Newark, Jersey City and beyond—connecting them with opportunities, partnerships and the city’s and state’s ongoing transformation.

ASP of New Jersey Staff Leadership

Shadae McDaniel

Senior Vice President/Programs and Strategic Initiatives; Director, ASP of NJ/Market Leader

Jahmila Williams

Associate Director, ASP of NJ

ASP of New Jersey Board*

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Franklin Mutual Advisers, LLC (Retired)

Abdul Ajani

EY

David Barnett

D. Barnett Associates

Ruby Brar

RBC Capital Markets

Peter Bronsnick

Cushman & Wakefield

Brian Clark

PSEG

Christian Correa

Franklin Mutual Series

Carolyn Dorfman

Carolyn Dorfman Dance

Alvester C. Garnett

Jazz Musician

Michael Heningburg

image Dermatology P.C.

Chioma Igwebuike

Goldman Sachs

Jeffrey Kronthal

Private Investor

Roy LaManna

Trendsetter Media and Marketing

Delroy Morgan

Courtney Mulligan,

Russo Development

Brandon Munroe

EY

Robert T. Ross

Tier 1 Level Consulting

John Saraceno, Jr.

Onyx Equities

Ryan Taylor

RBC Capital Markets

Raymond Thek

Lowenstein Sandler LLP

*As of July 1, 2025.

ALL STARS PROJECT OF NEW YORK

In 2024, the All Stars Project of New York (ASP of NY) began an exciting new chapter with the launch of an ambitious initiative to reimagine our Performing Arts and Youth Development Center on West 42nd Street, in the heart of New York City’s Times Square and Theatre District. This vision sets the stage for transforming the Center into a dynamic hub for youth, community and workforce innovation—deepening our impact while building on more than four decades of work in all five boroughs (see **Reimagining ASP on 42nd Street Campaign**, pages 22–23).



Our plans for the revitalized Center focus on creating a shared destination where young people, community members and partners can come together to create, learn and grow. Our space will continue to host ASP’s signature programs—including the ASTSN, DSY and OCCK—ensuring that youth from New York City’s poor and underserved neighborhoods have access to transformative experiences grounded in development through performance.



Alongside these programs, we are forging new partnerships—such as our

collaboration with LEAP, a leader in arts education—to expand workforce opportunities and share resources and expertise with like-minded nonprofits. We remain committed to creating a welcoming, vibrant and inclusive space that uplifts the power of the arts, prepares young people for the careers of today and tomorrow and brings together families, organizations and communities to shape a brighter future for New York.



ASP of New York Staff Leadership

Diane Stiles: Vice President/Director of ASP of NY/
Market Leader

John Rankin III: Director of Performance Programs,
ASP of NY

ASP of New York Board*

CO-CHAIRS

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Mount Sinai Health System

Ken Meyerson
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Gary Benerofe
Mu Ventures

Denise Bernard
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Mark B. Cicirelli
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Marco Cuoco
Paramount Global

Mark E. Davidson
Proskauer Rose LP (retired)

Avriel Kelly
Bank of America

Rose Lavandero
TM Financial Forensics,
an HKA Company

Lisa Lim
EY (retired)

Lindsay McKenzie
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Audrey Melofchik
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Krista Parsons
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Joseph Peiser
Aon

John P. Singer

Blakely Stinebaugh

Anne M. Sylvester
J.P. Morgan Private Bank

*As of July 1, 2025.

Across the Country

ALL STARS PROJECT OF THE SAN FRANCISCO BAY AREA

In 2024, the All Stars Project of the San Francisco Bay Area (ASP of SF Bay Area), in close partnership with our philanthropic supporters, continued to shape three nationally significant areas: advancing virtual programming, driving thought leadership and research, and developing innovative collaborations with high-performing local nonprofits.

The deepening of our partnership with ICA Cristo Rey Academy through workshops that reached hundreds of ICA students, helped to embed our performance-through-development approach throughout the Academy and served as a model for how ASP's strategy can be amplified through strong



local relationships. This collaboration is central to our vision of equipping young people with experiences that connect them to new possibilities and help them grow as leaders.

Young people from the SF Bay Area also participated in our virtual DSY and Development Coaching programs, with robust support from our local board and a network of committed corporate partners, including Cooley, EY, Gilead Sciences, Grosvenor and RBC Capital Markets. In 2024, we celebrated a milestone in Development Coaching by recruiting, training and matching 32 Gilead Sciences employees as coaches—



the largest single cohort ever sponsored by an ASP partner nationwide—demonstrating the powerful impact of connecting young people with professionals across industries.

Our in-person gatherings brought renewed energy and community spirit. The third annual ASP of SF Bay Area Golf Classic and Fall Benefit—hosted for the first time by DSY alumni—marked a joyful return to live youth performances. We also partnered with EY in new ways. They hosted an authenticity workshop for our young people and alumni as part of their National Connect Day, and our staff and alumni volunteered alongside their employees at the annual Lend-a-Hand Foundation, Joy of Giving event in Oakland.

Through these efforts, ASP of SF Bay Area continues to lead the way in fostering innovation, creating opportunity and uniting young people, partners and communities across the region.

ASP of SF Bay Area Staff Leadership

Shadae McDaniel
Senior Vice President/
Programs and Strategic
Initiatives/Market Leader

Rachel Altman
Director of Virtual Programs,
ASP

ASP of SF Bay Area Board*

CHAIR
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Thermo Fisher

Melissa E. Bergen
MetLife

James L. Day
Farella Braun + Martel LLP

Daniel Eisen
Gryphon Investors

Shane Hare
Gilead Sciences

Timothy Hogan
Avison Young

James Kaltenbach
Wells Fargo

Gavin Masuda
Deloitte LLP

Katherine Ringgold

Chip Wadsworth
RBC Capital Markets

Allison Strouse Williams
Pacific Fusion

Drew Williamson
Cooley LLP

*As of July 1, 2025.

National Leadership Team



Chris Street
President and CEO

Executive Leadership Team



Antoine Joyce-Roach
Senior Vice President/City Leader,
ASP of Dallas

“Performance is at the heart of everything we do at All Stars—it transformed my life, just as it has transformed the lives of thousands of young people over the years. What inspires me most is watching other organizations embrace our development-through-performance approach. More and more, I see partners and peers adopting these methods to help youth grow, connect and build skills that last a lifetime. When we are sharing our playbook and working together, we can extend this impact far beyond our own programs—and help even more young people realize what is possible for themselves and for their communities.”

– Antoine Joyce-Roach



Shadae McDaniel
Senior Vice President/Programs and
Strategic Initiatives and Director, ASP of NJ

“For too long, nonprofits in our county have been competing—for resources, for recognition, for impact. But it is clear we have so much more potential when we move beyond those silos and work together with others who share our vision. That is why All Stars is committed to sharing our expertise, best practices and resources with other leading youth development organizations, and to building collaborations that allow us to reach and transform the lives of even more young people.”

– Shadae McDaniel



Christina DiChiara
Vice President/
Office of the President
and CEO



Jessica Massad
Vice President/
Operations



Irina Robin
Chief Financial Officer



Jenny Zak
Chief Development Officer

Measuring Our Impact

In a landmark five-year study in partnership with Southern Methodist University's Addy Foundation Center on Research and Evaluation to measure the impact of ASP's evidence-based approach, the results presented clear, scientific evidence that confirms our effectiveness in preparing young people for success in the workplace, in school and in life.

EIGHT DIMENSIONS OF DEVELOPMENT

Outcomes Produced by Our Programs

By identifying and validating eight **Dimensions of Development**, this groundbreaking report shows that young people can advance their development through participation in ASP programs. In showing that young people can grow in measurable, statistically significant ways, the study also established new evaluation tools that help us understand both what development looks like and how we can intentionally foster it in young people.



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."

Thought Leadership Activities

ASP is a national action and thought leader transforming lives through innovative afterschool programs. Our groundbreaking approach combines hands-on activities, meaningful conversations and cutting-edge research and writings to create lasting social change across America. Through this work, we are shaping the national dialogue on afterschool, poverty, bridge building and workforce development solutions.

CEO Roundtable

“Collaborating for Change: Creating New Approaches to Youth & Community Development”

With generous support from Paramount Global, the event featured engaging panels that explored fresh ideas for workforce development and tackled the complicated relationship between growth and poverty.



Antoine Joyce-Roach (ASP), **Nathaniel Christian** (ASP Board Chair), **Anne Sylvester** (J.P. Morgan Private Bank), **Chris Street** (ASP), **Benaye Watkins Chambers** (Crossroads Community Services), **Karen Kenkel**, **Chad Houser** (Café Momentum), **Byron Sanders**, **Gabrielle Kurlander** (ASP Board Member).

Dallas Advantage

“The Dallas Advantage: Strengthening the Ecosystem of Workforce Development”

Sponsored by KPMG US, the discussion centered on the need to break down silos within the education and nonprofit sectors, align systems and put young people at the very center of our efforts.



Sarah Cotton Nelson (High Flying Strategy), **Stephanie Elizalde** (Dallas Independent School District), **Gilbert Gerst** (Bank of Texas), **Drex Owusu** (Perot Museum) and **Chris Street**.



Sarah Cotton Nelson, **Jennifer Chandler** (Bank of America Dallas), **Eric Ban** (Economic Mobility Systems), **David Deggs** (Educate Texas) and **Antoine Joyce-Roach**.

Built for More

Released in 2024, *Built for More: The Role of OST in Preparing Youth for the Future of Work* brings together leading voices in youth development. In their chapter, Mr. Street and Ms. Kurlander share the innovative ways ASP has fostered partnerships with the corporate community. *Built for More* was highlighted in a **Getting Smart** webinar moderated by CEO **Tom Vander Ark**.



SCAN CODE for information on how to buy a copy of *Built for More*.



SCAN CODE to view panel discussions from these events.

2024 Aspen Leadership Conference



WATCH as Chris Street joins former U.S. Surgeon General **Vivek Murthy** and education leader **Kaya Henderson** in conversation about how out-of-school-time experiences shape and empower young people for the future.

Strategic Partnerships and Model Building

ASP works closely with nonprofit, educational and corporate partners interested in incorporating our performance approach in the design and implementation of training solutions and new afterschool and workforce development programs. Together with like-minded partners, ASP is testing the scalability of our approach and, most importantly, reaching many more youth and communities.

ICA Cristo Rey Academy Advancing a Workforce Model for National High School Network

ASP is proud to continue expanding our partnership with ICA Cristo Rey Academy, aligning our efforts to empower young women as leaders in their lives and communities. By leveraging each organization's strengths and focusing on ASP's eight dimensions of development, we're driving deeper impact and meaningful outcomes together.



Paramount Global Creating Apprenticeships that Promote Diversity and Development in the Workplace

In the initiative's second year, Paramount Global hosted 11 interns and created six apprenticeships (for a total of 17 since the program began). They also produced and aired an ASP promotional video



narrated by *The Daily Show* host Roy Wood Jr., hosted a Storytellers Lab Branding & Networking Workshop with FUBU co-founder & CEO J. Alexander Martin and sponsored our CEO Roundtable "Collaborating for Change: Creating New Approaches to Youth & Community Development."

National Academy Foundation Reshaping America's Workforce, Today, Tomorrow and Always

We are excited to officially welcome NAF under the Dallas Works umbrella. This partnership brings NAF's 2025 internship cohort into our network. A subgroup of these students participated in our Internship Prep Bootcamp, and we will coordinate and conduct data collection and outcome reporting for both students and supervisors across all Dallas Works programs. Together, these efforts will help us deepen our understanding of the Dallas internship ecosystem and create high-quality internship experiences for every young person ready to seize the opportunity.

Dallas College Preparing College Students for 21st-Century Workplace Success

In 2024, ASP was invited by Dallas College to deliver Performance of Leadership workshops for students involved in P-TECH dual degree programs at North Lake Early College High School and



Singley Academy. We also partnered with KPMG, Moss Adams, RBC Capital Markets, TAC and Willis Towers Watson on leading Performance of Leadership and Communications & Confidence workshops for Dallas College.

JPMorgan Chase Setting the Standard for Corporate Leadership and Youth Development

JPMorgan's exemplary commitment to our young people and our mission continued in 2024 with the sponsorship of 50 internships across every All Stars region. The company has set a powerful example over the last 25 years, sponsoring more than 560 internships—the most by any single partner—and championing DSY supervisor training as a key component of junior executive development. JPMorgan Foundation's financial support has been equally impressive, with a total of \$560,000 contributed over the years, including a recent leadership gift to our Dallas Works initiative.

Dallas Works

Powered by All Stars Project

Recognizing the ASP’s long-standing success in youth and workforce development, Dallas Mayor Eric L. Johnson named ASP the official nonprofit partner to reimagine and relaunch the 2025 Dallas Works Summer Youth Employment Program. Now powered by ASP, Dallas Works is preparing the next generation with hands-on career experiences that build practical skills and open doors to future opportunity. We reached our goal of engaging more than 1,000 young people, working with Dallas College and the University of North Texas at Dallas.

Our reach continues to expand, thanks to a partnership with NAF. Together, we are combining proven strategies, expanding paid internship opportunities and creating a unified, citywide system for workforce development. We are proud to be revitalizing and reimagining Dallas Works, which will offer 220 paid internships in 2025.

“I am very proud to share that we have partnered with...the All Stars Project, a national leader in youth development, to introduce a new chapter of Dallas Works...which will provide paid summer internships and workforce development opportunities to our city’s high school and college students. With the help of the All Stars, we are preparing our youth for success—not just this summer, but success for the rest of their lives.”

– Dallas Mayor Eric L. Johnson



By mapping the city’s internship ecosystem, sharing data and best practices, and setting a new standard for partnership and scale, we are building a “big tent” model. This approach brings together nonprofits, businesses, schools and public agencies working collaboratively to maximize opportunity and lay the groundwork for a best-in-class blueprint that can be replicated.



SCAN CODE to watch a video clip of Hunt Consolidated Energy Chairman and CEO Hunter Hunt’s remarks at the Dallas Works Press Conference



SCAN CODE to view the Dallas Works website

Dallas Works Funders

Thanks to our generous sponsors who have been instrumental in helping ASP raise \$700,000 (as of July 31, 2025) in private funding to fuel this effort and expand opportunity for Dallas youth:

- Accenture LLP
- Ashley & Greg Arnold
- Brennan Potts & Accelerate Infrastructure Opportunities
- Bank of America
- Comerica Bank Charitable Foundation
- Communities Foundation of Texas – W.W. Caruth, Jr. Fund
- JPMorganChase
- KPMG U.S. Foundation
- Ms. Gillian Teichert
- The Addy Foundation
- Mr. & Mrs. Allen Questrom

Internship Hosts and Sponsors

Dallas Works is made possible by an outstanding roster of internship hosts and sponsors, including:

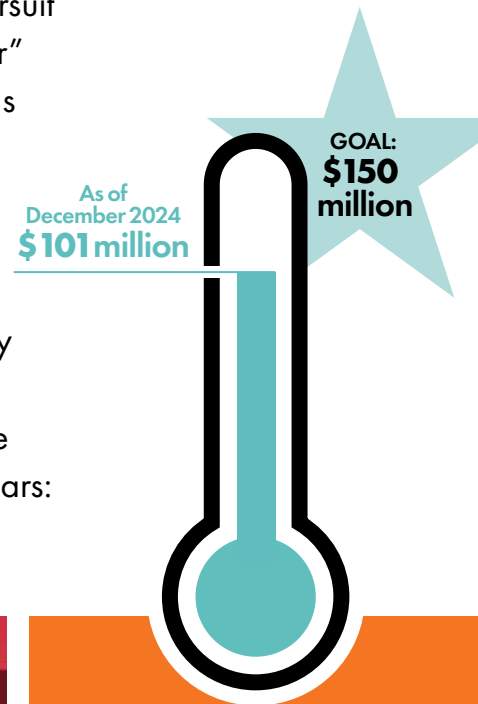
- Accenture LLP
- AECOM
- All Stars Project of Dallas
- AMLI Residential
- Bank of America
- Bank of Texas
- Cynt Marshall
- City of Dallas
- Crossroads Community Services
- Dallas College
- Dallas Regional Chamber
- EY
- Girlstart
- Hunt Consolidated
- Jill and Mark Meyer
- JPMorganChase
- Junior Players
- KFM Engineering & Design
- TACenergy
- VolunteerNow

Program Partners

- Big Thought
- Commit Partnership
- Dallas Citizens Council
- Dallas College
- Dallas Independent School District
- Dallas Regional Chamber
- NAF
- Paul Quinn College
- University of North Texas at Dallas

Becoming All Stars Campaign

Our Becoming All Stars Campaign quickly gained traction in its pursuit of “Creating Communities of Development, with Youth at the Center” upon going public in May 2024. We are delighted to report that as of December 2024, **\$101 million was raised** of the \$150 million required to transform 100,000 young lives by 2027. Since the Campaign started in 2018, over **9,000 generous and philanthropic households**, foundations and partner organizations have joined us in uplifting youth impacted by poverty in Chicago, Dallas, New Jersey, New York, the San Francisco Bay Area and virtually nationwide. Every gift you give invests in the future of the extraordinary young people across four campaign pillars: **Programs, Presence, People and Partnerships.**



BECOMING ALL STARS CAMPAIGN

10 years (2018-2027)

Creating Communities of Development,
with Youth at the Center

WE'RE ON A MISSION:

\$150 million

10 years

**100,000 Young Lives
Transformed**

We were deeply proud to launch the public phase of the Becoming All Stars Campaign with a transformative gift for the All Stars Project of Chicago: \$2.5 million from **The Leslie J. Raffel Foundation** for the long-term success of our DSY leadership development program. In recognition of this generous investment, on November 20, 2024, we officially renamed our DSY program in Chicago as The Leslie J. Raffel Development School for Youth. This is just one of many stories of impact and legacy we were honored to witness in 2024 as the Becoming All Stars Campaign inspired “involvement philanthropy” across the nation.



Becoming All Stars Leadership Champions

Thanks to our philanthropic partners who have contributed \$1 million or more to the Becoming All Stars Campaign since 2018:

C. Michael & Anne Armstrong

Ashley & Greg Arnold

Kate Barton

Margo Cook and Renee Cohen

EY and EY Partners

Sari Hornstein, Ph.D.

Hunter and Stephanie Hunt

Peter and Dana Langerman

Edward and Julie Malmstrom

John and Susi Manley

Maria and Barry Morris

Suzu and David Neithercut

RBC Capital Markets and

RBC Foundation

The Leslie J. Raffel Foundation

Rich Sokolow and Sharon Tomao

Gillian Teichert

Amy Weinberg and Norbert Hornstein



Reimagining All Stars Project on 42nd Street



We are reimagining All Stars Project on 42nd Street as a new shared destination for youth to grow through the arts and the workforce.

As a special strategic initiative of the Becoming All Stars Campaign, in 2024, the ASP's National Board of Directors approved plans to reimagine and renovate our 42nd Street location in NYC that we originally purchased in 2002.

The new Center will continue to feature ASP's hallmark arts and leadership programs, enabling us to grow our reach and impact thousands more youth across NYC with our world-class, free-of-charge programs.

Our big vision is to create a center for the future by establishing a **multi-nonprofit home for youth development** and providing shared, collaborative spaces for ASP and other organizations to reach more young people in New York City and their communities. We are proud to be creating a beacon of partnership in the nonprofit community, and providing even more opportunities for our young people to grow as a result!



The financial investment needed to fully reopen ASP's 42nd Street Center totals \$10 million, and we welcome gifts of all sizes to make this vision a reality. We warmly invite you to share your family, company or foundation's commitment to the NYC community through a naming opportunity of the Center, a theater, or a classroom space within. Naming opportunities range from \$250,000 to \$5 million.

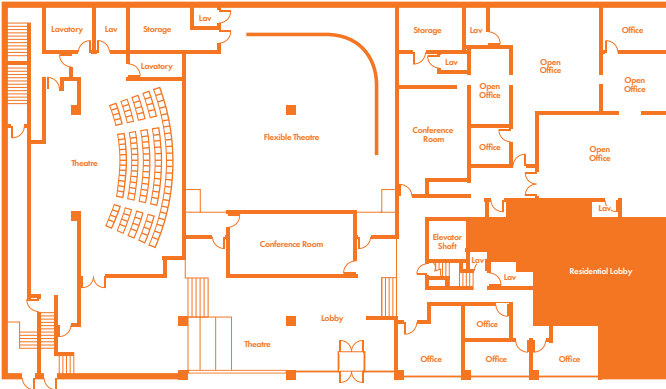
The ASP leadership trio of Jenny Zak (Chief Development Officer), Shadae McDaniel (SVP, Programs and Strategic Initiatives) and Diane Stiles (VP/Director, ASP of NY) are making the new vision for 42nd Street a reality.

**SCAN CODE to
learn more about our
42nd Street Center**



About the Facility

- 31,000 square feet
- 160 feet of frontage on 42nd Street
- Three theaters
- Six classrooms
- Offices
- Conference room
- Meeting rooms
- Once home to the Armory of the 77th "Statue of Liberty" Division of the U.S. Army Reserve



Street Level Theater



Street Level Flexible Theater

Renovations and Improvements in Progress

- Reconfigure space to enable sharing with nonprofit tenants
- World-class improvements to each theater including lighting, audio/visual equipment and seating
- New furniture, lighting, art and design throughout to create a welcoming, inclusive space for youth from across NYC



A new chapter is unfolding for All Stars Project of New York and our Performing Arts and Development Center on West 42nd Street. We are transforming this unique space into a world class, multi-nonprofit hub that will serve as both a growth destination for young people across the city and a powerful resource for organizations dedicated to arts education, performance and workforce development. This is the time for bold and collaborative leadership. I look forward to working with our exceptional leadership team – Shadae McDaniel, Diane Stiles and Jenny Zak — and all of you as we expand our impact, build community and create new possibilities for the future of our city.

—Chris Street,
President and CEO,
All Stars Project



Special Thanks

We are deeply grateful to our early investors, who, as of July 2025, have donated \$3.6 million toward reimagining 42nd Street:

Kate J. Barton

Nathaniel H. Christian, III

Sir Clive Cowdery

Sari Hornstein

Gabrielle L. Kurlander
and Chris Street

Peter A. Langerman

Edward C. Malmstrom

Ken and Jodi Meyerson

Maria and Barry Morris

Joe Peiser and

Andrea Knapp

Blakely and John
Stinebaugh

Gillian M. Teichert

Amy Weinberg and
Norbert Hornstein

Eric Wenberg

Contact Jenny Zak, Chief Development Officer at jzak@allstars.org, or call at 212-356-8441 to set up a conversation, site visit or introduction to the NYC youth we are proud to impact with your support.

Applauding Our Philanthropic Partnerships

We continue to be grateful for the thousands of people, companies and foundations that made gifts from \$10 to over \$1 million to ASP in 2024. Without you, we could not offer our free, proven programming to underserved youth across the country.

We will always remember 2024 as the year that we publicly launched our 10-year Becoming All Stars Campaign, with a goal to raise \$150 million by 2027 and transform over 100,000 young lives. The campaign was received with a warm welcome from you and was answered with your financial support, volunteer time, internship opportunities, coaching expertise and sponsorships.



We often hear that our model of involvement philanthropy resonates deeply with those who want to take action in helping transform the lives of underserved young people. And it is not just one life that is transformed in these instances; we know that each time you engage with the youth we reach, you grow too.

Meet the All Stars Project Fundraising Cabinet



CHAIR
Jenny Zak
Chief Development
Officer



Pat Delgado
Senior Director of
Corporate and
Foundation
Relations



Ted Gebhardt
Senior Director of
Development/
ASP of Dallas



Amy Kaczmarek
Senior Director of
Development/
ASP of Chicago



Sam McKenzie
Senior Director of
Development/
ASP of New Jersey
and SF Bay Area

Board and Volunteer Leadership

Board of Directors



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VICE CHAIRS

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Peter Langerman
Franklin Mutual Advisers, LLC
(retired)

SECRETARY

Marc D. Ganz
EY

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All Stars Project, Inc.

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Goldman Sachs

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Dentons

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Long Beach

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Lori Messer
RBC Capital Markets

Ken Meyerson
CBRE

Suzu Neithercut

Benjamin L. Nortman
Hilco Global

Joseph Peiser
Aon

Mitchell Steir

Blakely Stinebaugh

Gloria Strickland
All Stars Project, Inc. (retired)

Gillian Teichert

John Thurlow
RBC Capital Markets

Amy Weinberg, Ph.D.
University of Maryland



Members of the Executive Committee of the Board

Corporate Partnerships

Driving Transformational Growth

Each year, ASP partners with hundreds of corporate leaders to open new pathways for underserved youth across the country. Through bold thought leadership, hands-on volunteerism and sustained funding support, our partners create powerful opportunities that help young people grow, perform and lead. Increasingly, these partnerships span multiple cities and years, evolving into deep, multi-regional collaborations that drive transformational impact in our communities. We are proud to highlight a few of the extraordinary companies and leaders with whom we are helping shape the future.

EY

25 Years of Purpose, Performance and Partnership

EY has been a cornerstone champion of ASP's national movement for 25 years, setting a powerful standard for what corporate partnership can create. In every ASP region, EY has shown up with heart, consistency



and impact. Their deepening commitment has included hosting dozens of professional development workshops, sponsoring more than 400 life-changing summer internships and engaging hundreds of volunteers in mentoring, coaching and event leadership. In 2024, we proudly honored **Alysia Steinmann** (Office Managing Partner, NYC Metro Area) at our National Gala, celebrating her leadership and the strength of the EY community. With over \$1.5 million in corporate support over the years and dedicated leaders such as **Marc Ganz** (Secretary, All Stars Board of Directors), **Abdul Ajani** (ASP of NJ Board), **John Gunn** (ASP of SF Bay Area Board) and **Jay Fenlaw** (ASP of Dallas Board), as well as leadership support from EY alumni **Kate Barton** and **Lisa Lim**, EY's culture of commitment continues to inspire us all.



Kia

Driving Opportunity for Young People in New York and New Jersey

Kia has been a growing philanthropic champion of our youth development movement since 2023, donating \$150,000 in support of our programs in New York and New Jersey. In just a short time, Kia has already made a lasting impact—hosting professional development workshops, participating in events in both regions and showing up consistently for our young people. Led by champion **James Hannah** (Retail Marketing Manager) and the entire Kia team, this partnership is rooted in care, community and a belief in the potential of young people. We are proud to call Kia a partner and look forward to deepening this impactful work together.



AMLI Residential Building Bridges and Opportunity in Dallas and Chicago



For over a decade, AMLI Residential has invested in building brighter futures for youth in Chicago and Dallas. From hosting 33 summer internships (including two this summer) and career development



workshops to leading Community Action Day walks and celebrating with our students at graduation, AMLI has been all-in. Under the leadership of **Greg Mutz** (Chairman and CEO), **Taylor Bowen** (ASP of Dallas Board), **Amber Lovelace-D'Aloise** (Dallas DSY Trustee) and **Kenneth Veltri** (ASP of Chicago Board), AMLI has created a model partnership. We recently recognized Greg for his impactful leadership in Chicago and celebrated Taylor for his commitment to our young people in Dallas—both incredible leaders who ensure AMLI continues to open doors and empower youth to dream big.

Gilead Sciences and Gilead Foundation Transforming Lives Through Coaching and Health Opportunity Access

Gilead Sciences and Gilead Foundation has become ASP's largest Development Coaching partner, powering our programs in San Francisco and New Jersey with unmatched care and engagement.



In 2024 alone, 64 Gilead team members volunteered as coaches, helping young people gain confidence, build relationships and envision new futures. Gilead also hosted workshops at their new New Jersey



campus and recently committed \$100,000 in support of development programs focused on exposing young people to healthcare and other industries. We were proud to recognize **Valerie Brown** (Board Chair, ASP of SF Bay Area) at our 2024 National Gala and continue to be inspired by leaders such as **Federico Pacheco** who helped grow and evolve this partnership. Gilead is a powerful example of how corporate leadership can make a direct, lasting and deeply human impact in the lives of our youth.

S&P Global Empowering the Next Generation of Leaders



First introduced in 2024, S&P Global has quickly become a standout partner in the ASP community. Introduced by longtime ASP builder and S&P Global Board member, **Maria Morris**, and championed internally by **Girish Ganesan** (Chief People Officer), S&P Global has embraced our mission with purpose and enthusiasm. Just this year, S&P Global has led professional development workshops, participated in youth events (including Girish being the keynote speaker at our DSY Graduation) and invested over \$50,000 through event sponsorships. S&P Global also made the "leadership play" to sponsor two first-time internships in 2024 and has committed to doubling that support in 2025. The growing engagement from the S&P community is a powerful reflection of their belief in creating meaningful opportunities for young people, and we are excited to continue building this transformative partnership together.



Society for Racial Harmony

Planned Giving Society

The Society for Racial Harmony is a special group of supporters who have committed to backing the ASP programs through their estate planning. This 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 ASP initiatives in the last 20 years to foster the development that can create racial harmony.

The Society for Racial Harmony Members

Rosemary Ames†	Margot A. Durrer†	John and Susi Manley	Blakely and John Stinebaugh
C. Michael and Anne Armstrong	L. Thecla Farrell	Jessica Marta	Gillian Teichert
Jeffrey Aron	John A. Forbes	Susan Massad†	George A. Van Pelt†
Martha J. Avstreich-Ross	Joseph A. Forgione†	Maria and Barry Morris	Jean F. Waldman†
Kate J. Barton	David I. Ganz	Timothy D. Neiman	Glenroy Wason
Elizabeth G. Black	Peter C. Gould†	Claude Owen†	Mary A. Weber
Mark and Peggy Bley	Helen G. Grunebaum†	Joel Press†	Amy Weinberg and Norbert Hornstein
Cheryl Dolinger Brown	Carolyn Hamilton	Mort and Leora Rosen	Agathe Wulkan†
Theodore Chu†	Jean Reed Haynes†	Alice A. Rydel	
Margo Cook and Renee Cohen	Gabrielle Kurlander and Christopher Street	Susanne Schnitzer†	
Susan C. Davies	Donald Leonard†	Royce N. Smith†	
Michael J. Dean†	Deborah A. Linn	Richard Sokolow and Sharon Tomao	
	Edward C. Malmstrom		

† Deceased



“We have worked with numerous nonprofit organizations that support underserved youth, and the All Stars Project stands out with an approach unique in its emphasis on the “power of performance.” This dynamic methodology fills a critical gap that we haven’t seen addressed in other programs.

By partnering All Stars with other youth-engaged nonprofits, we have helped bring this transformative approach to a broader community—ensuring that even more young people gain life skills that are both invaluable and enduring.

We are proud to continue supporting the All Stars and its vital mission for many years to come.”

– Mark and Peggy Bley

Investing in Our Team

Growing Our Impact

ASP is committed to investing in the professional growth and leadership development of its team and provides staff with a range of opportunities to deepen their expertise, expand their perspectives and connect with leaders across the organization.

We kicked off 2024 with a “Vision Tour: Growing Our Impact, Building Our Future,” which brought our new CEO, Chris Street, to each market to share his vision and, along with newly minted SVPs Antoine Joyce-Roach and Shadae McDaniel, to connect ASP staff with each other and to enhance collaboration. In addition, program and development leaders attended a two-day intensive training to advance their skills.

Pro Seminar Series

A key driver of our continued success and innovation is the Pro Seminar Series led by board members Gabrielle Kurlander, founding CEO (1989-2023), and Gloria Strickland, former senior vice president of ASP. Designed to cultivate emerging staff leadership across the country, this four-week program serves as a cornerstone for advancing our strategic goals through enhanced collaboration, partnership and national impact.

Held twice annually, the Pro Seminar offers an in-depth exploration of the core concepts and philosophies that power our transformative work. It equips our leaders with a deep understanding of our cutting-edge approach to human development and performance as a catalyst for growth. In addition to thought-provoking assigned readings, participants engage in dynamic discussions with ASP leaders and special guest speakers, fostering critical dialogue and collective conversation.



Philanthropic Partner Honor Roll

Individual and Private Fund Philanthropic Partner Honor Roll

\$200,000+

The Armstrong Foundation
Ashley & Greg Arnold
Sari Hornstein, Ph.D.
Peter and Dana Langerman
John and Susi Manley
Suzu and David Neithercut
Ms. Gillian Teichert
Amy Weinberg and
Norbert Hornstein

\$100,000-\$199,999

Margo Cook and Renee Cohen
Gabrielle Kurlander and
Christopher Street
Maria and Barry Morris
Estate of Susanne Schnitzer

\$50,000-\$99,999

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Malmstrom
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Mr. Mark Perry
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Ave Tucker and Dianne Bostick
Mr. Eric Wenberg
Mr. Drew Williamson and
Ms. Jill Jarrett

\$25,000-\$49,999

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Mr. Michael Scarsella
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Whalley Foundation
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Ms. Rita DiMatteo
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Ms. Elissa Levy
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Lori Messer
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Mr. Daniel Wan and
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 Mr. Abdul Ajani
 Bobbie Arnold Atkinson
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 Mr. Gary Benerofe and Ms. Jenny Wu
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 Ms. Lori A. Cox
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 Mr. Alan Doshier
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 Mr. Benjamin Grant
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 Dr. Raymond V. Wedderburn
 Mr. Peter Werner
 Ms. Allison Strouse Williams
 Ms. Victoria Wilson
 Amanda Wozniak and Eric Braverman
 Mark and Stacey Zoland
 Mr. Chris Zweidinger
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\$1,000-\$2,499

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Ms. Lillian C. Jersa
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Dr. E. Patrick Johnson and
Mr. Stephen Lewis
Mr. and Mrs. David R. Jones

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Mr. Andrew Moss
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Mr. Brandon Munroe
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 Mr. and Mrs. Cullen Thomason
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Philanthropic Partner Honor Roll

Corporate and Foundation Philanthropic Partner Honor Roll

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EY

Gilead Sciences and
Gilead Foundation

Leslie J. Raffel Foundation

NorthShore University
HealthSystem

Paramount Global

\$50,000-\$99,999

Aon

Arch Insurance Group

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KPMG and KPMG Foundation

M.B. & Edna Zale Foundation

Marshall Wace

New Brunswick Development
Corporation

New England Patriots Charitable
Foundation Inc

Onyx Equities

PSEG

PwC Charitable Foundation

RT Specialty, LLC

S&P Global

Anonymous

\$25,000-\$49,999

AIG

Bank of America and
Bank of America Charitable
Foundation

CBRE

Cushman & Wakefield

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Financial Statements

Statement of Activities

Year Ended December 31, 2024

Revenues, Gains and Other Support

Contributions	\$13,691,501
Special Events	1,485,918
In-Kind Donations	67,353
Grant Revenue	153,976
Other Revenue	136,149
Total Revenues, Gains and Other Support	\$15,534,897

Expenses

Performance-Based Programs	\$2,101,077
Development School for Youth and Development Coaching	4,356,837
Strategic and Thought Leadership Initiative	1,939,573
Operation Conversation	1,249,540
Management and General	1,459,406
Fundraising	2,123,904
Total Expenses	\$13,230,337

Change in Net Assets from Operating Activities	\$ 2,304,560
Non-Operating Activities (Investment Income)	1,817,176
Change in Net Assets	\$4,121,736

Statement of Financial Position

As of December 31, 2024

Assets

Cash and Cash Equivalents	\$2,638,242
Investments, at Fair Value	8,384,579
Contributions Receivable	9,226,939
Prepaid Expenses and Other Assets	422,512
Fixed Assets	5,879,505
Right of Use Assets (Lease Assets)	1,540,600
Total Assets	\$28,092,377

Liabilities

Accounts Payable and Accrued Expenses	\$601,700
Mortgage Payable	7,057,985
Lease Liability	1,619,240
Total Liabilities	\$9,278,925

Net Assets	\$18,813,452
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Total Liabilities and Net Assets	\$28,092,377
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