Dear Friends,

In our work, we are fortunate to be able to create deep connections with our young people. We get to hear about their hopes and plans, their innovative ideas, and their daily lives. We also hear about their fears and frustrations. It was listening to youth in southeast D.C. calling for access to quality jobs that inspired the birth of Urban Alliance back in 1996. Listening to our students now, it is clear that the kinds of jobs, training, and networks needed for lifelong economic self-sufficiency are still out of reach for too many of our young people.

Our students remind us each day that equity underlines everything we do.

The young people we serve are talented and hard-working, and they have big dreams. What they don’t often have is an open door, a way to connect to the jobs and opportunities right in their own cities. We hear this again and again from our students.

The truth is that opportunity is not equally distributed. It never has been. And gaps in opportunity lead to gaps in achievement that only widen over time. This divide results in a staggering loss of potential, and a generation in which 4.6 million young people are unable to connect to further education or employment, even in a nation with 6.7 million unfilled jobs. This state of affairs is unsustainable, both ethically and economically.

So when we provide a young person with a job, it is really so much more than that. A job is the key that unlocks access to the professional world for the first time, to critical employability skills training, to mentoring from seasoned professionals, to respect, to belonging, and to new possibilities for their future.

Early employment gives our interns a new understanding of the world and what it can be. They know that they now have the tools they need to reach for more, and begin to narrow the opportunity gap. And they know that this first open door is just that – only the first of many.

In these pages, you’ll hear directly from our students about the barriers they’ve faced when trying to build brighter futures, and how access to quality, paid jobs put them on a pathway to success. These young men and women share so much of themselves with us, and it is a privilege to help their voices be heard.

Thank you for listening – and for your continued support.

With gratitude,

Eshauna Smith
CEO

Mary Menell Zients
Board Chair
The Equity Gap

Between lost earnings and the cost of living, an unpaid internship can cost young people as much as $12,900

CNBC

“‘I know in the city where I come from there’s a lot of problems, it’s real deep, because the youth really have no motivation, no people to help them.’”

—Tysheek Battle, UA Baltimore 2016, My Brother’s Keeper Intern

“My biggest challenge was self-doubt, simply because I came from a school in which I was judged simply because I attended a specific high school ... The self-doubt was initiated from other individuals, from outsiders looking in to me as a student who graduated from Anacostia Senior High School ... I’ve had so many people say, ‘Oh, you go to Anacostia. You must be this, you must be that.’”

—Andre Williams, UA D.C. 2011, U.S. Office of Personnel Management Intern

Growing up in neighborhoods with low economic mobility can negatively affect a child’s later earnings, likelihood of incarceration, teenage birth rates, and employment

Opportunity Insights; U.S. Census Bureau

Affluent students are 5 times more likely to obtain a bachelor’s degree by age 24 than low-income students

Pell Institute for the Study of Opportunity in Higher Education; University of Pennsylvania Graduate School of Education

“I knew my abilities, I knew what I could do, but at the same time, I doubted myself a lot, because I didn’t apply to schools I could have easily gotten into my senior year ... I really doubted myself a lot before Urban Alliance.”

—Fabio Marte, UA Northern Virginia 2016, National Capitol Contracting Intern

“The financial worry really is big and not having that worry is really important to moving forward in the right direction ... If I were to work somewhere else like at a grocery store then I wouldn’t be able to just work part-time, pay my rent, my gas, my food. I wouldn’t be able to do all those things.”

—Shaquille Brooks, UA Baltimore 2015, Legg Mason Intern

Income inequality persists into adulthood between black and white men, regardless of whether they are raised in rich or poor families

Opportunity Insights; U.S. Census Bureau

A recent survey found that young people from disadvantaged backgrounds were less likely to be employed and hold high-quality jobs than their peers from more affluent backgrounds

Brookings

4.6 million young people nationwide are disconnected, meaning they are neither in school nor working

Measure of America

“[My fellow interns] just wanted to find a way to make money or to help their families—because some people were the providers for their families, so they were just trying the best way to help their families ... [We have] pressures that are put upon us throughout our process of trying to go to high school and stay on the right path and everything—and still earn finances to assist our families.”

—William Bates, UA Baltimore 2013, Wells Fargo Intern
Unemployment is almost double in low- and moderate-income communities compared to higher-income communities

U.S. Federal Reserve

2x

Low-income students are two times less likely to be given school assignments to improve soft skills including teamwork, written communication, and public speaking than the average student.

—Tevin McGuire, UA Baltimore 2015, Legg Mason Intern

Nearly 40 percent of all adolescents live in low-income households

National Center for Children in Poverty

“A recent survey of college students found that family connections were the number one way they landed internships—43 percent found internships that way.”

—LendEDU

“I was a young person who never went anywhere outside the South Side. It was just home, school, and church. I had to learn everything, and I mean everything. I never took the CTA bus or the L train before. All this was a foreign language that I had to learn ASAP … I felt like a tourist visiting my own city even though I had been living here my whole life.”

—Robin Taylor, UA Chicago 2014, Hillard Heintze Intern

“When I was in school I wasn’t really in the real world. I didn’t understand what responsibility was … A lot of people from our area, they don’t have experiences like I had … Real talk, people are dying around my way, people are dying in the city. The homicide rate is high. It’s easy to lose your life as a black man, as a young black man too, as a young black boy.”

—Andre Williams, UA D.C. 2011, U.S. Office of Personnel Management Intern

“I’m a first-generation student. My mom, she couldn’t really help in the way in which she wanted to or which I needed her to help me in terms of guiding me into universities or undergraduate studies which I wanted to attend. She couldn’t really help me in applying to universities because she didn’t have that experience.”

—Rozzie Cribbs, UA Chicago 2016, Walgreens Digital Commerce Intern

“I grew up in the Chicago Lawn neighborhood on the South Side, where crime is rampant due to harsh economic conditions. I saw a lot of folks struggling to make ends meet. My family, as well, had our share of falling on hard times. My parents used to work for the Chicago Stock Exchange but due to layoffs when I was kindergarten, they were forced to work hard-labor jobs. So when I started thinking about my future, I imagined it would be the same. College seemed out of reach for me because the expense was just too high. And a custodial job — because it was right in front of me — seemed like the most likely path for me.”

—Leslie Ogu, UA D.C. 2013, Katten Muchin Rosenman LLP Intern

“Growing up in DC and being a person of color, specifically African American, and my family being immigrants, growing up in that type of community and that type of background, I definitely saw firsthand how there’s a lack of kind of 1) resources and 2) keys, and by keys I mean those different opportunities and those things that people have that put them ahead that aren’t necessarily always available, especially in communities where there are mostly people of color and minorities. If you’re in that type of environment it becomes really tough for people to think, ‘Oh, I can actually achieve something big, or I can have a huge career, I can be a CEO,‘ or whatever it may be, because you’re surrounded by people who may not be as directed or as driven, or may remind you that, ‘Hey, this is our situation, so you shouldn’t try and shoot for something that isn’t even possible.’”

—Leslie Ogu, UA D.C. 2013, Katten Muchin Rosenman LLP Intern
The UA Response

**90 percent** of Urban Alliance interns are accepted to college

**80 percent** of enrolled alumni persist to a second year in college

“Before joining Urban Alliance, I really didn’t know anyone who worked in an office setting … I never would have thought that I could do something like that. As cheesy as that sounds, it didn’t really cross my mind as a possibility. So it was definitely a stepping stone vision of what the world is. Honestly, it was a better possibility of success for me and my family … If I just keep working hard and keep making connections, I’m going to be set. UA was my first chance to show people that I can succeed.”

—Eddie Cotton, UA Chicago 2016, Chicago Bulls Intern

**80 percent** of all alumni are connected to a college, career, or career-training pathway one year post-program

“Urban Alliance helped me realize that I didn’t need to leave Chicago to finally have doors opened for me. I could have a completely different life right here. Long story short, Urban Alliance help me find my voice and my passion, just by giving me a glimpse of the different kind of lifestyle I can live … But Urban Alliance is so much more than an organization I just so happily connected with. They are my family—a family I can talk to about anything and everything … I would have never gone to college, probably dropped out of high school, and gotten myself into a really bad situation. I would have kept the statistic going that people would never make it out of my neighborhood to become something positive.”

—Robin Taylor, UA Chicago 2014, Hillard Heintze Intern

“A recent six-year randomized controlled trial found that completing Urban Alliance’s flagship High School Internship Program had a statistically **significant impact** on young men attending college (by 23 percentage points), mid-GPA students enrolling in four-year colleges (by 18 percentage points), and students’ retention of professional soft skills.

“Urban Alliance is really needed. It is so helpful. If they could have taken the whole senior class from school, it would have been so beneficial … A lot of kids really need the help and opportunities that Urban Alliance gives.”

—Theo Stewart, UA Baltimore 2011, Morgan Stanley Intern

High school and college students with paid work experience are more likely to **earn more** income later in life

National Bureau of Economic Research

“I am grateful for what the Urban Alliance program does for people in the city. It is hard to find jobs for kids our age, but with my internship at Corporate Executive Board, I increased my computer knowledge which now makes me more marketable for future job opportunities.”

—Delvon Johnson, UA D.C. 2016, Corporate Executive Board/Gartner Intern

A recent six-year randomized controlled trial found that completing Urban Alliance’s flagship High School Internship Program had a statistically **significant impact** on young men attending college (by 23 percentage points), mid-GPA students enrolling in four-year colleges (by 18 percentage points), and students’ retention of professional soft skills

Urban Alliance / 2018 Annual Report
“It’s really empowering to see a company, program, initiative that puts kids in position to actually be somebody … They need that type of hope and direction and guidance that you can do whatever it is that you want to achieve, but usually the thing stopping people is a lack of resources, the money, the means of actually getting there, and that’s where UA comes in because they bridge that gap for so many students.”

—Leslie Ogu, UA D.C. 2013, Katten Muchin Rosenman LLP Intern

Approaches **proven** to help youth disconnection share common features such as: paid opportunities and financial incentives; connections among education, training, and the job market; using youth development approaches; comprehensive support services; and continued support after the program ends.

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—Leslie Rivera, UA D.C. 2016, Clark Construction Group Intern

“Students with paid internships are **50 percent** more likely to secure a job before graduating from college than those with unpaid internships.”

National Association for College and Employees

“Students with paid internships are **50 percent** more likely to secure a job before graduating from college than those with unpaid internships.”

—Leslie Rivera, UA D.C. 2016, Clark Construction Group Intern

“The program is about changing you as a person in the workplace … They open up so many doors; they have so many partnerships that people can turn into careers.”

—Neko Whitfield-Smith, UA Baltimore 2017, Marriott Intern

Both teenage employment and participation in work-based learning programs that include mentoring are correlated with **higher-quality jobs** a decade later.

Brookings

“Both teenage employment and participation in work-based learning programs that include mentoring are correlated with higher-quality jobs a decade later.”

—Neko Whitfield-Smith, UA Baltimore 2017, Marriott Intern

Though there is a gap in job quality between black and white young adults with more of the former in low-quality jobs, when controlling for education, training, and work experience, that gap **disappears**, illustrating the value of these experiences.

Brookings

“Though there is a gap in job quality between black and white young adults with more of the former in low-quality jobs, when controlling for education, training, and work experience, that gap **disappears**, illustrating the value of these experiences.”

Brookings

76 percent of at-risk young adults with a mentor aspire to higher education versus 56 percent of those without a mentor, and they are also more likely to enroll in college (45 percent versus 29 percent).

Civic Enterprises; Hart Research; MENTOR

“76 percent of at-risk young adults with a mentor aspire to higher education versus 56 percent of those without a mentor, and they are also more likely to enroll in college (45 percent versus 29 percent).”

Civic Enterprises; Hart Research; MENTOR

“Our lives changed just because someone at Urban Alliance gave us the opportunity and didn’t just see us just like, ‘oh, people like you.’ They gave us the opportunity and it changed our lives … Going through Urban Alliance really changed me and I started seeing what I could do as a person.”

—Ximena Cortez, UA Chicago 2013, Nuveen Intern

“Students with paid internships are **50 percent** more likely to secure a job before graduating from college than those with unpaid internships.”

National Association for College and Employees

“Students with paid internships are **50 percent** more likely to secure a job before graduating from college than those with unpaid internships.”

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National Association for College and Employees
Urban Alliance released a white paper laying out eight youth employment recommendations to encourage schools, businesses, philanthropists, and policymakers to re-explore how best to prepare young people for economic success post-high school, from enhancing the high school experience with credit-bearing internships to investing in youth employment strategies to prevent disconnection before it occurs. At a paper release event with former U.S. Secretary of Education John King, he said that programs like UA help to address persistent achievement gaps: “We give the kids who need the most, so often in our society, the least … And those opportunity gaps then translate into achievement gaps that we see on every indicator … Programs like Urban Alliance can make a difference because they are doing those very things that we know are necessary around rigor, relevance, and relationships. Think about the idea that what Urban Alliance is doing for young people is helping them gain meaningful skills that will allow them to succeed in careers.”

Urban Alliance hosted a discussion with leaders from Bank of America, Hyatt, and the Obama Foundation about the transformative effects of youth employment. Speakers agreed that when it comes to increasing economic opportunity for local youth, profit and social impact are not mutually exclusive. Hyatt CEO Mark Hoplamazian said that UA interns “take the opportunity really seriously, and they are extraordinary employees. They really dedicate their efforts, and they are constantly looking to push themselves, look for those other opportunities and really grow and that is a tremendous benefit to us … One big opportunity is to welcome young people who come from very different backgrounds than most of the people who they are working with, and they will see things afresh and anew and they’ll have really valuable insights and perspectives to share.”
The Response in Action: Data Snapshot

Who we served:
- 2,552 youth served from 84 schools
- 233 alumni served
- 1,628 skills training participants
- 691 interns
- 45% of interns spoke a language other than English at home
- 56% of interns planning to attend college are first-generation college students
- 90% of interns received free or reduced-price meals

Our results:
- 80% of interns actively saved portion of paychecks during internship
- 95% of interns were accepted to college
- 92% of interns planned to enroll in college
- 95% of interns reported that their UA experience influenced their post-high school plans
- 150,000+ hours worked by UA interns
- 237 job partners hosted interns
- $6,000 in wages earned by the average UA intern
- 74% contributed a portion of their paychecks toward family expenses
- 92% of mentors reported that their interns demonstrated skill growth
- 91% of interns who began UA without a post-high school plan left with one
- 150,000+ hours worked by UA interns
The Problem
As the cost of a college education continues to rise, more students, particularly those from economically-disadvantaged communities, are considering alternative post-secondary pathways. In Baltimore City Schools where three-quarters of students are eligible for free and reduced-price meals, only 43 percent of students are enrolling in college immediately after high school, well below the national average of nearly 70 percent. Yet 1 in 9 young people in the city remain disconnected from both school and work, suggesting challenges in both the high school-to-college as well as the high school-to-career pipelines for low-income youth.

Meanwhile, demand for specialized careers not requiring a college education is increasing faster than the supply. Young people aren’t connecting to the open jobs of the future such as land surveying, a key component of the nation’s growing geospatial industry. Surveyors are retiring faster than they can be replaced by a new generation, with the average age of a surveyor in the United States at 58 years old. Further, there is a critical shortage in both surveying students and instructors.

The UA Response
Urban Alliance partnered with the Mayor’s Office of Employment Development, the Maryland Society of Surveyors, and Baltimore City Public Schools to take over the soft skills training and internship management portion of their new Future Surveyors Program designed to introduce high school students to living-wage, career-ladder jobs within the surveying industry. After successfully launching an internship program for vocational students interested in pursuing careers in the construction industry after high school last year, Urban Alliance was a perfect fit to connect students from vocational schools in the city to paid surveying internships, professional skills training, and on-the-job mentoring. Urban Alliance also secured a new partner for the program, Grads2Careers, resulting in additional internship placements for students.

An initial class of 13 students from three high schools were given paid, full-time summer internships at surveying firms across the region, learning hard skills both out in the field and in the office—with plans to grow the program to reach more students in the coming years. Students also received test preparation courses for an optional national certification exam and learned professional soft skills during shortened pre-work training and workshops with Urban Alliance staff. Additionally, students received assistance with post-high school planning. And some, like 2018 graduate Kyree McLeod, found their calling. Kyree was hired on by his work site RK&K after standing out during his internship and plans to continue in the field for the long-haul. His message to future Future Surveyors participants is: “If you want to get a great career at the early age of 18, you should come here. If you want a long-term family who you can talk to whenever, you should come here … It meant a lot to me, it honestly really did. Without them, I don’t know where I would be right now.”
The Problem
Young people on the South Side of Chicago lack the same opportunities as their counterparts in more affluent areas of the city. Jobs in Chicago are heavily concentrated in The Loop—the city’s central financial district—as well as in affluent suburbs in the North and West sides. A recent report found that jobs per community on the North Side range from 10,000—30,000 while no community further south than Hyde Park has more than 6,700 jobs. Thirteen South Side communities have fewer than half that number of jobs. There are young people in the city, particularly on the South Side, who see the gleaming buildings and corporate logos of downtown Chicago and think that that world is not for them.

In 2013, then-President Obama spoke at Hyde Park Academy High School on the South Side and lamented the fact that for too many young people in that community and other under-resourced communities across the country, the future only extends to the next street corner, and their destiny feels predetermined. He spoke about entire neighborhoods in which young people don’t see examples of success.

The UA Response
Urban Alliance joined forces with the Obama Foundation—combining our two decades of evidence-based youth employment experience with their commitment to ensuring that young people have the tools needed to make a difference in their lives and communities—to increase economic opportunity for youth on Chicago’s South Side. Together we launched the Obama Youth Jobs Corps (OYJC) in March 2018 to bring workforce readiness training to both sophomores (for the first time in UA history) and juniors beginning in three South Side high schools. Starting this training earlier helps prepare students for the paid, professional internships we offer in their senior year through our core High School Internship Program. The Pritzker Foundation, Bank of America, Hyatt, and KPMG also joined OYJC as our signature partners to help encourage increased investment in the city’s youth—particularly the traditionally underserved youth on the South Side.

OYJC starts young people on a path toward economic success early—training them in essential job skills, giving them early exposure to professional workplaces, and helping them plan for lifelong economic self-sufficiency. Over its first five years, OYJC will provide training for 1,115 sophomores and 320 juniors, and paid internships for 563 seniors. OYJC will also complement the jobs coming to the South Side as part of the new Obama Presidential Center by preparing the next generation of local talent to succeed in a 21st century workforce.
Access to High-Growth Industries
NORTHERN VIRGINIA

The Problem
Though Northern Virginia is one of the most affluent regions in the country, there is also great need among some residents, particularly within the region’s large immigrant population. Nearly 60 percent of students in Alexandria City Public Schools are eligible for free or reduced-price meals, in addition to nearly a third of students in both Arlington County Public Schools and Fairfax County Public Schools. It follows that many of these students will need to find employment while still in school. Yet the employment opportunities available to economically-disadvantaged high school students are not the kind that lead to lifelong skills or career pathways.

Both the health care and hospitality industries are growing at a fast pace, with many new open jobs for the next-generation workforce. Yet many young people are unable to connect to these high-growth industries in high school—at that critical juncture where they are planning out their futures. Over a fifth of UA interns want to pursue a career in the medical field when they enter our program, but lack an open door or connection to that industry. In hospitality, our students are unaware of the career ladder tracks available to them in that industry.

The UA Response
Urban Alliance built two new partnerships in Northern Virginia to help expose more students to both the health care and hospitality fields early on, helping them to build valuable skills and networks. Northern Virginia students were exposed to the hospitality industry for the first time through new job partner Hilton, one of the largest hospitality companies in the world. Additionally, UA partnered with Kaiser Permanente, one of the country’s leading health care providers, who employed 15 high school and alumni interns at 10 Kaiser Permanente sites across the region.

Students responded well to the new placements, and 2018 alumna Blanca Zelaya was even hired on to work at Hilton Doubletree while attending school. “If I wasn’t part of UA, I would definitely not be in the same position that I am now,” Blanca said. “I would probably work as a cashier, and would probably be indecisive about going to college … The UA staff will also go out of their way to get you opportunities to better your future, because they really look out for every single UA intern.”
Expansion to Montgomery County, MD

WASHINGTON, D.C.

The Problem
Nationwide, there are hidden pockets of need on the outskirts of metropolitan areas. In Montgomery County, MD outside Washington, D.C., over 9,000 young people are disconnected, meaning they are neither in school nor working. Youth disconnection is also disproportionately higher among young people of color, and can have negative long-term effects on lifetime earnings, the ability to become self-sufficient in adulthood, physical and mental health, and family relationships. Despite rising graduation and decreasing dropout rates, there is still a significant achievement gap for African American youth in the county as compared to their white and Asian counterparts.

According to a 2015 Greater Washington Community Foundation report, interventions specifically targeted at young people most at risk of disconnection are needed in Montgomery County. The report recommended Urban Alliance, which serves students still in high school with the potential to attend college but who are at risk of dropping out and lack a post-high school plan, as a potential solution to the problem.

The UA Response
Urban Alliance expanded our flagship High School Internship Program to Montgomery County, MD in 2017 with an investment from the Children’s Opportunity Fund of the Greater Washington Community Foundation, in addition to funding from the J. Willard and Alice S. Marriott Foundation, the Mead Family Foundation, and the A. James and Alice B. Clark Foundation. Beginning with students from two high schools in the county, Urban Alliance partnered with 17 businesses in the community to provide meaningful, paid internships, job skills training, and mentoring to an inaugural class of 30 young people. Students were exposed to careers in industries ranging from health care to hospitality, development, social service, and more.

Urban Alliance’s first year in Montgomery County was a success, with broad community support and every graduating student accepted to college. UA hopes to expand the program to serve more students beginning in year three.
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The Coca-Cola Company
Makiah Watson
Chicago 2018

Makiah Watson always loved school, from pencils and pens to textbooks and even homework. She dreamed of becoming a teacher, but felt unprepared for a future career in education. Growing up on Chicago’s South Side, she had to fight to ensure herself a good education. Makiah said that it felt to her that “where I come from, people do not aspire to fulfill their dreams. Instead, they allow them to drift away simply because we aren’t supposed to have a success story,” she said. “At any moment, both metaphorically and realistically, I ran the risk of having my dreams violently taken away from me because of where I come from.”

She jumped at the chance to join Urban Alliance, and found out that she had been accepted to the program on her 17th birthday: “a pretty sweet birthday present,” she called it. “This was just the something I needed to help me break away from the stereotypical limitations that are linked to my neighborhood and even the color of my skin,” she thought.

After soaking up as much knowledge as she could during pre-work training, she found out that she would be interning at the Obama Foundation. Makiah’s experience opened her mind to new possibilities for her future. “Because of Urban Alliance, I suddenly believed that I really could do anything in this world,” she said. “This internship has been both a joy and a learning experience.”

Inspired by the work of the Foundation and Urban Alliance, Makiah decided that she not only wants to teach—she wants to empower youth on a broader scale. Makiah is now taking the first steps on that path as a freshman at Illinois State University.

“I hope my story delivers the message to the business community that investing in young people like myself can help us find valuable resources, develop skills, and gain new ideas and a new outlook on life,” Makiah said. Urban Alliance does “not just place you in a job, they invest in you as an individual. They want to make sure you know that they are there to uplift you and help you along the way.”

Lists include all donations and grants totaling at least $500 combined during years 2017-18, as of December 1, 2018. Contact premy@theurbanalliance.org for corrections.
Roselany Montero
Baltimore 2018

Roselany Montero has big dreams—and thanks to Urban Alliance, she feels like her dreams are within reach. “They prepared us to do anything,” Roselany said. Urban Alliance “makes you feel like you could be more than other people that don’t have this type of support.”

For Roselany, that “more” includes one day owning her own business, or working in criminal investigation, or staying right where she is, in the medical field. Roselany was hired on at the University of Maryland Medical Center after her Urban Alliance internship ended and loves her work there. Wherever life takes her, Roselany is optimistic that she has the tools needed to succeed.

Roselany said that the chance to work at the University of Maryland was so valuable, not only because she was a teenager, but because she was already aware that connections and a strong network are needed to unlock opportunities like that. “A lot of my friends, they always ask me, ‘Wow, I wish I could have the opportunity to join [the] University of Maryland or have a job right now,’ because it’s hard to look for a job, but when you have a connection with Urban Alliance, they know people, and they can get you in.”

Away from work, however, Roselany often felt overwhelmed by the post-high school planning process and alone. Roselany’s family was going through a difficult time, and with parents who never graduated from high school, Roselany had no one to help with college and scholarship applications, and no one to help her plan for a better future—until she signed up for the High School Internship Program. “With Urban Alliance, I didn’t feel alone anymore,” she said. “I will always remember Urban Alliance because they were there for me when I didn’t have anybody.”

For Roselany, having her mentors and Urban Alliance staff believe in her made all the difference. “There’s a lot of students, especially in Baltimore—they start taking to the streets because they don’t have that mentor, or they don’t have that person telling them, ‘Listen, I got you, I can help you. Here, this is what you need to do,’” Roselany said. “A lot of students feel like they’re failing, or they can’t do anything in life, just because they don’t have that one person in their ear or that special person helping them with simple stuff like college applications. A lot of people give up with something like that,” she added. “I feel as though this is great for the community because it changes a lot of young people’s lives.”

Curriculum Outreach Partners

Accenture
Ballou STAY Opportunity Academy
Baltimore Polytechnic Institute
Bluford Drew Jemison STEM Academy West
Bridges to Independence
Brighton Park Neighborhood Council
City of Alexandria
City Year
Code in the Schools
Edgewood High School
Edward Tilden Career Community Academy High School
Engaging Youth Entrepreneurs for Change
Frank W. Ballou High School
HERricane Arlington
House of Worship Christian Church
Hyde Park Academy High School
Kenwood Academy High School
Keswick Multi-Care Center
Lane Tech College Prep High School
Little Black Pearl Art and Design Academy
Maya Angelou Public Charter Schools - High School
MedStar Health
Phoenix Bikes
Sisters Circle
Suitland High School
Summer R.I.S.E.
University of Baltimore
Washington D.C. Police Foundation
Washington Metropolitan Area Transit Authority
The Y in Central Maryland
Job Partners

1776
21st Century Fox
A/I/DATA
Academy of Hope Adult Public Charter School
ActiveCampaign
AHC Inc.
Alexandria City Attorney’s Office
Alexandria Renew Enterprises
American Chemistry Council
American Traffic Solutions
AMYLA
Anchor Construction Corporation
Animal Welfare League of Alexandria
The Annoyance Theatre
Applied Predictive Technologies
Ariel Investments, LLC
Arlington County Office of Emergency Management
Arlington Free Clinic
Arlington Partnership for Affordable Housing
Arlington Street People’s Assistance Network
Artemis Real Estate Partners
The Aspen Institute
BAE Systems
Baltimore City Department of Transportation
Baltimore City Fire Department
Baltimore City Mayor’s Office
Baltimore City Public Schools
Baltimore County Department of Public Works
Bank of America
Bethel House of Prayer
BGE
BITHGROUP Technologies
Blue Cross and Blue Shield of Illinois BLUE1647
Boeing
The Boston Consulting Group
Break A Difference
Breakthrough Urban Ministries
Burson Cohn & Wolfe
The Campagna Center
CannonDesign
Cardinal Motors
Catholic Charities
Centro
Century Engineering, Inc.
Chicago Cares
Chicago Urban League
Chicagoland Entrepreneurial Center - 1871
The Child & Family Network Centers
Child Trends
Children’s Hospital Foundation
Children’s National Health System
Choice Hotels International
CIBC
City First Homes
Clark Construction Group, LLC
The Coca-Cola Company
Code in the Schools
CollegeBound Foundation
Collegiate Directions
Community Bridges
Community Preservation and Development Corporation
Constellation
Cook County Clerk of the Circuit Court
The Cordish Companies
Council for a Strong America
CREATE Arts Center
Credit Suisse Group
The Cube Cowork
Cunningham Levy Muse
Cushman & Wakefield
CVS Health
Danaher Corporation
D.C. Department of Consumer and Regulatory Affairs
D.C. Office of the Deputy Mayor for Planning and Economic Development
D.C. Vote
DeVry University
Digitas
Doorways for Women and Families
Downtown Partnership of Baltimore
Dress for Success
DuSable Museum of African American History
Dustin Construction
Dynasty Capital Ventures
EcoAction Arlington
EDENS
Edison Electric Institute
Educare Washington, D.C.
Enlace Chicago
EveryoneOn
Evine Health
Evolent Health
Executive Construction Inc.
Exelon Corporation
Fairfax County Democratic Committee
Folger Shakespeare Library
Forward Momentum Chicago
General Assembly
The George Washington University
Ghost Note Agency
Gilbert Dental Smiles
Goldman Sachs
Goodwin House
The Grassroot Project
Hamel Builders, Inc.
The Herb Block Foundation
HESS Construction
Hilton Worldwide
Holy Cross Health
Homestretch
House of Ruth
Housing Up
Hyatt
Illinois Technology Association
IMPACT Silver Spring
Intersport
The John Buck Company
The Johns Hopkins Hospital
The Johns Hopkins Bloomberg School of Public Health
Johnson Controls
Joy of Motion Dance Center
Kaiser Permanente
Katten Muchin Rosenman LLP
Kearney & Company
Kennedy Krieger Institute
KITEWIRE
KPMG
LaSalle Investment Management
Latin American Youth Center
Leadership Greater Washington
LearnZillion
LED Partners
Legg Mason
Levy
Life Pieces to Masterpieces
LINK Strategic Partners
LinkedIn
School Partners

Achievement Academy at Harbor City High School
Al Raby School for Community and Environment
Anacostia Senior High School
Arlington Career Center
Augusta Fells Savage Institute of Visual Arts
Back of The Yards College Preparatory High School
Baltimore Leadership School for Young Women
Benito Juarez Community Academy
Bogan Computer Technical High School
Calvin Coolidge Senior High School
Carver Vocational Technical High School
Catalyst Maria Charter School
César Chávez Public Charter Schools for Public Policy - Capitol Hill
Chance for Change Academy
Chicago Tech Academy High School
Christian Fenger Academy High School
CICS Longwood High School
Columbia Heights Educational Campus
ConneXions: A Community Based Arts School
Coppin Academy High School
Disney II Magnet High School
Dr. Martin Luther King Jr. College Preparatory High School
Duke Ellington School of the Arts
E.L. Haynes Public Charter School
Eastern Senior High School
Edmondson-Westside High School
Edward Tilden Career Community Academy High School
Forest Park Senior High School
Francis L. Cardozo Education Campus
Frank W. Ballou High School
Frederick Douglass High School
Friendship Public Charter School - Friendship Collegiate Academy
George Washington High School
Green Street Academy
Gurdon S. Hubbard High School
H.D. Woodson Senior High School
Hyde Park Academy High School
IDEA Public Charter School
Independence School Local 1 Intrinsic Schools
John Hancock College Preparatory High School
Jones College Prep
Justice High School
Kenwood Academy High School
KIPP DC
Lane Tech College Prep High School
Legal Prep Charter Academy
Little Black Pearl Art and Design Academy
Marie Skłodowska Curie Metropolitan High School
Maya Angelou Public Charter Schools - High School
McKinley Technology High School
Mergenthaler Vocational-Technical High School
Michele Clark Academic Prep Magnet High School
Morgan Park High School

Eva Mercado
Northern Virginia 2018

Before joining Urban Alliance, Eva Mercado worked alongside her entire family at night in a newspaper warehouse that “lacked ventilation, was covered in cobwebs and caked in dust,” Eva remembers. “I went in fresh and clean, and left stained in newly-printed ink and calloused.” While Eva learned some practical skills while working in the warehouse, that wasn’t the career she envisioned for her future. She also struggled to keep up in school when she was constantly exhausted from working nights. She even considered leaving high school early to focus on earning more money to help support her family.

So when she heard about Urban Alliance, she thought it would be the perfect opportunity to start on a pathway toward her dream career in politics. Eva was placed in an internship at the Fairfax County Democratic Committee where her diligence, maturity, and work ethic quickly made her a valued employee. There she worked with the party’s voter database, drafted email outreach, and assisted in hiring and training college interns—all while still in high school.

Eva also had the chance to assist with events, where she gained the most profound experience of her internship: “I attended the governor’s inauguration, and I was able to meet the 44th President of the United States, Mr. Barack Obama,” Eva said. “This governor’s inauguration was the most impactful for my mom and I. It was emotional for us because my mom immigrated to this country and never saw herself being at an event like that. This disappointed me, that she thought she would feel out of place in such an important aspect of society. But it also made me realize how Urban Alliance has impacted not only me, but also is starting to impact my family because of my successes. I’ve come to realize, in the span of two years from working in an old warehouse to working in an office, Urban Alliance has now set me on the right path toward my desired future.”

Eva said that in joining Urban Alliance, she was able to take action and take control of her future, a chance often denied young people from her background.
Before finding Urban Alliance, Dejuan Johnson, an ambitious and driven young man, encountered mostly closed doors. “Before this program, I was searching for an opportunity,” Dejuan said. “I didn’t have the experience needed for the opportunities I wanted to pursue, because in high school it’s difficult to develop any skills beyond filing. We want to contribute, but don’t have the professional training needed to contribute right away.”

When he first heard about the program, he expected another locked door, but decided to apply anyway. “I’d rather be shut down by the Urban Alliance team, than to shut down myself by not going after what I want,” Dejuan said.

Dejuan’s gamble paid off, and he joined Urban Alliance’s first class of interns in Montgomery County, MD, where he had the chance to intern at the Kennedy Krieger Institute, an organization working to improve the lives of young people with special needs through research, health care, and education. The experience was eye-opening for Dejuan, who had never been exposed to adult professionals or special needs children. “It rewired how I look at the world; I’m more understanding, I’m open to ideas, and I’m open to people,” he said. “High school is a set structure where we’re surrounded by our peers. When you have an opportunity to work with adults — people with actual lives who are committed to deadlines and their families — it influences how you mature. I now understand how I contribute to the bigger picture.”

Dejuan is now a freshman at the University of Maryland — College Park, where he plans to study civil engineering. He says that the skills and experience he gained from Urban Alliance will be the foundation for everything he accomplishes moving forward. “Every student needs a high school internship,” Dejuan said. “Urban Alliance allows students with potential and desire to have a real opportunity … We learned how to make a good first impression and now have the tools to make it last.”
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Urban Alliance / 2018 Annual Yearbook

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Senior Vice President, Financial Advisor, Morgan Stanley

Derreck Smith
Corporate and Community Relations, Nonstop Administration & Insurance Services
Khadijah Gikeneh grew up east of the Anacostia River, a traditionally-underserved part of Washington, D.C. and experienced a traumatic childhood marked by personal loss. “There were times growing up where I felt like I was at rock bottom and I didn’t have much hope,” Khadijah recalled. “Though I can appreciate all the tough moments, I do wish that I had someone that I could talk to, vent to, and that could help me through.” Khadijah persevered, and her experience inspired her to pursue a career in social work, to one day become the support and listening ear for others that she didn’t have growing up.

Through Urban Alliance, Khadijah was able to work at the Latin American Youth Center (LAYC) during her senior year of high school, where she got a head start on her future career by gaining firsthand experience in community wellness work. She had the opportunity to work with young people who came into the center and participated in community outreach projects. Khadijah also wowed her co-workers by digitizing the department’s files and getting them caught up on a backlog of data entry.

Most importantly for Khadijah, though, her internship showed her what her future career could look like, and increased her passion for helping others. “There is so much love and genuine care at the youth center that it feels like a home for everyone, including me,” Khadijah said. “I hope to one day have an impact on the lives of youth in my community and help rebuild my D.C., just like LAYC does every day.”

Now, she says, “I love the fact that I went through a lot during my upbringing because it has built my distinct character.” Khadijah is now a freshman at Morgan State University, where she will study social work. “Urban Alliance has given me an amazing opportunity to jump start on a plan I have created for my future,” she said.
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Program Coordinator - High School Internship Preparatory Program
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Eileen Torpy
Program Coordinator
Anna Treesara
Program Coordinator

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Deldric Henderson
Program Manager - Obama Youth Jobs Corps
Laura Montgomery
Program Manager - High School Internship Program
Sahaan Sozhamannan
Program Director
Charles Walker
Program Coordinator

Selena Montelongo
Program Coordinator
Ty Netlles
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External Partnerships Manager
Laura Montgomery
Program Manager - High School Internship Program
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Kierra Craig
Program Manager - Martha’s Table
Reko Daye
Alumni Services Manager
Laurentis Gaines
Program Coordinator - Montgomery County
Mukta Ghopadey
Program Coordinator
Jessica Gilbert
College and Career Specialist
Francesca Glover
Program Specialist - Suitland
Alicia Leva
Program Coordinator

Evan Metz
External Partnerships Manager
Laura Montgomery
Program Manager - High School Internship Program
Sahaan Sozhamannan
Program Director
Charles Walker
Program Coordinator

Evan Metz
External Partnerships Manager
Laura Montgomery
Program Manager - High School Internship Program
Sahaan Sozhamannan
Program Director
Charles Walker
Program Coordinator

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# Financial Summary

## Fiscal Year 2017

### REVENUE & SUPPORT

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Partners / Job Sponsors</td>
<td>$3,594,962</td>
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<tr>
<td>Foundations</td>
<td>$2,757,674</td>
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<tr>
<td>Government Grants</td>
<td>$2,040,164</td>
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<tr>
<td>Corporate Contributions</td>
<td>$119,995</td>
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<tr>
<td>In-Kind Donations</td>
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<tr>
<td>Program Management</td>
<td>$389,760</td>
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<td>Individual Donors</td>
<td>$125,192</td>
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<tr>
<td>Other Income</td>
<td>$98,914</td>
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</table>

**Total Revenue** $9,523,113

This page is a financial snapshot for the year ending on December 31, 2017. Expenses and overall revenue figures have been audited by Raffa, P.C. A full audited report can be requested by emailing Paul Remy at premy@theurbanalliance.org. Please note that the specific breakdown of revenue over the funding source categories is determined by Urban Alliance and is not audited.

### EXPENSES

#### PROGRAM SERVICES

<table>
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<th>Program</th>
<th>Amount</th>
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<tr>
<td>Internship Programs</td>
<td>$5,461,668</td>
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<tr>
<td>Program Development</td>
<td>$742,960</td>
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<tr>
<td>Youth Programs</td>
<td>$1,090,476</td>
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**Total Program Services** $7,295,104

#### SUPPORT SERVICES

<table>
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<th>Service</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Management &amp; General</td>
<td>$267,585</td>
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<tr>
<td>Development &amp; Fundraising</td>
<td>$612,019</td>
</tr>
</tbody>
</table>

**Total Support Services** $879,604

**Total Expenses** $8,174,708

Change in Net Assets $1,348,405

Beginning Net Assets $6,252,206

Ending Net Assets $7,600,611
The Urban Alliance Foundation, Inc.

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2030 Q Street NW
Washington, D.C. 20009

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Baltimore, MD 21211

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Detroit
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Detroit, MI 48226

Northern Virginia
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Arlington, VA 22202

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Photos provided by Reko Daye, Joni Eskridge, Lance McCoy, David Moes, and the Obama Foundation