

# ENTERPRISE *for* YOUTH

*founded 1969*



2020 - 2021  
IMPACT REPORT

We proudly present our  
2020 – 2021 Impact Report  
in honor of our founder,  
Glady Thacher.



## OUR 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.

## OUR VISION

Enterprise for Youth envisions that all San Francisco youth are prepared for their professional future and become successful members of society.

## OUR VALUES

Youth Empowerment  
Community  
Growth  
Integrity



# LETTER FROM THE BOARD CO-PRESIDENTS



Enterprise for Youth has yet again pulled out all the stops for the youth of San Francisco.

We are proud of Enterprise's accomplishments — particularly in its ability to rethink job readiness training and professional paid internship programs despite the challenges of the pandemic.

Enterprise was able to reinvent itself, focused on the core mission, in 2020. And this year in 2021, the team was able to further expand opportunities significantly. As you will see in this Impact Report, these opportunities ranged from City beautification projects, to deep technical trainings, to internships in a broad range of fields — both in person and on Zoom. It's particularly exciting to see the fifty employment partners (50!) who stepped in to offer young people a chance to learn, grow, and earn money. Thank you all!

The need for workforce programming is more vital than ever, with most San Francisco students having just had a full year of virtual schooling and social isolation. Additionally, with youth looking to shortly embark on careers, the uncertainty of the future of work as a result of the pandemic has resulted in significant anxiety. Enterprise staff continued to build connections and encouraged the youth to stretch and grow; most importantly, they gave youth hope in this difficult time.

On behalf of the Board of Directors, we are proud to present this Impact Report. From a clean audit to impactful programming results — it's all here. Enjoy, and thank you to the team and the youth for engaging so meaningfully.

None of this would be possible without your support. Thank you to our broader community for believing in youth workforce development — we do as well, and we thank you!



Andrea Dublin  
Board Co-President  
Global Mobility Director, PricewaterhouseCoopers



Brent Hyder  
Board Co-President  
President & Chief People Officer, Salesforce

# LETTER FROM THE CEO

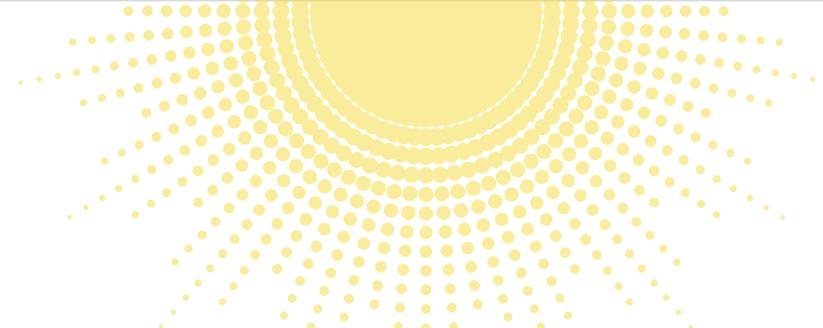


EARNING  
AND  
LEARNING  
ARE THE  
KEYS TO  
YOUTH  
SUCCESS

Dear Enterprise for Youth friends,

We are proud to be sharing our 2020 – 2021 Impact Report with you. Inside, you will see how we have built upon all of our programs to create a stronger and more diverse range of internships to meet the changing work environment.

We ask all of our youth to expand their visions, to put their superpowers onto paper via their resume, to kick off their professional profiles on LinkedIn, to connect, network, and grow. We believe that all our young people have tremendous assets — and we also ask them to challenge themselves, take risks,



and try new things. Watching them evolve and seeing them take greater and greater — and then complete — ownership of their professional path is a huge honor. The team and I are proud of the efforts and accomplishments of every young Enterprise person.

We are especially thrilled that we expanded the number of internship opportunities we offer by **70 percent**. As a key component of our goals this past year, we worked hard to ensure youth who are in any way marginalized are included — and not just included but successful. Economic empowerment and inclusivity are keys to creating a more just world, and we are proud of our outcomes in these areas.

Additionally, we have enjoyed the thrill of piloting more new programming with powerful partners; we have expanded our overall internship host sites; we spent over half a million dollars on youth wages; and we are enjoying deeper and sustained support from professional mentors who love seeing the next generation thrive.

Thanks to you, Enterprise is in a stronger place now than ever before, and we are all deeply grateful.



Yours warmly,

Ninive Calegari  
Chief Executive Officer

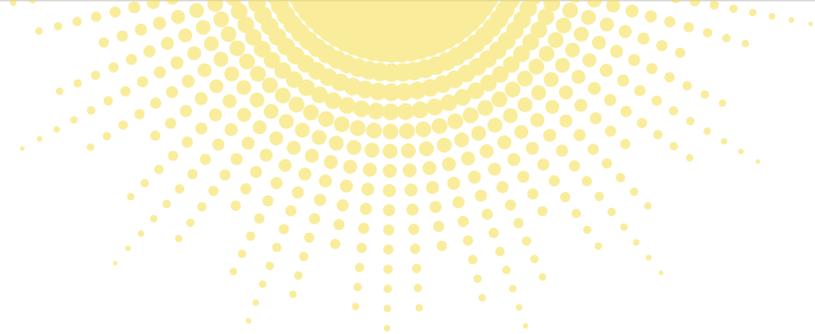
# ABOUT OUR PROGRAM



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.

Founded in 1969, Enterprise serves 400 to 500 young people, ages 14 to 21, annually. Enterprise is a central employment resource, where youth learn job-readiness skills and soft skills — and practice those skills in supportive, paid internships. Through ongoing professional development workshops, youth connect career goals with postsecondary education through college coursework at City College of San Francisco, while building a strong network of peers, colleagues, and mentors. Our

multi-year model allows youth to develop their resumes during high school through paid work experience and training opportunities in the fields of healthcare, technology, art/architecture/design, financial and legal services, government and nonprofit, entrepreneurship,



environmental stewardship, communications, and retail. Youth attend weekly professional development workshops to hone job-readiness skills, improve financial literacy, and complete coursework to receive college credit for their internships. Meeting the needs of an evolving workplace culture, our 2021 internships include on-site, virtual, and hybrid formats.

In addition to our signature internship program, Enterprise youth may join Youth Council, our year-long leadership program, or access other employment opportunities through our youth Job Bank. Enterprise alumni may apply for positions as Program Assistants, working closely with our program staff to guide and mentor youth during their internships, or learning nonprofit administration as part of our communications or development teams.

Providing young people access to jobs is the cornerstone of Enterprise's work; we foster financial independence for youth and support them on a path to economic mobility and prosperity.

# 2021 BY THE NUMBERS

# \$529,000

TOTAL DOLLARS PAID TO YOUTH INTERNS



Paid  
**\$17.34/hour**  
to our youth  
interns.

**91%**  
of our youth  
would  
recommend  
Enterprise to  
a friend.



# 26,031

TOTAL HOURS WORKED BY YOUTH INTERNS

# 373

INTERNSHIPS PLACED  
93% GRADUATED



**98%**  
of our youth  
felt they  
built positive  
relationships  
with adult  
mentors.

**97%**  
of our youth valued  
their internships.

**99%**  
of our youth interns are  
more confident working  
with a group to get  
something done.



# PROGRAM FEEDBACK

During Summer 2021 we were able to offer youth a wide array of internships in numerous fields of business throughout San Francisco. Here is what our youth had to say about their experiences.

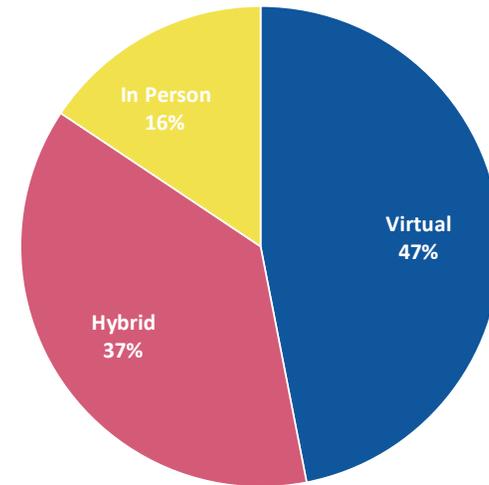


**100%**  
of our Communications interns who were working at small businesses said they felt confident asking their site supervisor questions to help them understand the task at hand.

**93%**  
of our Career Exploration interns say participating in their summer internship helped them have a better idea of the career they want to pursue.

**100%**  
of our Healthcare interns agree that what they learned is useful preparation for a career in healthcare.

Types of Internships



**Job Search Skills:** 99% report developing a strong resume, 85% understand how to carry out a job search, and 98% developed strong interview skills.

**Professional Skills:** 98% are more confident managing time, 99% have improved collaboration/teamwork skills, 97% feel they could use professional communication skills, and 88% have improved creative problem solving skills.

**Relationship Building Skills:** 98% report having positive relationships with adult mentors, and 99% have developed the skills required to build their networks.

**Financial Literacy Skills:** 92% have improved money management skills.

**Education Goals:** 98% are motivated and more confident to continue their education/training beyond high school.

**Career Goals:** 95% now have more clear goals for the future, 96% have a clearer idea of the career they wanted to pursue, and 96% are more confident in how to pursue their career of choice.

# OUR INTERN HOSTS

## 2020 Intern Hosts

Asian Pacific Islander Association	SFMade: Jenny Lemons
City College San Francisco: Medical Terminology A	SFMade: METTA GOOD
Enterprise for Youth	SFMade: Nana Joes Granola
First Republic Bank	SFMade: Slate & Stone
Ingrid & Isabel	SFMade: Socola Chocolatier
INTERSTICE Architects	SFMade: Wooden Table
Kaiser Permanente: Allied Health	SF Recreation & Parks
Kids in Need of Defense (KIND)	Southern Exposure
MissionBit	Supervisor Haney
SFMade: Borbon Skincare	University of California, San Francisco: Alba Labs
SFMade: Jade Chocolates	VendEx



## 2021 Intern Hosts

### External Internship Placements

California Coastal Commission  
 City College San Francisco:  
 Medical Terminology A & B  
 CodeNation  
 Banneker Partners  
 Bay Area Video Coalition  
 Bella Smile  
 Edgewood Center for  
 Children and Families  
 Enterprise for Youth: Communications  
 Envelope Architecture + Design  
 First Republic Bank  
 INTERSTICE Architects  
 Kaiser Permanente  
 Kids in Need of Defense (KIND)  
 MissionBit  
 Old Navy Marketing & Design  
 Office of Supervisor Ronen  
 Potrero Medical  
 Red Dot Studio  
 SF Recreation & Parks:  
 Volunteer Services Office  
 SFUSD  
 SFMade: Jade Chocolates  
 SFMade: Jenny Lemons  
 SFMade: Korina Naturals Skincare  
 SFMade: Nana Joes Granola  
 SFMade: Socola Chocolatier  
 SFMade: SWOPE Design Solutions  
 Southern Exposure

SPUR  
 studioHEIMAT  
 TheraNova  
 University of California, San Francisco:  
 Alba Labs

### Golf Caddie

The Olympic Club

### Green Careers

Golden Gate National Park Services  
 SF Recreation & Parks

### Internal Career Exploration

#### SF NewDeal

Betty Zlatchin  
 Brickhouse Bar & Grill  
 Chinatown Restaurant  
 Grant Place Restaurant  
 Jane  
 Kasa  
 Kitava  
 Kitiya (TacoThai)  
 Little Baobab  
 Little Vietnam  
 Matko  
 Mission Bowling Club  
 New Spot on Polk  
 Taqueria El Sol  
 Washington Bakery  
 Z Zoul Cafe

# STORIES OF IMPACT



## Lindsey

Lindsey found Enterprise for Youth while Googling summer jobs during her freshman year of high school. Intrigued by the range of opportunities shown on Enterprise's website, she dove in. Since then, she has been an active member of our community and, this summer, Lindsey stepped into a role as part of Enterprise's cohort of Program Assistants where she worked closely to staff to support interns who participated in both the Career Exploration internship and our new partnership with SF New Deal.

During previous summers, Lindsey completed Green Careers internships in partnership with SF Recreation & Parks, in addition to internships at Gap, Sephora, and Career Exploration. Lindsey also has successfully completed the year-long Youth Council leadership development program.



## Oscar

Oscar has had a great journey over his three years at Enterprise for Youth. This summer Oscar worked as a Program Assistant at Fort Mason and Stow Lake where he co-lead interns and fostered a positive relationship with the park staff. On many mornings, Oscar would lead morning check-ins with the whole intern crew, take attendance, and organize team energizing games like soccer or frisbee to keep interns engaged during down time. With his experience as a Green Careers intern, Oscar also provided relevant, practical advice to youth interns to ensure smooth work days. He delivered indispensable support to the park staff and Job Coaches, with confidence and a level-headed attitude.

Oscar will be studying Computer Science at UC Santa Cruz this fall. Through his time with Enterprise for Youth, he has honed many professional skills and demonstrated his potential as a well-respected team player and future leader.



## Gale

Gale is the third sibling in her family to join Enterprise. A rising junior at George Washington High School, she joined in 9th grade and has taken the initiative to explore every opportunity. She serves on Youth Council and worked with a team who created and distributed an equity survey. She also participated in the pilot Reimagine Internship with SFUSD, where she and peers researched equity in their school system, and then presented their findings to members of the SFUSD

School Board, faculty, and staff. This summer Gale joined a group of eight youth in a virtual internship with Kaiser, while she completed the Medical Terminology course at City College of San Francisco. She currently plans to graduate from high school, then attend a four-year university to become a Physician's Assistant or OBGYN.



## Kevin

Kevin is a long-serving member of Enterprise for Youth, having been with the organization since his junior year of high school. He has actively participated in our Job Readiness Training and several internships over the years. In fact, he still works at one of the jobs he found using our youth Job Bank four years ago as a Residential Office Assistant! Beginning in 2021, Kevin's role at Enterprise has expanded to reflect his personal and professional growth. This spring, Kevin supported youth volunteers at the Mission Food Hub during our Week of Service and demonstrated his leadership ability by forging genuine connections with peers and setting an example of what diligent hard work looks like. These connections proved to be a valuable aspect of his success as a Green Careers Job Coach. Kevin's most recent achievement was leading two groups of summer interns and Program Assistants at Buena Vista Park and Heron's Head Eco Center. Kevin's exemplary work ethic, willingness to take on responsibilities, and compassionate personality made him a role model for all the interns he worked with.

Kevin will continue his work with Enterprise for Youth, supporting outreach and training for our Spanish speaking youth in Job Readiness Training and summer internships. Outside of his work with Enterprise, he is attending his third year at SF State this fall.

# FEATURED INTERN HOSTS

## Red Dot Studio

This summer, Red Dot Studio hosted a summer intern with us for the third time. Karen Curtiss, the founder of Red Dot, spoke at our Internship Expo about Red Dot's commitment and interest in supporting youth development by offering young people the opportunity to shadow an architect in their office. Clarissa, a rising senior at Ruth Asawa San Francisco School of the Arts, was excited from the beginning about her placement at Red Dot this summer. She plans on majoring in architecture with a minor in civil engineering in college. Her most significant takeaway from this summer was the opportunity



*"The environment of the studio was more chill than I expected it to be, even though everyone was busy with projects, the Red Dot staff was always available and supportive."*  
- Clarissa, Red Dot Studio Intern

to interview the architects about their career paths and passion for architecture and design. She describes her experience at Red Dot as beyond her expectations and is grateful for the opportunity to be a part of the Red Dot family.



## SFMade

Ashley, a rising senior at Lincoln High School, was passionate about interning at Socola Chocolatier this summer because she is interested in business and opening her own restaurant or cafe in the future. At Socola, Wendy Lieu, owner and founder, taught Ashley everything she knows about running a business, like the



importance of chocolate presentation, customer service, and managerial skills. At the beginning of her internship, Ashley was lacking confidence interacting with customers, but the welcoming and warm environment quickly made her feel comfortable. Wendy praised Ashley for her ability to learn quickly and ask questions, and she was impressed with how quickly she built up her confidence. Ashley admires Wendy's accomplishments as a self-built female and POC chocolatier, and is very grateful for

*"At Socola, it was my first time helping a customer purchase an item. Although nerve-racking at first, speaking with customers and gaining charisma becomes an important skill to have. I went from awkward hellos to 'how was your day?' and having full conversations with customers."*  
- Ashley, SF Made Intern at Socola Chocolatier

the opportunity to continue working with her and the Socola team this fall.



## Banneker Partners

Terrance Bei, Senior Vice President at Banneker Partners and Enterprise Board member, supported us this summer by hosting David, an incoming first-year at Syracuse University. Terrance also leads our Young Professional Group and supports us as a volunteer mentor for our summer programs and our Youth Council, and his wife Barbora connected us to our incredible intern host Red Dot Studio. At Banneker, David had the opportunity to do a business market research project he presented to the Banneker team. Before his internship, David was developing his spreadsheets and scratching the surface, but, after his Banneker internship, he feels more confident using these powerful tools. He partnered with an intern who had been on the project and received direct mentoring in the field. We hope to connect more youth to similar opportunities at Banneker in the future.



*“Fun fact: the pros don’t use their mouse. While working on a project, I had to draw original conclusions from a government dataset with thousands of entries. This was a little overwhelming. Thankfully, my amazing boss, Terrance Bei, introduced me to pivot tables.”*

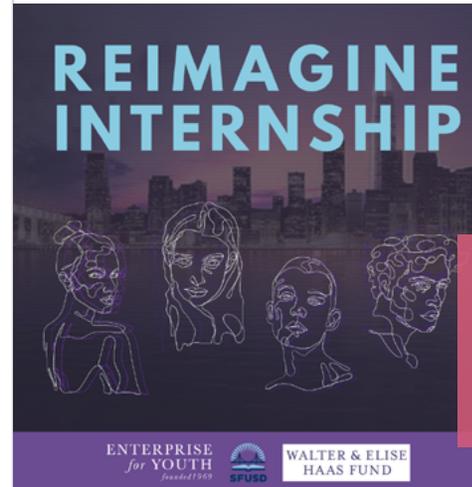
*– David, Banneker Intern*

## FEATURED PROGRAMS

### Empowering Young Women — Reimagine Internship

During the 2020 – 2021 school year, we had the opportunity to partner with SFUSD’s Leading for Equity Committee in creating an internship program that asked, “What would make SFUSD more joyful and equitable for young women of color?” We connected with 17 young women from SFUSD who identify as Latinx or Black; they completed the Enterprise Job Readiness Training, then proceeded to conduct their own research. Their survey surfaced the following four themes:

- Mental Health: Beyond the Wellness Center
- Mental Health: Creating Welcoming and Supportive Classrooms
- Mental Health: Training for Staff and Teachers
- Adulting 101: Life After High School Curriculum



*“We are trying to fix problems for students, classrooms, and teachers. This internship helped me to become a leader and acquire knowledge that will help me in the future.”*

*–Andrea, Reimagine Intern*

After reviewing their data and compiling the results, the interns presented their findings and solutions to SFUSD School Board members, faculty, and staff. The guests present readily engaged with the interns asking complex questions and acknowledging them as leaders in their community.



## Green Careers

Enterprise is thrilled to report that the Green Careers program has grown substantially, employing 117 youth, eight youth Program Assistants, and three job coaches through our over 40-year partnership with the SF Recreation & Parks Department, as well as a brand new

partnership with the Golden Gate National Recreation Area (GGNRA).

This summer, Enterprise and the GGNRA teams worked together to kick off programming at Black Point Garden at Fort Mason. Working closely with the park teams, youth at Black Point Garden placed mulch, planted

flowers, and protected plants from fire, while learning directly from the gardeners who so lovingly cultivate our green spaces. Additionally, the interns at Fort Mason attended daily enrichment activities led by park staff and Enterprise leaders, covering topics such as green career pathways, ecology, and environmental justice, along with resume writing, team building, and networking.

*“I have learned how to be a better leader, activist, and environmentalist with this job. So much so, that I want to pursue a career to continue taking care of the Earth. With my next job I will take my go to attitude and put it to work so I may succeed at my goals of life. This job was exciting, and despite its labor I enjoyed talking to people, and the plants!”*  
-DeLara, Green Careers Intern at Buena Vista Park



As part of this program, you may find Enterprise youth working at Stow Lake, Buena Vista Park, Cayuga Park, Crocker Amazon Park, McLaren Park, Sharon Meadows, Visitacion Valley Greenway, and Heron’s Head Eco Center. In all of these venues, the pride youth gain in urban green spaces is palpable, and we’re proud of the hundreds of hours they contribute to creating beautiful landscapes and a livable city.

In 2022, we plan to grow these placements in order to expose more and more young people to careers in climate and green space. We are proud to partner with our friends at Nature in the City to launch a Climate Career Corps, working together with the city to elevate the next generation of climate stewards and leaders. Our youth will have the opportunity to work in other climate-related jobs in offices, learning advocacy work by protecting our natural resources. The new Climate Career Corps will empower youth to become knowledgeable and active participants in building an environmentally conscious future for the city and our planet.



## Code Nation Pilot

Code Nation and Enterprise have strategically partnered to deliver project-based courses that give students experience and exposure to the field of computer science. The topics covered with Code Nation experts will effectively equip students with foundational technical skills, including HTML, CSS, jQuery, and JavaScript.

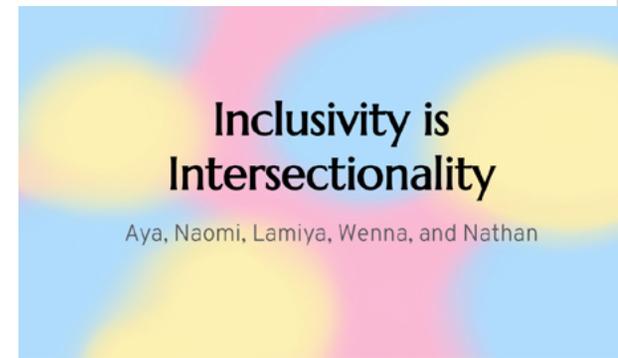
Students applied their skills to various creative projects such as web page development, game creation, and collaborative tasks. In addition to projects, students work alongside mentors who are professionals in the tech sphere, and receive personalized assistance and feedback.

Interns spoke highly of the support and resources offered by Code Nation staff and volunteers. The teams enjoyed working together while producing tremendous deliverable projects. We look forward to the continued partnership and future internship projects with Code Nation.

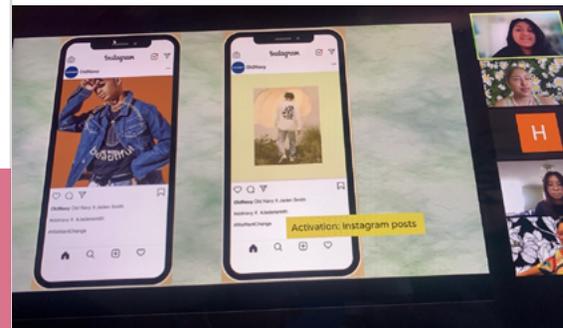
*“Code Nation showed us what code could do for us; it can build fun projects, build connections to lifelong buddies and link us to mentors who truly want us to succeed!”*  
*-Joanna, Code Nation Program Assistant*

## Old Navy Headquarters

This summer, Old Navy Headquarters Marketing & Design team hosted ten interns at their offices in San Francisco. Our interns focused on a summer project embedding their Imagine Mission, which is built upon concepts of inclusivity, sustainability, and leadership. At the conclusion of their internships, interns presented their campaign ideas to the VP of Marketing at Old Navy. Additionally, interns participated in



a virtual internship by attending marketing meetings, guest speaker events, and two in-person activities. Interns had the opportunity to tour the Old Navy flagship store on Market Street in San Francisco and see in person how their work and vision influenced the marketing team's



strategy. Interns also visited the Photo Studio, where they got to observe the photoshoot process and behind-the-scenes process for producing photo campaigns. It was an exciting summer packed full of fun, learning, and mentorship for

the ten interns at Old Navy headquarters. As we continue our partnership with Old Navy headquarters, we look forward to the development of our interns' marketing skills and confidence to succeed in retail.



## SF New Deal Pilot

We launched a new partnership with SF New Deal, a community organization that provides supportive services and financial opportunities for small businesses in San Francisco. SF New Deal worked with 18 Enterprise youth who worked in pairs at 18 restaurants throughout the city to assist the restaurants with their social media and marketing business efforts this summer. In some cases, the youth managed Instagram posts to drive social media traction and engagement. For other intern hosts, Enterprise youth worked diligently to put restaurant menus up on UberEats. Intern host Sam Elbandak, from The New Spot on Polk, hails from Palestine and taught interns Pablo Otegui and Rania Bouiri about his business culture. Jimmy Quan, who owns San Francisco's oldest restaurant, Chinatown Restaurant, and hails from China, was so enamored with youth interns Angel Luo and Katie Zhan that he looks forward to building a ten-year program to continue connecting the generations. In both cases, intern hosts incorporated youth into their daily operations and collaborated with them on various projects. We are proud of the combined efforts of the interns and their hosts and are grateful to the team at SF New Deal for partnering with us.

## Career Panels & Networking Events

In a year of uncertainty, it was important that we offer not just professional education and opportunities, but contact with adult professionals who could speak to the career journeys our youth are navigating. Youth honed their networking skills using new tools like breakout rooms and virtual backgrounds. They practiced tips we've been teaching for years — eye contact, body language, and asking follow up questions. Enterprise alums and new grads joined us to give advice on the college process, and then networked with our youth at a fun virtual holiday party (bring your own cocoa). We worked with partners including Dropbox, First Republic Bank, Salesforce, BATS Improv, and more to offer Career Bites, or virtual job shadows, this summer. One of our youth shared, "I enjoyed hearing about different stories and I got to gain insight on a career path similar to what I'm interested in." These events are geared to do just that — open up what's possible to the future at work.



# YOUTH COUNCIL

What a year it's been for our leadership development cohort, Youth Council! We had the privilege of working with 35 young leaders passionate about not just furthering their own careers, but supporting each other and giving back to their communities. This year had the



unique challenge of being completely online, and yet everyone jumped in to develop their leadership skills, understand the importance of civic advocacy, build their public speaking skills, and much more.

We found new ways to interact and get to know each other, using tools like Zoom, Flipgrid, Google Docs, and more. Some of our amazing partners, like Salesforce, Dropbox, BATS Improv, and Sojern, offered invaluable learning opportunities for our youth to build out their skills in UI/UX design, networking practice, and improvisation. Over the fall, youth thought about what it meant for them to be leaders through quizzes, activities, and group discussions, and then put that knowledge to work in charting out action plans for themselves and learning how to create their own projects.

By the end of the year, Youth Councilors worked in teams to create these final projects that educated other young people on what they learned at Enterprise. Projects ranged from hosting the after-party for Heroes at Work, to developing survey tools to understand issues around equity, to developing films that encapsulate their experiences at Enterprise.



Two of the Youth Council films are available for you to enjoy. The first was produced by Melissa and her team who asked all the youth to define their Enterprise experience in one word, and explain why. The youth said “community,” “support,” — and, ultimately, “love.” You can see this film here.



Additionally, Lamiya decided that it was important to capture our founder's vision; here, you can see why and how Enterprise was founded.



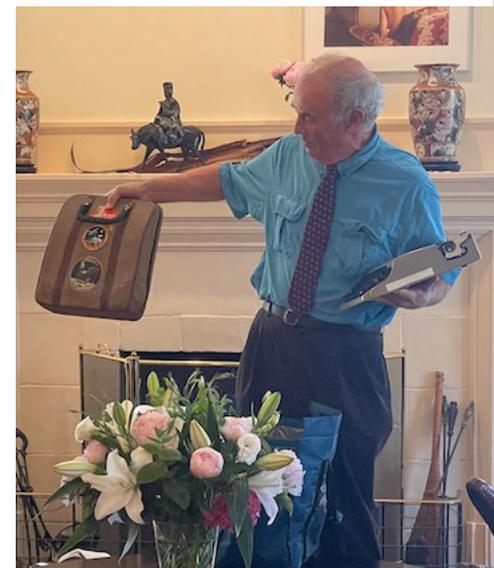
# SCHOLARSHIP AWARD HIGHLIGHTS



## David Perlman Memorial Fund Scholarship

In honor of the *San Francisco Chronicle* reporter David Perlman, the David Perlman Memorial Scholarship Fund was created to support Enterprise participants graduating from high school who will study journalism-related areas in college. We are proud to announce the first award recipients, Lamiya and David, rising stars and Youth Council leaders. On Thursday, July 8, 2021, Enterprise for Youth staff and Enterprise founder Glady Thacher gathered together with award recipients, their families and favorite high school teachers to celebrate the legacy of Mr. Perlman with special guest speaker Steve Rubenstein of the *Chronicle*.

After hearing Glady and Steve share about Mr. Perlman's passion for science reporting and chasing down big stories, Nínive Calegari and Meghan Smith-Chang introduced David and Lamiya and explained how their passions, pursuits, and enthusiasm embody Mr. Perlman's legacy. The youth and their families are grateful for the assistance, and are honored to carry forward Mr. Perlman's legacy of being "curious, passionate, skeptical, and caring." We are eager to see David and Lamiya's journeys unfold as they move forward in their college educations and lives as leaders.



*"The promise of youth is our best and only incubator for the future and well-being of our imperiled planet."*  
- Glady Thacher





## Evans Scholarship

The Evans Scholarship Foundation, named for amateur golfer Charles “Chick” Evans Jr., provides full tuition and college scholarship to caddies who exhibit strong academics, quality character, financial need, and a solid caddie record. Our Junior Caddie program, a partnership with The Olympic Club, has produced seven Evans awardees since 2016. One of these is Jackie, a 2018 graduate of Lowell High School and Enterprise member since 2015. She caddied three summers, working tirelessly toward the scholarship. Jackie is now entering her senior year at the University of Washington, majoring in Economics.

## Rawson Scholarship

The David Rawson Memorial Scholarship was created in 2008 to assist Enterprise youth who participate in the Junior Caddie program at The Olympic Club with up to \$4,000 of college expenses. Eligible candidates must plan to attend a four year college and are evaluated based on financial need, along with how well their performance as Junior Caddies reflects the characteristics that are emblematic of the game of golf.

## Posse Scholarship

Enterprise has the opportunity to nominate rising seniors to the Posse Scholarship program. Posse began in 1989 from the perspective that youth are more likely to complete college if they have a set group to experience it with. Posse works with four out-of-state universities and sends groups of ten youth to each school annually on full tuition scholarships. This fall, Youth Council alum and two time intern, Ciaran, will be starting at Lehigh University as a Posse Scholar.



*From setting goals  
to looking for possible  
careers, this summer has been  
all about professional, as well  
as personal, growth.  
- Emma,  
Mission Bit Intern*

# VOLUNTEER MENTORS

Our community has never been closer with our youth in building valuable mentorship relationships, with over 200 volunteers joining us over the past year! Virtual workshops and events allowed our volunteers to join us from all over the country. We expanded our offerings in resume and cover letter support. We launched an inaugural year-long mentorship program with our leadership cohort, Youth Council, and had another big team of mentors to support all of our interns and diverse internship offerings this past summer. Join us — and make a big difference in the lives of our young people this next year!



Anthony Contarciego is the Senior Splunk Architect (Information Services) at First Republic Bank, and has participated in 25+ volunteer opportunities with Enterprise over the past year! When asked why he spends so much time with us, he says, “I enjoy interacting with everyone at Enterprise and seeing the immediate impact on the youth with every activity that we do.”



Shay Rogers works in Employee Success Strategy & Ops at Salesforce, and joined the first mentorship class at Youth Council with a wealth of volunteer experience under her belt. After working with Lamiya and Pamela this year, she says, “I look forward to staying connected and following their journey because I know all of them are going to do great things in life.”

# FEATURED VOLUNTEER



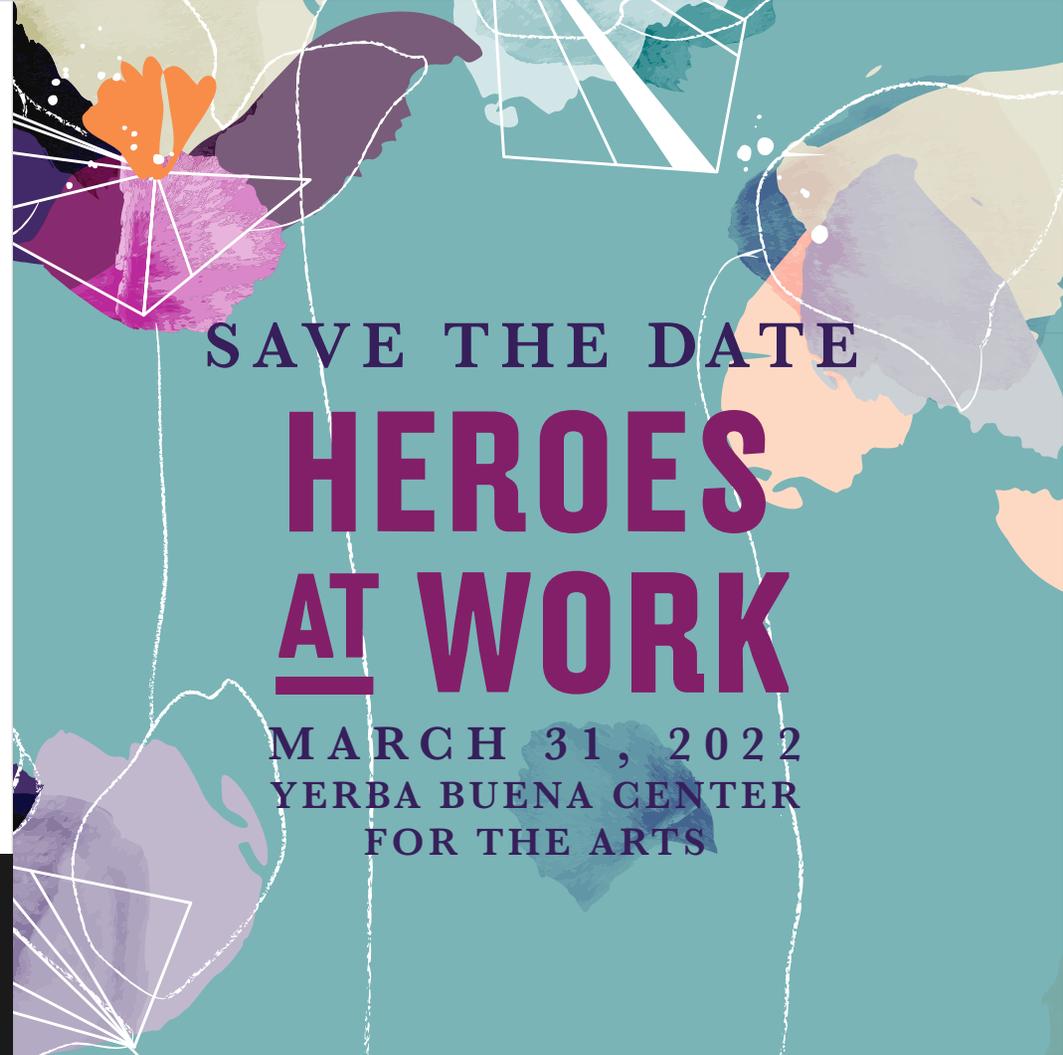
Tina Lee

Tina Lee is the Director of Social Impact at Dropbox. She first got involved with Enterprise for Youth in 2019, and has since been both an active donor and volunteer. Most recently, we’ve been able to work with Dropbox as a sponsor for Heroes at Work and a partner on their Impact Days, encouraging Dropbox employees to get involved and give back to their communities. Tina has been active in inviting

coworkers to participate in networking sessions and problem solving workshops, while also getting to interact and share advice with our youth herself. Tina says, “It’s been a fantastic partnership with Enterprise for Youth since the beginning. Through internships and volunteering opportunities, any time we meet with the EFY youth, we are blown away by their curiosity, creativity, and professionalism. The Enterprise staff are also incredible to work with. They’ve made great strides to pivot and adapt to a virtual environment, and continue to provide such impactful opportunities for the youth!”

# HEROES AT WORK CELEBRATION

On Thursday, June 10th, members of the Enterprise community came together virtually to hear personal stories from the youth we serve, while celebrating the importance of providing access to opportunity. Ciaran, Lamiya, Carmen, and Gordon each shared heartwarming stories of the positive impact that their Enterprise internship experiences have had on their professional and personal growth. We were also honored to share the evening with special guest speakers Ebony Beckwith, CEO of Salesforce Foundation and Chief Philanthropy Officer at Salesforce, and Nikki Tossello, Director of Workforce Development on the Philanthropy Team at Salesforce. Each guest speaker spoke powerfully about their relationship with Enterprise and the youth we serve.



Mark your calendars for **Thursday, March 31, 2022**, as Heroes at Work will be making its in-person comeback at the Yerba Buena Center for the Arts.

Join us for our first large in-person Enterprise celebration in two years — it will be an incredible time to reconnect with familiar faces, as well as build connections with new ones. This is an event you definitely won't want to miss!

# FEATURED SPONSOR

## Parnassus Investments

Enterprise for Youth has had a relationship with Parnassus Investments for over 30 years. Parnassus Investments aims to responsibly build wealth by investing in companies that align with their values, are strong financial prospects, and use sustainable business practices. Their relationship with Enterprise is multi-faceted, directly impacting the youth that we work with as well as the organization's development.

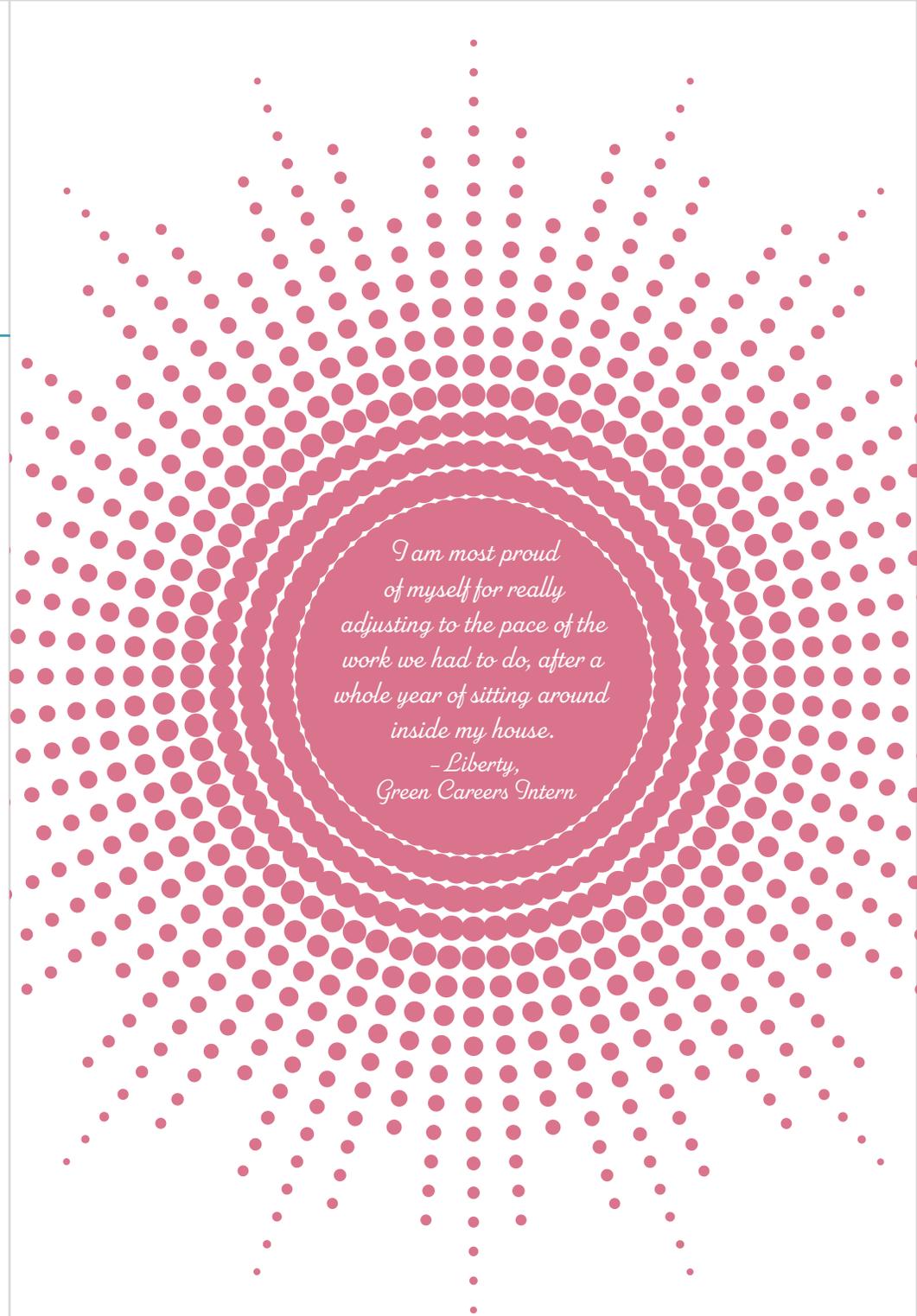
Through our partnership with Parnassus, two Enterprise for Youth interns were invited to attend the Ceres Conference on Climate Change, where hundreds of institutional investors, corporate executives, policymakers, and regulators called for achievable action towards solving systemic global issues ranging from water scarcity to workplace inequality. The youth who attended raved about all that they learned.



**TRANSFORM TOMORROW TODAY**

In 2021, Enterprise had the pleasure of Joe Sinha, Chief Marketing Officer at Parnassus, joining Enterprise as a valued board member. Joe has brought his industry expertise to the board and has helped us expand our corporate outreach. His powerful connection-building skills have had an immense influence on Enterprise's strategy.

We are so grateful for Parnassus Investments' various connections and contributions to Enterprise, and we look forward to our continued partnership.



*I am most proud  
of myself for really  
adjusting to the pace of the  
work we had to do, after a  
whole year of sitting around  
inside my house.  
- Liberty,  
Green Careers Intern*

# FEATURED DONOR



## Kathryn Money

I love Enterprise’s mission and focus on helping our youth gain practical skills and confidence for real-world success. I’ve always thought about the adage of “teaching a person to fish” when reflecting on the value that Enterprise adds — we’re giving our youth access to training, tools, a network, and internship opportunities that help them in the near-term and set them up for long-term success. The programming offered by Enterprise — from resume reviews to mock interview training to tips for how to succeed in an internship and more — not only impart knowledge, but also help youth gain

the confidence to enter the workforce successfully. It’s so rewarding to see the excitement and pride that youth have when landing and finishing internship programs. I love hearing the presentations they deliver, talking about everything they learned during their internships. It’s been so impressive to see how Enterprise has pivoted during COVID, offering virtual programming and supporting youth in a particularly challenging time. Now, more than ever, it’s important that we help youth find their first job and ensure they can continue to grow in their careers — it’s important on an individual level, and for broader economic strength and growth.

# DONORS & PARTNERS

Enterprise for Youth graciously thanks our donors and partners. It is with the uplifting support of your generosity that we are able to help provide San Francisco youth with life-changing career opportunities.

## 2020 Donors

### \$150,000+

The Gap Foundation  
Salesforce.com Foundation  
San Francisco Department of Children, Youth & Their Families

Gap, Inc. Matching Gift Program  
George H. Sandy Foundation  
Ann & Gordon Getty Foundation  
Michele Goss II  
Cynthia Fry & John A. Gunn

Donna & Fred Boyer  
Dalana & Ryan Brand  
Stephanie & Mark Breitbard  
Andrea & Shaun Dublin  
Dropbox  
Rebecca & Nicholas Eaton

### \$75,000 – \$149,999

San Francisco Office of Economic & Workforce Development  
The Walter & Elise Haas Fund

Ann Hatch/Tin Man Fund  
Wendy & Brent Hyder  
Liz Hume & Jay Jacobs  
Kaiser Permanente  
Kathryn & Aaron Money  
The Kimball Foundation  
Listen4Good

Naomi Porat & Elliot Evers  
Michael Franzia  
Griffith Family Foundation, Sallie Griffith  
The Honorable Trevor Traina & Alexis Swanson  
Phileo Foundation  
The Norman and Sadie Lee Foundation

### \$25,000 – \$74,999

Community Challenge Grant Program  
Learning for Action  
The Henry Mayo Newhall Foundation

Mary A. Crocker Trust  
Alison Pincus  
Kathryn & Roberto Rivera  
Parnassus Investments  
Salesforce  
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Delanie & Peter Read  
O.J. & Gary Shansby Square, Inc.  
Charles C. Thieriot  
Warriors Community Foundation

### \$10,000 – \$24,999

Daniel Burnett  
Marion M. Cope  
Trudy & William Drypolcher  
Dana & Robert Emery  
Dodge & Cox  
First Republic Bank

### \$5,000 – \$9,999

Airbnb  
Kamal & Ashik Ardeshtna  
B|O|S

### \$2,500 – \$4,999

Rebecca & Arthur Anderson  
Basic American Foods  
Matching Gift Program  
Barbora & Terrance Bei



## 2020 Donors, continued

Shelley Belling	Red Dot Studio	Kimberley Goode
Barbara Brown	Shirley Ross Davis & Paul Sack	Mary & John C. Hooper
Ninive & Jean-Claude Calegari	Barbara Gertz & Joe Sinha	INTERSTICE Architects
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Sam Glick	<b>\$1,000 – \$2,499</b>	Julina Moy
Goldman Sachs Matching Gift Program	Jen & Jim Annunziata	Alexis & Laurence Pelosi
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	Wendy & Timothy Gardner	VendEx

## 2021 Donors, January 1 – August 31

### \$150,000+

Salesforce.com Foundation  
 San Francisco Department of Children, Youth & Their Families  
 San Francisco Office of Economic & Workforce Development  
 San Francisco Unified School District

Barbara Getz & Joe Sinha  
 Wilbur-Ellis

### \$5,000 – \$9,999

Community Challenge Grant Program

Kamal & Ashik Ardeschna  
 Barbora & Terrance Bei  
 Donna & Fred Boyer  
 Dalana & Ryan Brand  
 Stephanie & Mark Breitbart  
 Daniel Burnett  
 Dropbox  
 Andrea & Shaun Dublin  
 First Republic Bank  
 Evguenia Kilmenko & Shahid Hussain

Leslie Berriman & Nion McEvoy  
 Mimi and Peter Haas Fund  
 Red Dot Studio  
 Shirley Ross Davis & Paul Sack  
 StudioHEIMAT  
 Carry & John Thacher

### \$1,000 – \$2,499

### \$75,000 – \$149,999

Community Challenge Grant Program

R.D. Hume-Mary A. Hume Endowment  
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 David Rawson  
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### \$25,000 – \$74,999

Gap, Inc.  
 Wendy & Brent Hyder  
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 The Kimball Foundation

Roselyne C. Swig  
 Warriors Community Foundation

Rebecca & Nicholas Eaton  
 Edgewood Center for Children & Families  
 E. Richard Jones Family Foundation

### \$10,000 – \$24,999

Kelly & Andy Anderson  
 Naomi Porat & Elliot Evers  
 Ann & Gordon Getty Foundation

### \$2,500 – \$4,999

Liz Hume & Jay Jacobs  
 Tynnetta McIntosh & Mat Probasco  
 Leslie O'Hara  
 Kaiser Permanente  
 Kathryn & Roberto Rivera  
 Parnassus Investments  
 Salesforce  
 Arlene & Harold Schnitzer  
 CARE Foundation/Arlene Schnitzer & Jordan Schnitzer

Banneker Partners  
 Basic American Foods  
 Matching Gift Program  
 Bella Smile  
 Jerome L. Dodson  
 Envelope A+D  
 Goldman Sachs Matching Gift Program  
 Griffith Family Foundation,  
 Sallie Griffith  
 Portrero Medical

Katherine & Duncan Kennedy  
 Oliver Wyman Matching Gift Program  
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 Alexandra Quinn & Mark Spolyar  
 Alex Wittenberg

*\* All donations up to \$1,000 are listed on our website, at [enterpriseformyouth.org/supporters](http://enterpriseformyouth.org/supporters).*

*To donate and be listed on the final 2021 Impact Report, text "jobready" to 56512 to join the growing list of supporters!*

# THE ENTERPRISE TEAM



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Program Manager

**Nínive Calegari**  
Chief Executive Officer

**Lori Carrillo-Young**  
Executive Assistant

**Lauren Chen**  
Program &  
Evaluation Manager

**Mario Cruz**  
Youth Development  
Director

**Lauren Doeren**  
Director of Operations  
& Communications

**Madisen Ellis**  
Program Associate

**Nick Haste**  
Communications  
Associate

**Josh Ko**  
Youth Workforce  
Development Manager

**Bonnie Kramer**  
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**Lucy Lai**  
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**Ken Liang**  
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**Margan Mulvihill**  
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Grants Director

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Senior Program Director

**Warren Situ**  
Program Associate

**Carlo Solis**  
Senior Program Director

**Talia Uribe**  
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# 2020 FINANCIAL OVERVIEW

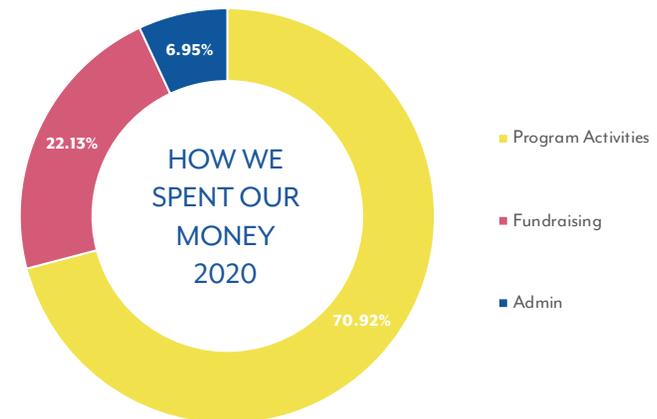
We are grateful to share our financial picture with you. In 2020, when Covid emerged, we were unclear as to how we were going to both implement programming and pay for it. Despite the factors brought on by the pandemic, we were able to offer **238 internships in 2020**, and were also able to garner the interest and investment of incredible people who stood by our side as we made sure the young people were learning and earning during a very difficult time. We are pleased to announce that we ended the year in the black and completed a clean audit for 2020, so it is with great joy that we celebrate these numbers with you.

In 2021, we have continued a financial upswing as we continue to garner the support of kind, big hearted people — our numbers are stronger than ever. We look forward to sharing all of our financial results with you at the end of the year. So far this year, the investment from government entities, corporations, individuals, and our dear friends who generously gave at Heroes at Work, has been greater than ever! We hope to celebrate this Impact Report with you, and we hope it inspires deeper investments in Enterprise as we continue to grow and create pathways for student success.



# CONSOLIDATED STATEMENT OF ACTIVITIES

Support	Without Donor Restrictions	With Donor Restrictions	TOTAL 2020
San Francisco Fall Show	\$ 93,295	\$ -	\$ 93,295
Grants and contributions	929,792	13,610	943,402
Government Contracts	927,731		927,731
In-kind donations	117,510		117,510
Net investment return	27,047		27,047
Other income	11,628		11,628
Net assets released from restrictions	76,401	-76,401	-
<b>Total support</b>	<b>2,183,404</b>	<b>-62,791</b>	<b>2,120,613</b>
<b>Expenses</b>			
Program services	1,482,325		1,482,325
San Francisco Fall Show	198,831		198,831
Fundraising	273,094		273,094
Management and general	145,248		145,248
<b>Total expenses</b>	<b>2,099,498</b>	<b>-</b>	<b>2,099,498</b>
<b>Change in net assets</b>	83,906	-62,791	21,115
Net assets, beginning of year	911,966	174,762	1,086,728
<b>Net assets, end of year</b>	<b>995,872</b>	<b>111,971</b>	<b>1,107,843</b>





# 52 YEARS OF ENTERPRISE

This year, join us as we empower youth from under-resourced communities through life-changing career development programs and paid internship experiences.

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## DONATE

Your gift today can help change the world of tomorrow.

Visit: [enterpriseforyouth.org](https://enterpriseforyouth.org)

Text: "jobready" to 56512

Email: [info@enterpriseforyouth.org](mailto:info@enterpriseforyouth.org)

Call: (415) 392-7600

Mail: Enterprise for Youth  
2021 Fillmore Street, Suite 192  
San Francisco, CA 94115

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## ACTIVATE

Mobilize your networks to join the community that helps guide our youth in developing life-changing skills.



## ADVOCATE

Share the good news of Enterprise's mission with your family, friends, and co-workers to help us continue to grow our outreach.

# ENTERPRISE *for* YOUTH *founded 1969*



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San Francisco, CA 94115

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[enterpriseforyouth.org](http://enterpriseforyouth.org)

