



2015-2016 **ANNUAL REPORT**

Employing Youth. Inspiring Excellence.

Dear Friends,

5.5 MILLION.

That's the number of young people in this country who are neither in school nor working. It's clearer now than ever before that young people need early access to meaningful employment opportunities to help them seamlessly transition into adulthood. This past year, Urban Alliance served nearly 1,500 young people with critical workforce training and exposure to the professional world through our internship programs. At a time when so many young people are in need of these early employment opportunities, Urban Alliance is dedicated to increasing the number of youth served each year while continuing to call attention to the significant challenges of youth disconnection.

While striving to serve more young people, Urban Alliance is also focused on ensuring that our work is having a powerful impact on our participants. In May, the Urban Institute released the first set of findings from a multi-year, multi-site randomized controlled trial (RCT) evaluating the Urban Alliance program design and we were humbled by the findings. The study found that Urban Alliance has a profound impact on college access—particularly for boys. Now, others are noticing what we've always known: early and meaningful work experience can change young people's life trajectory.

The US Department of Education also took notice. On the heels of our RCT results, we were granted a five-year, \$9.6 million Investing in Innovation (i3) grant—one of 15 awardees from over 400 applicants across the nation. Winning this award is a testament to years of work by dedicated staff members, ongoing support of our partners, and most importantly, the hard work of our young people. This funding will support the goals outlined in UA's ambitious strategic plan which include significant growth in all current regions and expansion to a fifth region in 2018. In addition, the i3 grant will allow us to extend the first RCT and test the success of our program across different regions through a second RCT.

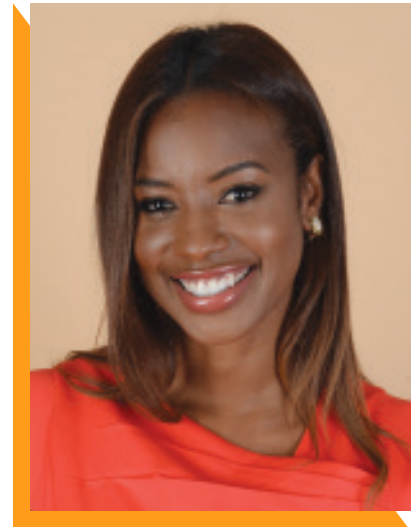
This is an incredibly important moment—not only for Urban Alliance, but for advocates of youth employment programs everywhere. We'll be able to serve more young people, both directly through our own enhanced programming, and also by broadly sharing our results and lessons learned.

In closing, we are grateful for the opportunity to serve more young people in the coming years with support from new and existing partners. We are more focused than ever to provide our young people with the training, support, employment opportunities, and professional exposure they need to successfully and confidently transition to adulthood.

Thank you for being part of our work,



Eshauna Smith
Chief Executive Officer



ESHAUNA SMITH
Chief Executive Officer



Our Mission

Urban Alliance empowers under-resourced youth to aspire, work and succeed through paid internships, formal training, and mentorship.

THEORY OF CHANGE

Urban Alliance serves economically disadvantaged students on the verge of graduating high school who are at high risk of not connecting to further education or meaningful work. We use professional or “soft” skills training, access, and exposure to direct work experience, and meaningful adult relationships to help young people connect to pathways that lead to self-sufficiency. We are adding significant value, not just to the youth we serve, but also to the businesses with which we partner.

OUR CORE VALUES

All of our work is done through the lens of our five core values:

- 1 STUDENTS FIRST**
- 2 TAKE CARE OF EACH OTHER**
- 3 FOLLOW THROUGH**
- 4 OPEN & DIRECT COMMUNICATION**
- 5 DEDICATION TO MISSION**

2015-2020 Strategic Priorities



**PROVIDE THE HIGHEST
QUALITY YOUTH
EMPLOYMENT
SERVICES**



**BECOME THE
VOICE OF YOUTH
EMPLOYMENT**



**STRENGTHEN EXISTING
RELATIONSHIPS AND
CULTIVATE NEW
PARTNERSHIPS**



**POSITION URBAN
ALLIANCE FOR
EXPANSION**

Operating in four regions nationally, Urban Alliance has partnered with **more than 500 local and national businesses** to place over **3,000 young people** in professional internships and provided skills training to an additional **15,000 youth**. Urban Alliance is a national leader in youth employment, using our results-driven model to help put young people on pathways to economic independence.

This year our staff has spent **significant time on the national stage**—speaking at annual conferences including Independent Sector and Opportunity Nation’s National Opportunity

Summit as well as being a featured program at the My Brother’s Keeper What Works Showcase at the White House. We are always eager to share our growing body of knowledge on youth employment and the impact internships can have on young people as they strive toward independence and self-sufficiency.

As we launch the 2016-2017 program year, **we are actively looking for our fifth expansion site**. We are excited to bring our program—and the opportunities it provides to youth and businesses—to a new region.

Our Programs

HIGH SCHOOL INTERNSHIP PROGRAM

- Year-long, paid professional internships for high school seniors
- Interns work 12 hours/week during the school year and up to 28 hours/week in the summer
- Six weeks of intensive workforce development training before placement into internships, followed by weekly workshops on job/life skills and financial literacy
- Case management and professional mentorship
- Post-high school, college, and career planning
- Culminating event: Public Speaking Challenge

ALUMNI SERVICES

Continued support available to all youth who successfully complete the High School Internship Program as they continue to develop personally and professionally

EDUCATION AND CAREER COUNSELING:

- Resume and cover letter review
- Individualized assistance with financial aid and college transfer processes
- Interview preparation, job shadowing, and employment search support

ALUMNI INTERNSHIP PROGRAM:

- Paid summer internships that are closely aligned with career goals

EVENTS:

- Alumni panels, discussion forums, reunions, and community service events



CURRICULUM OUTREACH

Opportunities to collaborate with school, nonprofit, government, and other partners to share the Urban Alliance professional development workshops with youth, ages 14-24

- Sessions provide life and job skills training
- Flexible and adaptive to the needs of contracted partners
- Youth focused curriculum incorporating real-life scenarios

MANAGED AND SUMMER INTERNSHIP PROGRAMS

- Coordination and management of corporations' and nonprofits' internal internship programs focused on high quality work experience and outcomes
- Customized internship programs for college students, rising high school seniors, and others

2015-16 Year-in-Review



1,454

Youth served

HIGH SCHOOL INTERSHIP PROGRAM

MANAGED AND SUMMER INTERSHIPS

ALUMNI SERVICES

CURRICULUM OUTREACH



100%

of youth in the High School Internship Program graduated from high school



96%

of High School Internship Program alumni were accepted to college



91%

of mentors reported interns improved professional skills



115,000

hours of paid, professional work experience logged by interns



8 in 10

alumni used earnings to support household expenses



91%

of alumni report having a savings plan—an increase of 40 percentage points from when they began the High School Internship Program



9 in 10

mentors would recommend UA to colleagues



80%

of alumni persist to a second year of college

New and Expanded Partnerships

Urban Alliance is excited to welcome and thank the following new and expanded partners.



The partnership between AT&T and Urban Alliance began during the 2015-2016 program year, and UA will continue working with AT&T moving forward as part of its Aspire program. Funding supports internship placements, a technology pilot project, and expansion into Fairfax County with an innovative program for high school juniors. AT&T is also helping Urban Alliance put results into practice—allowing the organization to implement lessons learned from our first external evaluation.



Funding Urban Alliance across all four regions for more than a decade, Bank of America is one of our most steadfast, generous partners. This year, in addition to supporting multiple year-round and summer internships for high school seniors as well as our program alumni who are in college, Bank of America provided match funding towards Urban Alliance's i3 grant.



The Ford Foundation made its first grant to Urban Alliance in 2016 to help support the expansion of our High School Internship Program. The partnership reflects President Darren Walker's commitment to more equitably distributing opportunity, and is focused on the key role internships play in putting young people onto trajectories for success.



Urban Alliance started a partnership with LinkedIn in 2015. In addition to sponsoring interns in our Chicago office, Urban Alliance participated in LinkedIn for Good's Impact Tracker pilot, which helped create an opportunity to expand the future professional networks of interns and alumni. The initiative also allows Urban Alliance to improve communications with graduates and track their professional progress.

US Department of Education: i3

Chosen from among hundreds of nonprofits that applied, the Investing in Innovation (i3) program of the US Department of Education launched a five-year partnership with Urban Alliance in 2016. Urban Alliance was awarded funding to increase the capacity of our four current regions, expand to a fifth region, and embark on our second external evaluation.



In 2016, the Zegar Family Foundation reaffirmed its commitment to Urban Alliance by providing a new match grant for i3, specifically focused on Alumni Services programming. Through this support, Urban Alliance increased its staffing to grow the number of youth served and provide alumni with the services they need to become self-sufficient in the years after the completion of the High School Internship Program.



Additional New and Expanded Partnerships

BALTIMORE

- AHC Inc
- Break a Difference
- Catholic Charities
- Constellation Energy
- Hilton Hotels
- Maryland Department of the Environment
- Sparo

CHICAGO

- The Advisory Board Company
- Burson-Marsteller

- Byline Bank
- CDW
- Crain’s Chicago Business
- Crown Family Philanthropies
- Cushman & Wakefield
- Jellyvision
- LaSalle Investment Management
- Natural Resources Defense Council
- Oak Street Health
- United Way of Metropolitan Chicago

NORTHERN VIRGINIA

- Carney Inc
- Grant Thornton
- Marymount University
- Virginia Tech–National Capital Region

WASHINGTON, DC

- Children's National Medical Center
- Corporate Executive Board
- LearnZillion
- World Bank Group

The experience of a professional internship is life-changing. For more information on hosting a high school intern, please check out our website at www.theurbanalliance.org.

Job Partners

BALTIMORE

AHC Inc
Baltimore City Public Schools
Baltimore Gas and Electric Company
Bank of America
Break A Difference
Catholic Charities
Constellation Energy
The Cordish Companies
Higher Achievement
Hilton Hotels
Johns Hopkins Hospital—Project REACH
Johns Hopkins Hospital Bayview Medical Center
Johns Hopkins University—School of Public Health and School of Nursing
Legg Mason
Mayor's Office—Baltimore City
M&T Bank
Marriott
Maryland Department of the Environment
Morgan Stanley
My Brother's Keeper
New Leaders
Office of Congressman Elijah Cummings
Reading Partners
Sinai Hospital
Sparo
Verizon
Wide Angle Youth Media

CHICAGO

The Advisory Board Company
Alan F. Segal & Associates
Artifice
Bank of America
Blue Cross Blue Shield of Illinois
Burson-Marsteller
Byline Bank
CDW
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Chicago Bulls
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Chicago Cubs
Chicago Parks Foundation
Chicago Urban League
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ContextMedia, Inc
Crain's Chicago Business
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DeVry University
DigitasLBi
Dress for Success Worldwide
Education Pioneers
El Rincón Family Services
Enlace Chicago
Exelon
Forward Momentum Chicago
GCM Grosvenor
Goldman Sachs
Greater Chicago Food Depository
Groupon
Hyatt
Imerman Angels

Jellyvision
Jones Lang La Salle
JPMorgan Chase and Co
Katten Muchin Rosenman, LLP
Kirkland Ellis
KPMG
La Casa Norte
LaSalle Investment Management
LeadersUp
LinkedIn
Madison Dearborn Partners
Mayer Brown
Metrosquash
Mikva Challenge Foundation
Nathanael Greene Elementary School
Natural Resources Defense Council
Neal and Leroy, LLC
Northern Trust
Northwestern Memorial Healthcare
Nuveen Investments
Oak Street Health
PAWS Chicago
Peoples Gas
The Private Bank
Prudential
Senior Lifestyle
Skadden, Arps, Slate, Meagher & Flom, LLP
Spark
Teach for America
United Way of Metropolitan Chicago
Urban Initiatives
Walgreens

Winston & Strawn, LLP
Working in the Schools

NORTHERN VIRGINIA

Alexandria City Attorney's Office
Alexandria Police Department
Alexandria Redevelopment & Housing Authority
Alexandria Renew
Arlington Chamber of Commerce
Arlington County Office of Emergency Management
Arlington Food Assistance Center
Arlington Free Clinic
Arlington Partnership for Affordable Housing
Arlington Street People's Assistance Network
Bank of America
Bloomberg BNA
The Campagna Center
Carney Inc
Doorways For Women and Families
Evolent Health
Grant Thornton
Jack Taylor Toyota
Marymount University
National Capitol Contracting
Neighborhood Health
Robbins Gioia
Smithsonian Institution
United States Patent and Trademark Office
Virginia Hospital Center
Virginia Tech—National Capital Region
Washington Speakers Bureau

WASHINGTON, DC

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The Advisory Board Company	Corporation for National and Community Service	MCN Build	Street Law
American Chemistry Council	Danaher Corporation	Morgan Stanley	Sullivan & Cromwell, LLP
Anacostia Senior High School	DC Central Kitchen	Natural Resources Defense Council	United States Agency for International Development
Artemis Real Estate Partners	DC Vote	Office of Congresswoman Eleanor Holmes Norton	United States Office of Personnel Management
Aspen Institute	Delta Airlines	Office of Public Records	United Way of the National Capital Area
Atlantic Media Company	Department of Consumer and Regulatory Affairs	Office of the Deputy Mayor for Planning and Economic Development	Urban Alliance
Bank of America	Edens	Opower	Venable
Berkeley Point Capital	Edison Electric Institute	Pacific Western Bank—Capital Source	Verizon
Bernstein Management Corporation	Gilbert Dental Smiles	Partnership for Public Service	Washington City Paper
Boston Consulting Group	Girl Scout Council of the Nation's Capital	Paul, Weiss, Rifkind, Wharton & Garrison, LLP	Washington Nationals Baseball Club
Burson-Marsteller	The Glover Park Group	People Animals Love	Washington Plaza
Byte Back	The Herb Block Foundation	Pepco	Words, Beats & Life
Capital Women's Care	Hubbard Place Resident Services	RB Properties Inc	World Bank Group
Capitol Hill Village	Katten Muchin Rosenman, LLP	Reading Partners	Young Women's Project
Children's National Medical Center	Kid Power Inc	Reingold LINK	YMCA of Metropolitan Washington
Clark Construction Group, LLC	KIPP DC	Running Start	YWCA National Capital Area
City First Homes	Latin American Youth Center	Sasha Bruce Youthworks	
The Coca-Cola Company	LearnZillion	Serve DC	
College Summit	Life Pieces To Masterpiece	Sitar Arts Center	
Community Preservation and Development Corporation	Marriott		
	Martha's Table		



School Partners

BALTIMORE

Academy of College and Career Exploration
Augusta Fells Savage Institute of Visual Arts High School
Carver Vocational Technical High School
Coppin Academy
Digital Harbor High School
Forest Park High School
Frederick Douglass High School
Independence School Local 1 High
National Academy Foundation
Northwestern High School
Patterson High School
REACH Partnership High School
Reginald F. Lewis School of Business and Law

CHICAGO

Al Raby School for Community and Environment
Carl Schurz High School
Catalyst Maria High School
Christian Fenger High School
CICS Longwood High School
Curie Metro High School
Disney II Magnet High School
Dunbar Vocational Career Academy
Farragut Career Academy
Fenger Academy High School
Hubbard High School
Juarez Community Academy High School
Kenwood Academy High School
Legal Prep Charter Academy
Little Black Pearl Art and Design Academy
Michelle Clark Academic Prep
Muchin College Prep

Percy L. Julian High School
Phillips High School
Richard T. Crane Medical Prep
Richards Career Academy
Simeon Career Academy
Steinmetz College Prep
Team Englewood High School
Tilden High School
Thomas Kelly High School
Wells Community Academy High School

NORTHERN VIRGINIA

Arlington Career Center
HB Woodlawn High School
TC Williams High School
TC Williams Satellite Campus
Wakefield High School
Washington-Lee High School

WASHINGTON, DC

Ballou Senior High School
Cardozo Senior High School

Columbia Heights Educational Campus
Coolidge Senior High School
Dunbar Senior High School
Eastern Senior High School
Friendship Collegiate Academy Public Charter School
Friendship Public Charter School–Tech Prep Academy
IDEA Public Charter School
Kingsman Academy
Luke C. Moore Academy Senior High School
McKinley Technology High School
Phelps Architecture, Construction, and Engineering High School
Roosevelt Senior High School
Washington Mathematics Science Technology Public Charter High School
Wilson Senior High School
Woodson Senior High School



Curriculum Outreach Partners

Providing customized professional development workshops
and support to partners across our four regions

Arts on the Block
Ballou Stay High School
DC Office of the State
Superintendent of Education
DC Police Foundation
DC ReEngagement Center
The Economic Club of
Washington, DC
The Field Museum
Georgetown University

La Casa Norte
Latin American Youth Center
LAYC Career Academy
Mary's Center
Maya Angelou Young Adult
Learning Center
MLK Library
New Futures
Phoenix Bikes

Public Allies
Running Start
Sasha Bruce Youthworks
Suitland High School
TC Williams High School
Wakefield High School
The Washington, DC
Police Foundation
The Y of Central Maryland

Our Generous Donors

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The Advisory Board Company
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Human Services
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BB&T
Bernstein Family Foundation
Bernstein Management
Corporation
Boeing
BP
Bruhn-Morris Family
Foundation
Capital One
CareFirst Blue Cross Blue
Shield
Carter & Melissa Cafritz
Charitable Trust
CDW
Chesapeake Employers'
Insurance Company
Chicago White Sox
Citi Foundation
City of Chicago
CivicWorks
Clark Construction Group, LLC
Cogan Family Foundation

The Community Foundation
for Northern Virginia
The Community Foundation
for the National Capital Region
Constellation Energy Group
The Cordish Family Foundation
Crown Family Philanthropies
DC Child and Family
Services Agency
DC Children and Youth
Investment Trust Corporation
DC Department of
Employment Services
The Economic Club
of Washington, DC
EJF Philanthropies
Eugene and
Agnes E. Meyer Foundation
Fidelity Charitable Gift Fund
Financial Services Roundtable
Ford Foundaton
Forest City Washington
Freddie Mac Foundation
George Wasserman
Family Foundation
Graham Holdings Company

Hands on DC
Harry & Jeanette
Weinberg Foundation
HBO/Time Warner
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Horning Family Fund
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Legg Mason Foundation
The Lewin Center
The Lombardo Companies, Inc
The M & T
Charitable Foundation
McMahon Solutions, LLC
Mead Family Foundation
MECU
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The Morris and Gwendolyn
Cafritz Foundation



Motorola Solutions
O'Donoghue & O'Donoghue, LLP
PG&E Corporation
PopNod
Pritzker Pucker Family Foundation
Pritzker Traubert Family Foundation
Randstad
The Richard E. and Nancy P. Marriott Foundation
Rotary Club of Alexandria
Royal Bank of Canada
Schield Family Foundation
Share Fund
Silicon Valley Community Foundation
Sparo
Strada Education Network
Sun Management
Techweek, Inc
Time Warner
United Airlines
United States Chamber of Commerce
United States Department of Education
United Way of Central Maryland
Valenti and Roberts Family Charitable Fund

Venture Philanthropy Partners
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Washington Metropolitan Area Transit Authority
Wells Fargo Foundation
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World Bank
Zegar Family Foundation

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The list above includes all donations and grants totaling at least \$500 combined during years 2015 and 2016. If there is an error in our listing, please accept our sincere apologies and contact us at kstorms@theurbanalliance.org.



Committed to Results

At Urban Alliance, we are driven to help our young people succeed and connect to pathways that lead to economic self-sufficiency. To better fulfill this mission, we are constantly evaluating and analyzing our program model, delivery, and results to understand what works and what doesn't. Our commitment to learning and results is matched only by our commitment to serving our youth.

In 2011, we partnered with the Urban Institute, a leading research and evaluation firm, to conduct an extensive evaluation of our High School Internship Program.

Urban Institute's research design for the UA evaluation, the randomized controlled trial (RCT), is considered the gold standard of research. Just a small fraction of nonprofits undertakes such a rigorous evaluation.

The study followed two cohorts of Urban Alliance applicants to compare the outcomes of youth who participated in the program against those who did not. The Urban Institute released its first set of findings in May 2016. They include:

1

INCREASED COLLEGE ACCESS

Young men completing Urban Alliance's High School Internship Program increased their likelihood of enrolling in college by 26 percentage points. The study also found that middle-tier students with GPAs between 2.0 and 3.0 who completed the program increased their likelihood of enrolling in 4-year colleges by 21 percentage points.

2

READY FOR THE WORKFORCE

Students offered access to the Urban Alliance program showed a significant and positive difference in comfort levels with key work skills necessary for success in the work place compared to students who did not have access to the program.

These findings position Urban Alliance as one of the top employment-based models for youth and one of the few with externally evidenced outcomes for disadvantaged youth and young men of color.

In spring 2017, Urban Institute will release the final report of the study which will capture college persistence. New funding from the Department of Education's Investing in Innovation (i3) award has launched our second independent study with the Urban Institute—this time evaluating all four regions.

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Young Adult Internship

Program Coordinator

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Program Coordinator



ALUMNI SPOTLIGHT

Andre: From Intern to Engineer

Andre attended Anacostia High School and was an intern at World Bank and US Office of Personnel Management during his time with Urban Alliance. After completing our High School Internship Program, Andre enrolled in college and graduated from Temple University. He is currently working as an Engineer Aid at Lockheed Martin. Andre recognizes Urban Alliance's role in his success.

When asked how Urban Alliance impacted his life, Andre stated: "One of the things that I really appreciated about the program was the workshops provided on topics such as effective communication, the importance of budgeting, and even health. I also appreciated the fact that I had someone I could rely on to answer questions on topics pertaining to applying to college and funding for college." Andre recently shared his success story at the White House during the My Brother's Keeper What Works Showcase.

Financial Statement for Fiscal Year 2015

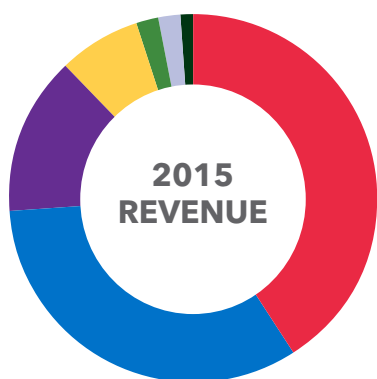
January 1, 2015-December 31, 2015

This is a financial snapshot for the year ending on December 31, 2015. Expenses and overall revenue figures have been audited by Raffa, P.C. A full audited report can be requested by e-mailing: kstorms@theurbanalliance.org. Please note that the specific breakdown of revenue over the funding source categories is determined by Urban Alliance and is not audited.

REVENUE AND SUPPORT

Grants, Contributions, and Contracts

Foundations, Trusts, and Non-Profits.....	\$2,582,688
Organizations Sponsoring Student Interns.....	\$3,243,212
In-Kind Donations.....	\$548,881
Government Grants.....	\$1,128,792
Corporate Charitable Donations	\$146,575
Individually Directed Contributions	\$173,845
Earned Income for Curriculum Outreach Services.....	\$127,690
Total Grants, Contributions, and Contracts....	\$7,951,682
Other Revenue	(\$16,949)
Total Revenue and Support.....	\$7,934,733



- Organizations Sponsoring Student Interns (41%)
- Foundations & Trusts (33%)
- Government Grants (14%)
- In-Kind Donations (7%)
- Corporate Charitable Donations (2%)
- Individually-Directed Contributions (2%)
- Earned Income for Curriculum Outreach Services and Other (1%)

EXPENSES

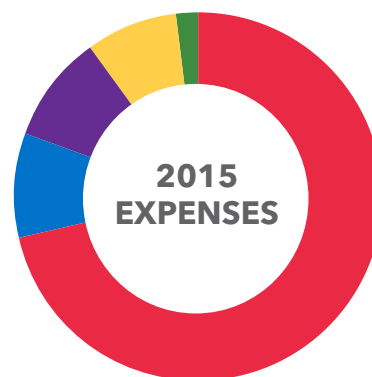
Program Services

Internship Programs	\$4,768,754
Program Development.....	\$638,915
Youth Programs.....	\$110,981
Total Program Services.....	\$5,518,650

Support Services

Management & General	\$539,119
Development & Fundraising	\$618,437
Total Support Services.....	\$1,157,556
Total Expenses.....	\$6,676,206
Change in Net Assets	\$1,258,527
Beginning Net Assets	\$3,672,921
Ending Net Assets*	\$4,931,448

** Includes grant commitments for future periods and Board-designated \$1.5 million Operating Reserve.*



- Internship Programs (71%)
- Development & Fundraising (9%)
- Program Development (10%)
- Management & General (8%)
- Youth Programs (2%)



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*Photos of interns and mentors include the following partners:
Bank of America, The Coca-Cola Company, Verizon, World Bank,
Latin American Youth Center, Berkeley Point Capital, DC Office of
Planning and Economic Development, and Word, Beats & Life.*

*Thank you to David Moss for providing so many of the beautiful
images in this report.*

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