



CREATING AFTERSCHOOL DEVELOPMENT

2013 ANNUAL REPORT



NEW YORK | NEWARK | BRIDGEPORT | CHICAGO | DALLAS | SAN FRANCISCO



On the cover: All Stars Project of New Jersey Scott Flamm Center for Afterschool Development, Newark.

Above: All Stars Project's national headquarters on West 42nd Street, New York City.

DEAR FRIENDS:



I

am pleased to report that 2013 was a remarkable year for the All Stars Project and our efforts to establish Afterschool Development as a new way to engage poverty.

Far too many young people and families are suffering the painful isolation and stigma of poverty. They are left with little experience of the world, a limited sense of themselves as learners and even less hope. We have shown that Afterschool Development is impacting in profound ways and enabling them to transform their lives. It works!

Thanks to the support of thousands of wonderful volunteers and donors who comprise the All Stars community, we are able to invite poor youth — and, increasingly, adults — to perform and create free developmental learning experiences that help them grow dramatically and live more fulfilled lives. As I share this 2013 report filled with so much success and accomplishment, it is with a proud recognition that Afterschool Development is catching fire across America!

Last year we involved a record number of people nationally, speaking face-to-face to over 22,000 young people living in poor communities, while raising \$8.8 million from the private sector, the most in our history. We expanded our national geographic footprint — launching the All Stars Project of Dallas and the All Stars Project of Bridgeport. And, in its first full year, our dynamic new Scott Flamm Center for Afterschool Development in Newark welcomed 5,000 visitors. The upcoming pages capture this energy and impact!

Given this rapid growth and expansion, we created an updated mission and vision for the All Stars Project to direct us as we continue to create the future that all people deserve. I am pleased to share them with you in this report.

Thanks to all of you who helped to make so much growth possible in 2013. I look forward to the many ways we can work together in the years ahead. You are making a difference!

Sincerely,

A handwritten signature in black ink that reads "Gabrielle L. Kurlander".

Gabrielle L. Kurlander
President and CEO



MISSION

The All Stars Project transforms the lives of youth and poor communities using the developmental power of performance, in partnership with caring adults.

VISION

By 2020, the All Stars Project will be recognized as America's leader in Afterschool Development, a new way of engaging poverty.

In 2013, the All Stars Project created new plans to develop our talent pipeline and training programs, advance our organizational model, and unveil a new mission and vision for the organization.

MetLife Helps All Stars Onto the Next Stage

Building on more than a decade of partnership, the MetLife Foundation and MetLife executives played a very important role in the All Stars strategic planning project. In addition to generous \$100,000 support for All Stars Project's programs nationally, we received a special \$150,000 grant from the MetLife Foundation for the project's implementation phase. Maria R. Morris, MetLife EVP and ASP National Board Vice Chair, led the project's advisory team, and Tom Jasinski, VP-Global Head of Organization Design and Change Management, contributed his invaluable expertise to the redesign of the All Stars organizational model.

Special thanks to Carla Ogunrinde and all the staff, donors and volunteers who gave valuable input.

CORE PROGRAMS



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



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



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



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

ALL STARS COAST TO COAST



New York City

Our first and largest center of program and community-building activity and the site of our national headquarters, ASP of New York continues to grow in programs and in number of participants, with over 15,000 young people and adults participating in programs and over 16,000 visiting the center and attending theatrical productions in 2013.

New Jersey

In the grand opening year of the Scott Flamm Center for Afterschool Development, All Stars programs touched the lives of more than 2,000 young people in Newark and surrounding communities. Developing partnerships — including with institutions such as the Aljira Center for Contemporary Art, the Metropolitan Baptist Church, Boys and Girls Club of Newark and Montclair State University — continued to extend All Stars reach.

Bridgeport

New The All Stars is engaging hundreds of teenagers and youth in creative performance and leadership development activities, including building new bridges between Bridgeport's youth, caring adults and businesses from affluent communities in Fairfield County, CT and northern Westchester County, NY. A youth leadership team of 25 Bridgeport youth produced a talent show at Bassick High School and mingled with donors at cocktail reception in Greenwich.



Chicago

All Stars Project programs continued to make a difference in poor communities grappling with extreme violence and despair. Mayor Rahm Emanuel and local media recognized All Stars for leading Chicago Community Action Day, a grassroots initiative that engaged over 1,000 Chicagoans in new, developmental conversations about violence. Led by the ASP of Chicago Advisory Committee, the business community continued to deepen its partnership with young people, over 2,300 of whom were reached during 2013.



Dallas

New

The All Stars Project has been working in West and South Dallas — the city's poorest neighborhoods — inviting young people to participate in the talent show network, having over 1,300 face-to-face conversations about growth and development with young people and families. In December, dozens of young people, volunteers and donors travelled from their neighborhoods to attend the very first Dallas All Stars talent show.

San Francisco

In the San Francisco Bay Area, All Stars is seen as an organization that "has a lot to bring to the table." Program Director Dr. Elouise Joseph won a 2013 Jefferson Award in recognition of her life-transforming work with youth, and the All Stars touched more than 4,900 people from the hardest-to-reach communities and built new partnerships including with the office of San Francisco's district attorney.

CREATING AFTERSCHOOL DEVELOPMENT



2013

marked the 10th anniversary of the All Stars Project on 42nd Street, the world's first center devoted to performance and development, with an October event honoring leaders of the \$32.5 million campaign that funded this visionary project. Over the last decade, the center has been the hub from which the All Stars has grown our influence as America's pioneer for Afterschool Development, welcoming more than 250,000 people from NYC and more than 30 countries.

UX celebrated its third birthday by welcoming a record number of students — over 900 (80% of whom were adults) — who were coached by 22 development coaches, took 53 courses and workshops, participated in monthly programs like *Performing and Developing with Diabetes*, and went on 22 cosmopolitan and cultural outings around New York City.

Now in its eighth year, **Operation Conversation: Cops & Kids**, the All Stars and NYPD partnership program, led by ASP co-founder, Dr. Lenora Fulani, involved over 250 police officers and young people in workshops and more than 1,700 police trainees and community members in public Demonstration Workshops.

The **Castillo Theatre** teamed with the New Yiddish Rep on a critically acclaimed world premiere production (and sold-out run) of *Waiting for Godot* in Yiddish. Over 6,900 New Yorkers and other visitors enjoyed the 2013 season, which also featured co-productions with the New Federal Theatre, a hip-hop workshop featuring **Youth Onstage!** performers and the musical *Carmen's Place (A Fantasy)*.



DIRECTV Ground-Breaking Marketing Campaign Raises Bar on Corporate Partnership Activities

DIRECTV produced a new print and video campaign highlighting the impact of All Stars programs through the voices of alumni. Led by **Paul Guyardo**, Executive Vice President and Chief Revenue and Marketing Officer, a talented team of DIRECTV executives and employees produced a powerful new look at the All Stars' pioneering, performatory approach to youth and community development. Visit <http://allstars.org/directvhelps> to learn more about this extraordinary \$250,000 combined pro-bono and charitable investment.

Across the country, the corporate community gave more than ten thousand hours of time and talent to build our programs, through ongoing national partnerships with Ernst & Young, JPMorgan Chase, Latham & Watkins, MetLife and Viacom, and with more than 200 local corporate partnerships.



Thought Leadership

Dr. Lenora Fulani was a featured speaker at the American Educational Research Association April 2013 annual meeting in San Francisco, presenting her new special report, *The Development Line: Helping the Poor to Grow*. All Stars VP, **Dr. Bonny Gildin** hosted Dr. Fulani and Johns Hopkins **Professor Karl Alexander** at a June Institute for Afterschool Development roundtable at the Flamm Center.

Conversations with **Dean David Chard**, Annette Caldwell Simmons School of Education and Human Development, Southern Methodist University, launched All Stars-SMU partnership activities, beginning with a symposium for Dallas non-profits and a policy roundtable.

New All Stars Cities

The **All Stars Project of Dallas** officially opened its doors in 2013 through the generosity of Dallas philanthropists Hunter and Stephanie Hunt, and a growing circle of individual donors, community and business partners and volunteers who actively support the program. Dallas Mayor Mike Rawlings invited All Stars to be part of a task force he created to fight poverty in one of the country's wealthiest cities.

The **All Stars Project of Bridgeport**, our sixth city, launched thanks to the efforts of Charlie and Georgia Adams, Linda and Phil Andryc, Nancy and Mark Taylor, Frances and Stephen Rowland and more than 50 individuals and families, living near Connecticut's poorest city. Charlie Adams and Pamela A. Lewis, ASP VP of Youth Programs, met with hundreds of people from all walks of life about building bridges between affluent suburbs and inner-city communities. Enthusiasm for performance and development is definitely growing in Bridgeport!



In the Community

.What's the secret to how the All Stars Project was able to connect with over 22,000 people in 2013? Good old-fashioned community organizing! Around the country, All Stars teams stood on street corners, knocked on housing project doors and partnered with community organizations in poor communities. Community meetings hosted by Dr. Lenora Fulani and Pam Lewis introduced multigenerational audiences to the importance of Afterschool Development.

2013 BY THE NUMBERS



6

All Stars cities



100%

of young people surveyed
said **Operation Conversation:**
Cops & Kids played a
positive role in promoting
communication



180

Development School for
Youth partnering
corporations



3,801

Number of
donations



5,380

Visitors to the **Scott Flamm**
Center for Afterschool
Development in
Newark



16,733

Visitors to the All
Stars Project on
42nd Street



256

Development School for
Youth summer
internships



1,000

Chicagoans surveyed by
225 All Stars-organized
volunteers on Chicago
Community Action Day



2,354

Talented Volunteers



19,404

Program participants
nationally



43,184

Total number of people
reached and touched
by ASP in 2013



\$8,800,000

Dollars raised

GIVING THE ALL STARS WAY



For over 32 years, our invested supporters and donors have been at the heart of making our youth programs possible. The All Stars Project is 100% privately funded, primarily through contributions from individuals, and with a growing base of corporate and foundation donors. In 2013, more than 3,800 people and companies made generous donations to our programs, for a total of \$8.8 million in private support.

Supporting the All Stars Project means investing in cutting-edge innovations in Afterschool Development. Our visionary leaders in this effort are members of our **President's Committee** — more than 500 people who give \$1,000 or more each year. Members support the national programs and local chapters of the All Stars.

The All Stars model of philanthropy is *involved philanthropy* — we bring our donors in as partners in creating our programs with us. Each year, more and more supporters participate in events, host workshops for students, lead mock job interviews for the DSY, supervise and involve their companies in hosting DSY summer interns, serve as development coaches for UX or help students in Youth Onstage! classes and productions.

And our supporters are on the frontlines of our continued growth — leading our expansion efforts, strategic planning processes, and involving peers and friends in growing the All Stars. Our supporters partner with the All Stars and our young people to take ownership for all aspects of our growth!

INVOLVEMENT PHILANTHROPY



SOCIETY FOR RACIAL HARMONY



Everyone who participates in and supports All Stars inspires me. The young people are having fun, and fun is compatible, motivational and effective for development... Gabrielle Kurlander has a wonderful vision for the future, and my heartfelt desire is that we will continue over the next 25 years to make even more of a difference. — C. Michael Armstrong

The Society for Racial Harmony (SRH) 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 SRH 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 twenty years to foster the development that can create racial and social harmony.

The Society for Racial Harmony Members

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Donald Leonard	Jean F. Waldman*
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Debra London	Agathe Wulkan
Edward C. Malmstrom	*deceased

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

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

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STATEMENT OF REVENUE AND EXPENSES

Year Ended December 31, 2013

Revenues, Gains and Other Support

Contributions	\$ 6,963,360
Program Revenue	184,988
Net Special Events Revenue	1,394,685
In-kind Donations	246,769
Interest and Dividends	4,093
Realized and Unrealized Loss on Investments	(12,850)
Change in Value of Split-Interest Agreement	19,379
Other Revenues	2,401

Total Revenues, Gains and Other Support

\$8,802,825

Expenses

All Stars Talent Show Network	\$ 2,106,903
Development School for Youth	1,759,086
Castillo Theatre	947,992
Volunteerism and Education	883,054
Youth Onstage!	610,478
Operation Conversation: Cops & Kids	184,726
Management and General	831,512
Fundraising	1,457,470

Total Expenses

\$8,781,221

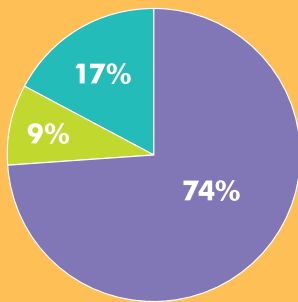
Change in Net Assets

\$ 21,604

Ratio of Program Services to Total Expenses

73.9%

EXPENSES



■ Program Services
■ Fundraising
■ Management and General

BALANCE SHEET

Year Ended December 31, 2013

Assets

Cash and Cash Equivalents	\$ 2,426,187
Investments	2,206,161
Contributions Receivable	264,937
Prepaid Expenses and Security Deposit	156,208
Beneficial Interest in Remainder Trust	242,736
Fixed Assets – Net	13,824,310

Total Assets

\$19,120,539

Liabilities and Net Assets

Accounts Payable and Accrued Expenses	\$954,933
Mortgage Payable	10,699,838
Loan Payable	720,000

Total Liabilities

\$12,374,771

Net Assets

6,745,768

Total Liabilities and Net Assets

\$19,120,539

For complete audited financials visit www.allstars.org



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