



# **Urban Alliance**

2017-2018 Annual Report







## 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,**

*Esha Smith*

**Eshauna Smith**  
CEO

*Mary Menell Zients*

**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

“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

“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



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

Brookings

“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.”

—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

“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.”

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



A recent survey of college students found that family connections were the numberone way they landed internships—**43 percent** found internships that way

LendEDU

“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.”

—Rozzie Cribbs, UA Chicago 2016,  
Walgreens Digital Commerce 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

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“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

“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



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



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/Gatner Intern

“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

MDRC

“It showed me that I can accomplish a lot in my life – more than I originally thought. I never thought that I would be able to do college, because I thought that it was too hard or something, but then here I am. I’m doing it. And I thought that I would never get my bachelor’s degree because I never thought that it was attainable, but then, I took the first step to do college and here I am. I’m doing something that I never thought I would do.”

—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 Employers

“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

“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

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

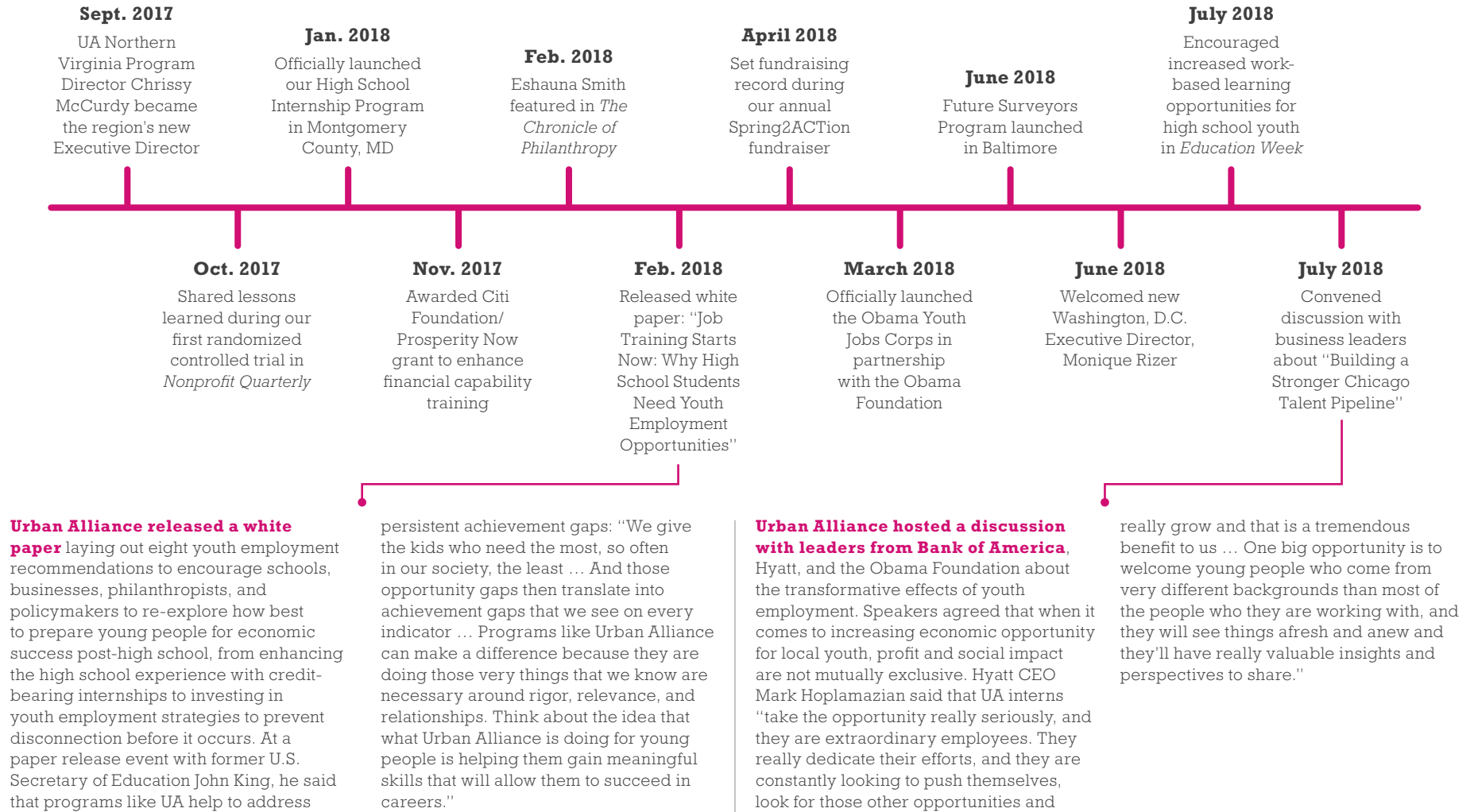


**76 percent** of at-risk young adults with a mentor aspire to higher education versus 56 percent of those without a mentor, and they are also more likely to enroll in college (45 percent versus 29 percent)

Civic Enterprises; Hart Research; MENTOR

# The Response in Action: 2017-2018 Highlights

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# The Response in Action: Data Snapshot

## Who we served:



**233** alumni  
served



**1,628** skills  
training  
participants



**691** interns



**90%** of interns received free or  
reduced-price meals



**2,552** youth served  
from **84** schools



**45%** of interns spoke a language  
other than English at home

**1st**

**56%** of interns planning to attend  
college are first-generation college  
students

## Our results:



**80%** of interns  
actively saved  
portion of  
paychecks  
during  
internship



**150,000+**  
hours worked  
by UA interns



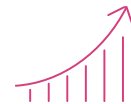
**\$6,000** in wages earned by the  
average UA intern



**237** job partners  
hosted interns



**74%**  
contributed a  
portion of their  
paychecks  
toward family  
expenses



**92%** of  
mentors  
reported that  
their interns  
demonstrated  
skill growth

**96%** 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



**91%** of interns  
who began UA  
without a post-  
high school  
plan left with one



# Future Surveyors Program

BALTIMORE

## 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."



# Obama Youth Jobs Corps

CHICAGO

## 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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*Lists include all donations and grants totaling at least \$500 combined during years 2017-18, as of December 1, 2018. Contact [premy@theurbanalliance.org](mailto:premy@theurbanalliance.org) for corrections.*



## **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.”





### 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  
 Evive 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

Live It Learn It  
 Living Classrooms Foundation  
 Loop Capital  
 Love, Unity & Values Institute  
 M&T Bank  
 Madison Dearborn Partners  
 Marriott International  
 Martha's Table  
 Maryland Department of  
     Assessments and Taxation  
 Maryland Institute College of Art  
 Maryland Multicultural Youth Center  
 Marymount University  
 Mary's Center  
 Mastercard  
 Mayer Brown  
 Metro Transit Police Department  
 Mind + Hand  
 MindRight  
 Morgan Stanley  
 Morgan State University  
 Mt. Washington Pediatric Hospital  
 Museum of Science and  
     Industry, Chicago  
 My Brother's Keeper  
 National Aeronautics and  
     Space Administration  
 National Aquarium  
 National Museum of African  
     American History and Culture  
 Natural Resources Defense Council  
 Navarro & Wright Consulting  
     Engineers, Inc.  
 Neal and Leroy, LLC  
 New America  
 NoMa Business Improvement District  
 Northern Trust  
 Northern Virginia Community College

Northwestern Memorial Healthcare  
 NOVA ScriptsCentral  
 Nuveen  
 Obama Foundation  
 Pacific Western Bank  
 PAWS Chicago  
 People Animals Love  
 Peoples Gas  
 Pepco  
 Pfister Energy  
 Precision Measurements, Inc.  
 Precision Medicine Group  
 The QG  
 Reading Partners  
 Red Frog Events  
 Risk Cooperative  
 RK&K  
 Rush University Medical Center  
 Sagamore Development Company  
 Scrub Nail Boutique  
 Second Chance  
 Shedd Aquarium  
 Silver Spring Regional  
     Service Center  
 Sinai Community Institute  
 SingleHop  
 Sitar Arts Center  
 Skadden, Arps, Slate,  
     Meagher & Flom LLP  
 The SMB Help Desk  
 Smithsonian Institution  
 Society for Personality Assessment  
 Somerset Development Company  
 Southway Builders  
 Spark  
 Sue Duncan Children's Center  
 Sullivan & Cromwell LLP  
 Sweet Water Foundation

Telesis Corporation  
 THEARC  
 theMART  
 Turner Construction Company  
 Tutoring Cafe  
 Unique Residential Care Center  
 United States Agency for  
     International Development  
 United States Chamber of Commerce  
 United States Department of  
     Homeland Security  
 United States Patent and  
     Trademark Office  
 United Way National  
     Capital Area (NCA)  
 University of Chicago Urban Labs  
 University of Maryland Francis  
     King Carey School of Law  
 University of Maryland  
     Medical Center  
 Urban Gateways  
 Urban Initiatives  
 VCA Animal Hospitals  
 Verizon  
 Virginia Tech National Capital Region  
 Vox Media  
 Wallace Montgomery  
 Washington City Paper  
 Washington, D.C. Metropolitan  
     Police Department  
 Washington Speakers Bureau  
 Wide Angle Youth Media  
 Winston & Strawn LLP  
 Words, Beats & Life, Inc.  
 World Bank Group  
 The Young Women's Project  
 YWCA National Capital Area





# 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.



### Dejuan Johnson Montgomery County 2018

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."**

Muchin College Prep  
N.A.C.A. Freedom and  
Democracy Academy II  
National Academy Foundation School  
Neal F. Simeon Career Academy  
Paint Branch High School  
Patterson High School  
Paul Laurence Dunbar High School  
Potomac High School  
REACH! Partnership School  
Renaissance Academy  
Richard T. Crane Medical  
Preparatory High School  
Solorio Academy High School  
South Shore International College  
Preparatory High School  
Springbrook High School  
Steinmetz College Prep High School  
Suitland High School  
Surrattsville High School  
T.C. Williams High School

T.C. Williams High School  
Satellite Campus  
TEAM Englewood  
Community Academy  
Theodore Roosevelt Senior  
High School  
Thomas Kelly High School  
University of Chicago Charter  
School - Woodlawn Campus  
Wakefield High School  
Washington-Lee High School  
Wendell Phillips Academy  
High School  
Western High School  
Whitney M. Young Magnet  
High School  
William H. Wells Community  
Academy High School  
Woodrow Wilson High School



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#### Sasha Katz

Talent Acquisition Manager, ActiveCampaign

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#### Auyana Orr

Manager of Community Affairs, Ariel Investments

#### Peter Owusu-Opoku

Asset Manager, LaSalle Investment Management

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#### Jeffrey Skender

Director, Cushman and Wakefield; Board Member, Skender Foundation

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Engineering Education Research Faculty and Director, Qualcomm® Thinkabit Lab™, Virginia Tech National Capital Region

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Interim Executive Director, Truman National Security Project

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Founder/CEO, MGMC Enterprises, LLC

#### Patrick Byrnett

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UA D.C. Advisory Board Co-Chair; Volunteer

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Senior Legal and Policy Advisor, Education Counsel

#### Nick Kilavos

Managing Director, Asset Management, Alliance Partners LLC

#### William McNulty

Senior Vice President, Financial Advisor, Morgan Stanley

#### Derreck Smith

Corporate and Community Relations, Nonstop Administration & Insurance Services





## Khadijah Gikeneh Washington, D.C. 2018

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 the 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.

## Staff

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Program Coordinator - High School  
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**Alexis Hardy-Wills**  
Program Coordinator

**Alasia Washington**  
Program Coordinator

**Christopher Young**  
Alumni Services Director

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**Heather Davis**  
Program Coordinator

**Deldric Henderson**  
Program Manager - Obama Youth Jobs Corps

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Director of Alumni Services

**Katie Miles**  
Director of Employer Partnerships

**Selena Montelongo**  
Program Coordinator

**Ty Nettles**  
Program Specialist - Obama Youth Jobs Corps

**Laura Padilla**  
Program Associate

**Heather Penczak**  
Program Manager - High School  
Internship Program

**Eileen Torpy**  
Program Coordinator

**Anna Treesara**  
Program Coordinator

## **DETROIT**

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Program Manager

**Alena Farooq**  
Program Associate

**Emily Leonard**  
Program Coordinator

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**Kierra Craig**  
Program Manager - Martha's Table

**Reko Daye**  
Alumni Services Manager

**Laurentiis Gaines**  
Program Coordinator - Montgomery County

**Mukta Ghorpadey**  
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

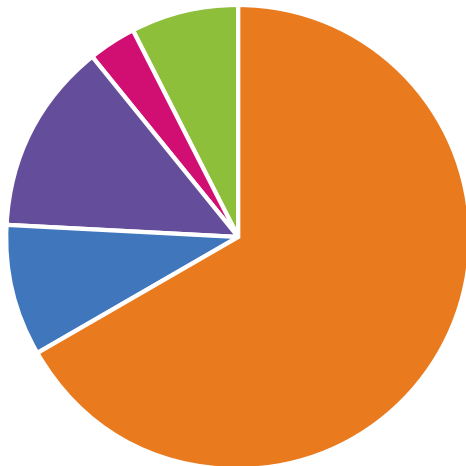
**Charles Walker**  
Program Coordinator



# Financial Summary

## Fiscal Year 2017

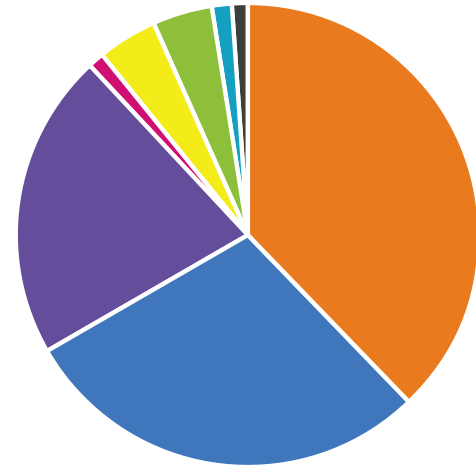
24



### REVENUE & SUPPORT

Job Partners / Job Sponsors .....	\$3,594,962
Foundations.....	2,757,674
Government Grants.....	2,040,164
Corporate Contributions.....	119,995
In-Kind Donations.....	396,451
Program Management.....	389,760
Individual Donors.....	125,192
Other Income.....	98,914

**Total Revenue.....9,523,113**



### EXPENSES

#### PROGRAM SERVICES

Internship Programs.....	5,461,668
Program Development.....	742,960
Youth Programs.....	1,090,476

Total Program Services .....7,295,104

#### SUPPORT SERVICES

Management & General.....	267,585
Development & Fundraising.....	612,019

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

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](mailto: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.









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