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SUMMER STAFF
Thank you to our summer staff and interns who made this summer possible:
Mark D’Acquisto
Kyle Chan
Kaye Chin
Jaida Da Luz
Skye Goette
Emanuel Gonzalez
David Henriquez
Melissa Huang
Ashley Jimenez
Annie Liu
Noah Marsh
Daniel Mendiesta
Katalina Mendoza
Owen Mercer
Elizabeth Ouyang
Cat Rechsteiner

Jennifer, Enterprise intern at Asian & Pacific Islander American Scholarship Fund
To say that 2020 has been a year like no other is at best cliché at this point. Certainly, as I write this letter, I am still stunned by how different it is from what I would have written even a few months ago. As I reflect on the year Enterprise has had, I am struck, of course, by the extraordinary challenges the program has faced. However, I am also so very hopeful having our youth and staff rise to this moment and shine.

Enterprise is an experiential program by design. Youth realize their potential through direct experiences—workshops with their peer cohort, one-on-one work with staff, and onsite for their internships. Fundamental to the program model is the idea that direct experience is the best teacher.

Yet, by early March, it was clear that there was no way the organization could deliver this type of program. The Enterprise team had to quickly reconceive their entire model that had evolved over decades. In a matter of days, the team launched virtual job-readiness training followed by a variety of virtual career exploration internships that engaged members of the community from various industries and partner organizations. Incredibly, even with these challenges, Enterprise for Youth ultimately offered 204 youth employment in San Francisco this summer.

Simply put, the COVID-19 crisis has sharpened our focus on the importance of investing in under-resourced youth to help them embark on a path to economic mobility and prosperity. As much as I imagine most of us will be glad when 2020 is behind us, I find myself grateful for the resilience of the youth we serve, the extraordinary commitment of our staff, the many community partners who have stood by us and to all of you for your commitment and generosity. In a year of many challenges, your support is one more reason to remain hopeful.

Thank You,

Jay Jacobs,
Enterprise for Youth Board President
Basic American Foods, Director of Industrial and International Business

"Enterprise for Youth has an amazing program and the position they helped me acquire at INTERSTICE Architects has been everything I ever wanted from an internship."

—Joseph, intern
MISSION

Enterprise for Youth empowers under-resourced San Francisco youth to reach their potential through transformative paid internship experiences supported by a community of employers, caring adults, and peers.

VISION

Enterprise for Youth envisions that all San Francisco Bay Area youth realize their potential, invest in their future, and become successful and socially engaged members of society.

2020 STRATEGIC GOALS

1. Deepen and expand job-readiness training opportunities
2. Provide meaningful internship experiences
3. Create learning, networking, and professional experiences and opportunities that draw youth back to Enterprise (with the intention of eventually building a solid alumni network from which to draw internships, volunteers, and donors.)
4. Utilize data to inform programming and operations decisions

"The promise of youth is our best and only incubator for our community's future and well-being of our imperiled planet."
—Glady Thacher, Founder
The youth tell us the work experience they gain through their Enterprise internships changes their lives, sets them on positive paths, and gives them more clarity about how to achieve their own goals.

One of my highlights this summer was when Leydi Romero said that hearing a baby’s heartbeat confirmed her desire and resolve to be a pediatrician. That kind of personal inspiration and agency is exactly what the world needs!

This aplomb gained with work experiences can catapult their careers and act as one of the building blocks for who they are as individuals. Young people have shown great strength and perseverance during these difficult months. We are so impressed with the youth who raised their hands to work in these strange times. Enterprise, too, will grow stronger as an organization as we assimilate a lot of what we learned this summer into our future training and programs.

With this impact report and 2020 highlight, we shine a bright light on our past year and a half. I hope you enjoy combing the pages and finding inspiration in either our amazing donor list, the incredible feedback from the youth, our collaborating partners’ generous feats, or the personal stories from individual youth who make our efforts an honor.

I wish you wellness and health.

Yours warmly,

Nínive Calegari
Chief Executive Officer
ABOUT US

Since 1969, Enterprise for Youth has continuously provided San Francisco youth life-changing employment services and opportunities. Through our workforce development programs, we foster economic independence for young people and support them on a path to economic mobility and prosperity. Each year, Enterprise serves 500 young people, ages 14 to 21, through a full range of employment resources.

Our three-phase program model includes job-readiness training, paid internships with college credit, ongoing career development, and networking support. Enterprise’s job-readiness training program leads directly to paid, professional workplace experiences across a range of sectors and is linked to college coursework with City College of San Francisco. We provide support for youth throughout high school and into college through a multi-year internship model, career-development workshops, leadership training, access to our job bank, and membership in our alumni network. Enterprise provides the framework for youth to develop their own networks of peers, mentors, and colleagues—invaluable resources in life.

At Enterprise, we envision a more equitable society. Our ability to train youth and place them into paid internships provides an important continuum of services and improved outcomes in their professional development through high school and into college.
ENTERPRISE'S RESPONSE TO COVID-19

The extraordinary circumstances we faced due to the COVID-19 pandemic altered Enterprise for Youth’s ability to provide in-person internships. In order to continue our commitment to young people, we created new programming and internship models in lieu of the on-site workplace experiences we customarily deliver.

We adjusted our Environmental Stewardship program delivered in partnership with the San Francisco Recreation & Parks Department to comply with the City's COVID-19 safety guidelines and placed youth in outdoor internships in parks across San Francisco.

We created an internal Career Exploration program to supplement the loss of in-person internships. Enterprise’s Career Exploration program provides a robust, online career exploration curriculum including workshops, readings, lectures, panels, networking, creation of presentations, and lots of discussions.

Our Technology program benefited from a partnership with Mission Bit. Together, we have placed youth into a joint program where they learn career skills in tandem with technology skills. The program includes coding challenges, community builders, tech talks, and guest speakers. Enterprise provides a job coach and career mentorship while Mission Bit teaches them how to design a game or website. The youth used their public speaking and research skills learned at Enterprise to present their project at the end of the program.
With a joint venture with City College of San Francisco, the Health Terminology program enrolled a cohort of youth with a passion in pursuing careers in healthcare in the introductory Medical Terminology HIT50A course to receive 3 college credits. Youth studied roots, prefixes, suffixes, and abbreviations of key terminology to interpret and apply this knowledge to understanding anatomy, patient case studies, and diseases.

For additional healthcare internships this year, youth engaged in virtual internships at Kaiser Permanente and UCSF ALBA Labs.

For each of the above programs, youth had a dedicated job coach and a set of volunteer mentors from the community who lent them expertise in their respective fields. Youth worked on financial literacy, reflection papers, SMART goals, resumes, practiced public speaking, and conducted informational interviews. Youth from all programs participated in 2-hour events that focused on career elements such as job carnivals, career development workshops, career panels, and career discovery workshops.

"I cannot emphasize how enlightening and impactful this internship was for me."
—Wynee, Intern
OUR STORY IN NUMBERS

2020 YOUTH ENROLLMENT STATS

Enterprise for Youth focuses our outreach on young people with multiple barriers to success and those who are at risk of becoming disconnected.

90% of youth we serve are low-to-moderate income, from an under-represented minority, or will be first in their families to graduate from college.

- 93% Attend San Francisco public high schools
- 33% Have family incomes less than $30K
- 57% Qualify for free or reduced lunch
- 11% Live in public housing

Youth we serve are ethnically and culturally diverse:
- 58% Asian
- 21% Latinx
- 7% Caucasian
- 7% Multiracial
- 5% Black
- 1% Pacific Islander
- 1% Middle Eastern
- 21% Latinx
- 7% Caucasian
- 7% Multiracial
- 5% Black
- 1% Pacific Islander
- 1% Middle Eastern

Pacific Islander - 1%
Middle Eastern - 1%

8
WOULD RECOMMEND ENTERPRISE TO A FRIEND
100%

SAID THEIR INTERNSHIP HELPED THEM HAVE CLEARER GOALS FOR THE FUTURE
97%

FELT MORE CONFIDENT ASKING FOR HELP OR CLARIFICATION FROM AN ADULT
95%

SAID THEIR INTERNSHIP HELPED THEM HAVE AN IDEA OF A CAREER THEY WANT TO PURSUE
95%

2020 YOUTH SUMMER RESPONSES

100% WOULD RECOMMEND ENTERPRISE TO A FRIEND
97% SAID THEIR INTERNSHIP HELPED THEM HAVE CLEARER GOALS FOR THE FUTURE
95% FELT MORE CONFIDENT ASKING FOR HELP OR CLARIFICATION FROM AN ADULT
95% SAID THEIR INTERNSHIP HELPED THEM HAVE AN IDEA OF A CAREER THEY WANT TO PURSUE

38 VOLUNTEER MENTORS SUPPORTED YOUTH IN SUMMER WORKSHOPS

$248K PAID TO YOUTH
315 YOUTH ENROLLED IN JOB-READINESS TRAINING
204 YOUTH INTERNSHIPS OFFERED
42% OF YOUTH RETURNED TO DO ANOTHER INTERNSHIP
THE FUTURE AT WORK

INTERN HIGHLIGHTS

PAMELA CRUZ 

Pamela Cruz is a first time intern at Enterprise for Youth. She participated in our Career Exploration program where youth explored a variety of careers and jobs, and prepared for future jobs and opportunities. During her internship, she attended a Q&A with author Diana Kapp who wrote Girls Who Run The World—a nonfiction book that sheds light on female CEOs and founders. Inspired by the experience, Pamela now believes she can achieve her goals.

"While writing Girls Who Run the World, author Kapp found that 1 in 4 high school girls answer ‘No’ when asked if they think they can achieve their goals. After reading a few chapters and talking to Diana Kapp (during my Enterprise internship), I am now part of the other 75%. She wrote this book to amplify the ambition and boldness of females, and she portrays the perfect representation of it."—Pamela

JEFFREY LEE

During Jeffrey’s time at Enterprise for Youth, he interned for Mother Jones, The Stuart Foundation, Nature in the City, Edgewood Center for Children and Families, and Enterprise for Youth. We look forward to seeing him at the helm of a nonprofit!

“Through my involvement with Enterprise over the past four years, I have found an interest in pursuing a career in nonprofit management. In addition to completing four internships through Enterprise, the array of professional development opportunities have awarded me the wisdom and motivation to be able to establish and achieve my personal goals.”—Jeffrey
LAMIYA COTTON

Lamiya Cotton first learned about Enterprise for Youth from her sister, Onesha, and wanted to build out her network and discover new job opportunities. After working at Gap over the summer of 2019, she spoke at the retail internship graduation to share her story. This past school year, she served in Enterprise's Youth Council. She learned more about what it meant to be a leader, facilitated small groups, organized career panels and a virtual job carnival, and presented to the Enterprise Board on her professional development. This summer she participated in the Career Exploration internship.

"I personally believe that passion is an important characteristic to hold and value."—Lamiya

CHARLYNN PULOU

This year was Charlynn's first summer with Enterprise for Youth. Everyone noticed that she was an amazing young person, a hard worker, a fun coworker, and had a special spark that ignites hope and joy.

"I was able to see nature in a different perspective. There were more trees and animals than I had anticipated. I was given the opportunity to contribute to the community by raking leaves and learning the different types of equipment that is necessary for the job. I felt extremely exhausted afterwards, but I felt that it was very worth it because it helps the park maintain its soil. I was very happy to help the community and meet new people."—Charlynn
GOVERNMENT PARTNERSHIPS

The work of Enterprise for Youth is greatly supported by the city and county of San Francisco’s government agencies. The Department of Children, Youth and Their Families (DCYF), Opportunities for All, the Office of Economic and Workforce Development (OEWD), Division of the City Administrator’s Office (Community Challenge Grant Program), and San Francisco Recreation & Parks share Enterprise’s vision of creating an equitable and just San Francisco for all to live and work in. They provide valuable support resources, including funding, capacity building, networking, and professional training for service providers, including Enterprise.

Enterprise has sent interns to the steps of City Hall to work in the offices of multiple members of the Board of Supervisors including Matt Haney, Hillary Ronen, Ahsha Safai, and Norman Yee. We are grateful for the city’s commitment to the promise of San Francisco youth across these multiple levels of engagement.

HEROES AT WORK

A Note from Board Member and 2020 Event Chair, Scott Snow:

"It was a privilege to welcome Mayor London Breed to our Heroes at Work event on July 15th with my event co-chairs and fellow board members Dalana Brand and Brent Hyder. It was also incredible celebrating the successes of Enterprise's talented youth, as well as everything our organization has accomplished this year during these unprecedented times. The Mayor recognized the extraordinary vision of Enterprise's founder Glady Thacher to provide opportunities for youth and delivered a rousing speech to over 350 guests that included many Enterprise youth. Her story and message was inspiring to attendees of all ages. It was an honor to have her join us.

"We also featured the personal stories of four Enterprise youth. Please enjoy listening to them share how Enterprise enabled them to explore and prepare for their futures: https://youtu.be/Aik6mQtWbYo.

"We are tremendously grateful to the generous event sponsors and individuals who contributed, providing us with crucial funds to deliver life-changing career exploration programs."

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MAYOR LONDON BREED GAVE ENTERPRISE AN INSPIRING SPEECH

"I appreciate Enterprise for Youth because we forget that we need to do more to invest in young people. The fact that Glady Thacher had a vision decades ago to start Enterprise because she saw a void, demonstrates her understanding that there is a need. We can't take for granted that every young person has access to opportunity. Enterprise's mission to support and uplift young people has taken on new meaning in these challenging times.

"I am so grateful that Enterprise has been doing this work for so many years and has not given up hope in the youth of our community. If we do not invest in young people, what kind of future will we have?"
—The Honorable London M. Breed

RESPONSES TO THE MAYOR'S SPEECH

Matthew Kong: That speech was very moving and motivating! Thank you for everything that you have done for SF.

Anne Farrah: I am so glad that you are our Mayor! Thank you!

Mari Spencer: Super inspiring!!! Thank you, Mayor Breed!!!

Zoe Astrachan: THANK YOU MAYOR BREED. What an amazingly inspiring message!!!
SALESFORCE
Salesforce keeps gracing Enterprise with kindness. This year youth participated in the Dreamforce conference hearing directly from many speakers, including President Obama, Yara Shahidi, and Megan Rapinoe. Additionally, Salesforce Foundation generously sponsored our internships and subsidized our ability to provide meaningful, paid work experiences to our talented youth. Finally, the Salesforce team volunteers with us to host events, to review resumes, provide opportunities for career discussions and mock interviews. Thank you Salesforce!

OLIVER WYMAN
Enterprise for Youth is the grateful recipient of top-notch pro-bono analysis by Oliver Wyman, an international management consulting firm. They advised us on the strategic expansion of our health and technology career preparation programming.
"Enterprise for Youth does amazing work with young people, guiding them to become adults and contributing members to our workforce. The youth not only benefit from Enterprise's programs as they start to explore their futures, but also as they grow throughout careers. Enterprise's guidance and mentorship is invaluable. I am happy and proud to be supporting Enterprise for Youth through the Data For Good Fund!"

—Lisa Fung, Director, Data for Good Fund

**DROPBOX**
Dropbox kicked off their relationship with Enterprise for Youth by hosting Mission High School student Marlon Ochoa as an intern. Dropbox was the first corporate partner in Enterprise's history to pay the full cost of an internship—the youth training stipend, youth wages, the infrastructure costs it takes to train youth before their internship and to provide job coaching along the way. We also received a contribution from their philanthropy team and a donation of refurbished laptops.

**DATA FOR GOOD FUND (UPMETRICS)**
Enterprise for Youth is a grateful grantee of the Data for Good Fund and recipient of data analytics tools from UpMetrics, a firm that helps nonprofits measure their impact in the communities that they serve. These tools allow us to capture and analyze data that will help guide us in determining future outreach, show our impact to potential donors, and influence our curriculum.
**PROPELNEXT**

Enterprise for Youth is part of a current cohort of 12 California nonprofits selected to participate in PropelNext, a 3-year grant initiative of the Edna McConnell Clark Foundation. By providing access to general operating support, group learning sessions, individualized coaching and more, PropelNext equips promising nonprofits with the knowledge and expertise to collect, analyze, and apply data to better inform insights and practices that lead to better outcomes for youth.

**CITY COLLEGE OF SAN FRANCISCO**

Our partnership with City College means a lot to our programs. We were able to connect 52 youth to one of two courses this summer. The youth who participated in our internal series or external internships received credit for the Work Experience class where they reflected individually and as a group on aspects of the workforce. Thank you to Professor Debbie Kitchin from the Business Department who is a long time teacher and partner. Another CCSF partner, John Halpin, Dean of Workforce Development, connected us to Professor Rich Riordan who reserved 20 spots in his Medical Terminology course for Enterprise young people. Having City College partner with us with these groups is truly essential. We value connecting high school youth to college opportunities.

**MISSION BIT**

This summer, Enterprise for Youth partnered with the Bay Area youth-focused nonprofit Mission Bit to teach tech skills. Youth learned how to code websites and build online games, using either HTML/CSS or Unity and C# respectively. Enterprise’s Mission Bit program culminated with a fun and inspiring demonstration day in which interns showcased their projects and new tech skills, and one of our intern group projects received a Special Mention Award!
"The summer of 2019 is when I had my first ever internship at Enterprise as well as the job-readiness training. It was an exciting adventure where I got paid while learning a lot of different material. I met co-workers there that I am still friends with now."

—Max, Enterprise intern at Kaiser Permanente

**EXPENSES**

Management & General
8.1%

Fundraising
17.6%

Programs
74.3%

"One of the most engaging and meaningful professional volunteer experiences I will remember was with Enterprise for Youth mentoring students interested in careers in the tech industry!"

—Mari Spencer
Sr. Executive Assistant, Salesforce AppExchange
UCSF ALBA Lab has been a partner and intern host with Enterprise for youth for three years. ALBA Lab works to better understand how our brains process language and to develop imaging and diagnostic tools to help care for those who have language disorders across the lifespan. This year, UCSF was able to host virtual internships.

Leydi Romero was the intern at UCSF and she researched Dyslexia and Primary Progressive Aphasia with an interdisciplinary team of local neurologists, radiologists, neuropsychologists, speech-language pathologists, bioengineers, and researchers to better understand both her future field and the incredible workings of our brains. With your support we are able to continue to secure great partners like UCSF who help youth realize their future.

To learn more about Leydi’s experience at Enterprise please enjoy her article from last year's Heroes at Work keynote speech: [www.enterpriseforyouth.org/leydi](http://www.enterpriseforyouth.org/leydi).

You can learn even more about her experience from this year's Heroes at Work evening where she opened the film at [www.enterpriseforyouth.org/heroesfilm](http://www.enterpriseforyouth.org/heroesfilm).
"Enterprise has taught me more than I could imagine and I feel that we should be learning about these topics more in school than what we’re learning now."

—Angelina, intern
Alan is a San Francisco native and graduate of Lincoln High School. He volunteers because he loves mentoring and wishes he had participated at Enterprise for Youth when he was young. He is a Technical Recruiting Manager at Quip, a Salesforce company, and he said he would gladly consider helping to run a session again in the future.

“We had our last mentorship session yesterday with Enterprise for Youth and it was such a heartfelt moment. The youth took turns presenting their resumes, LinkedIn profiles, what they’ve learned about themselves, and their internship experiences so far this summer.

“Overall, what a rewarding experience! If folks have time, especially those that went to school in San Francisco, I highly encourage looking into this organization for future volunteering opportunities.

“Thank you Enterprise for Youth for turning this summer program into a virtual experience for us! We must continue to educate the younger generation and provide them with the resources to help them grow and flourish.”

—Alan Leung, Technical Recruiting Manager at Quip
Joseph Buitrago discovered Enterprise for Youth in 1990 as a teenager growing up in the Mission District. He chose to participate in Enterprise's programs because “it offered something positive, which was not common in the Mission at that time. Enterprise gave me an opportunity to do something other than what was presented to me. It gave me an education outside of school.”

Three decades later, his daughter Athena enrolled in Enterprise's programs because she was inspired by the experience her father gained through Enterprise. “My dad taught me that what you learn, you will keep for the rest of your life.” Athena participated in Enterprise workshops, which she says, “gave me a better understanding of what my first job would be like.” Then she was placed in internships at Jonathan Rachman Design and at Kaiser Permanente, where she grew into herself. Athena says, “I learned to voice my opinions, what I was good at, and what I needed to work on. My Enterprise internships allowed me to see into the future and help me prepare for it.”

This summer, Athena’s younger sister Samantha experienced her first Enterprise internship as a member of our Environmental Stewardship program, where groups of youth were placed in parks across the city to assist with park upkeep and learn about the natural world. Samantha enjoyed “giving back to the community, giving back to the environment, and taking part in something outside of myself.”

Joseph is happy to see his daughters participate in new environments and experiences. “Enterprise gave me a tremendous sense of independence and taught me to have confidence in myself. I am grateful that Enterprise is still here, giving my daughters these same opportunities to learn and grow!”
"I am proud to support Enterprise for Youth! As a former Enterprise Board member, I saw first-hand how effective Enterprise is in helping vulnerable youth explore their future by providing invaluable, real-world work experiences.

"I believe it is essential to invest in the next generation and I can think of no cause better than supporting the youth of OUR community! My gift to Enterprise allows me to help young people envision a better tomorrow. I am so grateful that Enterprise does this important work."

—Mary Lou Castellanos
Sotheby's International Realty, Former Enterprise for Youth Board Member and 2020 Donor
THANK YOU TO OUR SUPPORTERS

Enterprise for Youth is extremely grateful for all the individuals and organizations who made generous contributions. Your direct involvement, gifts to our programs, and event patronage are wholeheartedly valued and make our work possible.

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$150,000 and above
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San Francisco Office of Economic & Workforce Development (OEWD)
The William & Flora Hewlett Foundation

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Allison Caccoma
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$2,500-$4,999 continued
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CHROMA
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Red Dot Studio
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Pam and Larry Baer
Stephanie Jones Bailey
Brian and Leslie Baker
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David Barlow
Barry C. Baron and Constance Goodyear Baron
Thomas Barrett and Belinda Berry
David and Victoria Bausman
Risa Beckwith
Marcy Bergman and David Durham
Alexander Bie
Katherine Blum and Tom Kennedy
Shelby and Carol Bonnie
Brilliant Earth
Barbara Brown
Greg and Kathy Calegari
Ninive and Jean-Claude Calegari
California Pacific Orthopaedics
Nina Carroll
Mary Catlin
Frank Caufield
Karin and David Chamberlain
City Arts & Lectures
Civic Kitchen
Marea Clark
Todd Cole
Susan Collins and Christopher Weir
Charles Jay Conover
Everlane
Carol G. Costigan
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