

# ***STRATEGIC PLAN 2025-2028***





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# MESSAGE FROM LEADERSHIP



Ten years ago, I met a young student working on a research paper outside in the cold. She didn't have Wi-Fi at home, the library was closed, and the coffee shop was expensive. So she was working on a bench outside an office building, using their Wi-Fi for free. Everywhere I went, I saw my community being locked out of the economic opportunity brought by tech companies to adjacent communities.

That student, and so many like her, inspired the creation of the Digital NEST (Nurturing Entrepreneurial Skills with Technology). What began as a need to provide youth with access to technology and prepare them for tech jobs has turned into a movement. The community rallied behind the idea to invest in a Center that could provide skill building and networking opportunities for the youth. Today, we are a leader in workforce development that has impacted the lives of over 4,000 young people, staff, and families from working-class and farmworker communities.

Reaching 10 years is a testament to the power of community, the resilience of our mission, and the promise of what's possible when we invest in our youth.

As we look forward, we are more ambitious than ever. Our bold 10-year vision and strategic plan charts the path towards growing our impact on youth, ensuring our organization and the Centers are sustainable, strengthening our national presence, and cultivating the next generation of innovative leaders who will reshape industries and communities.

A heartfelt thanks to the staff who show up every day with heart and purpose, our incredibly talented and committed board, and our funders and partners who share our vision of transforming the tech talent pipeline.

We are excited about our next chapter: together, we are building a more inclusive, equitable future, one youth at a time.

**JACOB MARTINEZ**

Founder and Chief Executive Officer | Digital NEST



I am very proud of Jacob's team and our board for creating a bold and visionary strategic plan that sets the course for the next three years—and lays the foundation for the next decade. This plan reflects not just where we're going but who we are: a community rooted in equity, opportunity, and youth empowerment.

Over the next 10 years, we envision five thriving Workforce Development Centers—hubs where young people prepare for wealth-building careers, supported by a powerful ecosystem of mentors, employers, and community allies.

We're building more than programs—we're building futures. From career readiness and alumni services to sustainable operations and national influence, this plan ensures that every step we take is grounded in data, purpose, and our unwavering mission.

What excites me most is that we are not just helping youth get their first job—we're walking alongside them as they rise, give back, and lead.

Together, we are scaling with intention, deepening our roots, and transforming lives.

Thank you to the board, staff, investors, and allies for believing in the mission of Digital NEST.

Warmly,

**JACQUELINE CRUZ, ED.D.**

Vice President | Office of Institutional Advancement  
Executive Director | The Hartnell College Foundation

# EXECUTIVE SUMMARY

“As we look forward, we are more ambitious than ever. Our bold 10-year vision and strategic plan charts the path towards growing our impact on youth, ensuring our organization and the Centers are sustainable, strengthening our national presence, and cultivating the next generation of innovative leaders who will reshape industries and communities.”

## JACOB MARTINEZ

Founder and Chief Executive Officer | Digital NEST

## MISSION STATEMENT

Digital NEST provides Latinx and all underserved youth in California with the skills, resources and network to build and launch successful careers.

## OUR VISIONS

Our vision at the NEST is a country where all youth are prepared to solve the biggest challenges of tomorrow, no matter where they come from, and are supported on their career path with mentorship, training, and paid work experience. We want youth to dream big and achieve prosperity for themselves, their families, and their communities.

## OUR VALUES

Opportunity

Community

Abundance

Economic Justice

# THE PATH TOWARD SUSTAINABILITY

We have developed a bold 10 year vision and 5 year outcome goals for the change we envision. The 3 year goals we've outlined in this plan reflect our best thinking on how to:

- Deepen our impact on youth as they grow personally and professionally
- Continue to professionalize our staff, programs, and operations
- Sustain a long term commitment to the 5 communities
- Strategically plan for future growth

	10 YEAR VISION	5 YEAR OUTCOME GOALS
<b>Youth</b>	Cultivate youth confidence, power, and agency to build a just and equitable future for themselves and future generations.	There are 5 thriving Workforce Development Centers that engage members in the programs and services designed to support their progression towards a wealth building career.
<b>Families &amp; Communities</b>	Generate greater economic prosperity for alumni, families, and staff to ensure they thrive economically in communities we serve.	The NEST model for talent development and Alumni services empowers both staff and alumni to earn a thriving wage, and the 5 Centers actively engage the community as a valuable resource.
<b>Workforce Development Organizations</b>	Serve as a model for an effective and thriving Workforce Development Center nationally.	The NEST is nationally recognized as an influential leader through its effective workforce development model.
<b>Industry</b>	Shift the practices and culture of employers to understand and act upon the benefit from hiring and advancing Latinx and other underserved professionals.	Technology industry employers recognize the NEST as a credible talent source by investing in hiring and developing the careers of NEST youth.
<b>Organizational Sustainability</b>	Secure a strong financial position to initiate investments in mission-aligned ventures.	The diverse revenue model and strong organizational infrastructure of the NEST results in a sustained long-term presence in the 5 Communities.

## 3 YEAR OPERATIONAL GOALS

Over the next three years, our Strategic Plan is focused on achieving organizational and programmatic excellence to position the organization for long-term sustainability.

### PROGRAM

Goal 1: Develop and deploy a strategic recruitment plan to ensure robust membership and space utilization across the 5 Centers.

Goal 2: Develop and deploy an effective plan to sustain member engagement and retention across Career Exploration and Pathways branches.

Goal 3: Train and support pathway graduates and bizzNEST Interns to be employable and pursue a wealth building career.

### SUSTAINABILITY

Goal 1: Implement a diversified earned revenue and investment strategy that results in the generation of a \$1MM (minimum) surplus to support the financial health of the organization and build the reserves.

Goal 2: Maintain a continuous improvement process to increase organizational and programmatic efficiency and effectiveness.

Goal 3: Attract, develop and advance mission-driven talent so that they are effective in their roles and positioned to successfully advance in their own careers.

Goal 4: Effectively document and communicate organizational and programmatic impact to increase the organization's visibility and credibility at statewide and national levels.

### GROWTH

Goal 1: Alumni Services is established to support NEST Alumni in their professional growth and advancement.

Goal 2: Identify viable expansion opportunities and strategies for the NEST model to increase the number of youth who are positioned to thrive economically.

## CALL TO ACTION

There are many ways one can engage Digital NEST to have a meaningful impact in the life of youth.

- TAKE A TOUR OF A CENTER
- MENTOR A BIZZNEST INTERN
- CONNECT US TO EMPLOYERS / HIRE OUR YOUTH
- DONATE

***THERE'S A PLACE FOR YOU AT THE NEST.  
LET'S BUILD THE FUTURE TOGETHER!***



# ORGANIZATIONAL OVERVIEW

## MISSION STATEMENT

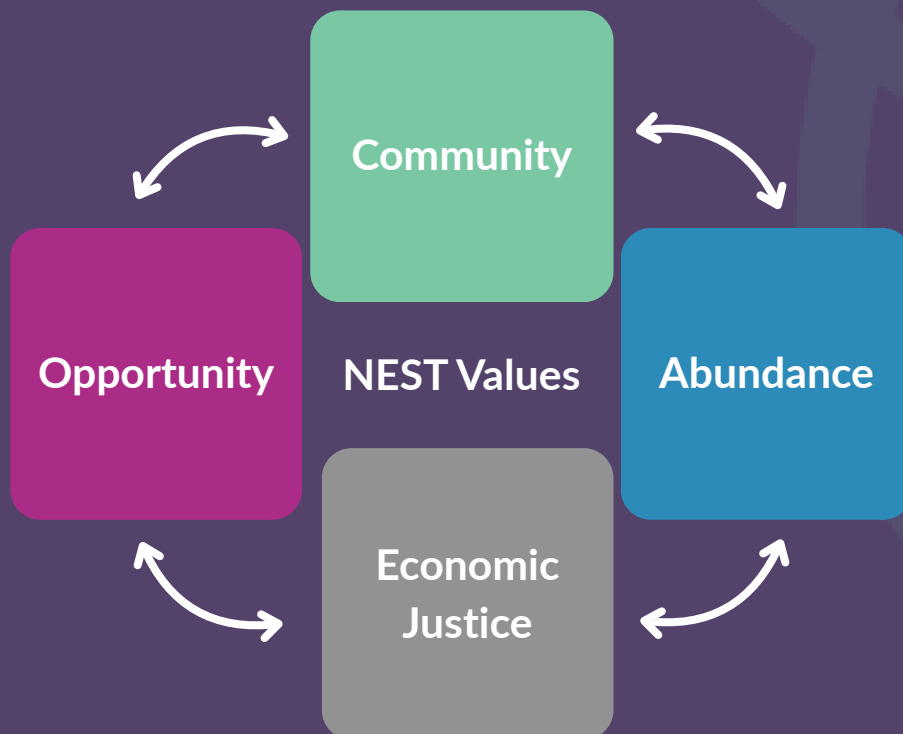
Digital NEST provides Latinx and all underserved youth in California with the skills, resources and network to build and launch successful careers.

## OUR VISION

Our vision at the NEST is a country where all youth are prepared to solve the biggest challenges of tomorrow, no matter where they come from, and are supported on their career path with mentorship, training, and paid work experience. We want youth to dream big and achieve prosperity for themselves, their families, and their communities.

## OUR VALUES

The organization is guided by key values that influence decision-making throughout the organization and serve as the “north stars” for how we work in support of fulfilling our mission.





## **OPPORTUNITY**

We believe in all youth and want them to have every opportunity to live a life of success and satisfaction. We want every person who spends time at Digital NEST to feel like it is a place they can grow- personally and professionally.

## **COMMUNITY**

A NEST is a place where we celebrate the diversity of our communities and cultures. A strong and supportive network is important for young professionals to grow and advance in their careers, so we focus deeply on relationships.

## **ABUNDANCE**

We believe in cultivating abundance because all youth, their families, and communities deserve the very best. We celebrate each member's inherent strengths and embody a growth mindset.

## **ECONOMIC JUSTICE**

At our core, Digital NEST is about breaking cycles of poverty and disinvestment. Our work addresses disparities in representation of Latinx youth and youth of color within tech and other industries and to increase their economic prosperity.

## BACKGROUND

Digital NEST is rooted in Watsonville, Salinas, Modesto, Gilroy and Stockton. They are small diverse cities on the edges of both agricultural land and thriving tech or business centers in Silicon Valley. The families of our youth are farm workers, small business owners, and essential workers – hardworking people who are too often locked into economic uncertainty.

The youth of these communities are the talent that today’s companies need. But they have faced many barriers, among them, lacking professional employment opportunities - and have been overlooked and underinvested and unable to benefit from the wealth and investment of other communities.

Digital NEST invests in the next generation of homegrown talent at our welcoming Workforce Development Centers by offering free programs and services where they can build professional, technical, and career navigation skills and gain a network that supports them every step along their path. We are committed to cultivating the professional, dynamic leaders who are competitive in the job market and have choices to work in Silicon Valley or remain in and contribute to the local and regional employers' needs.

By working with employers and coalitions that are local, regional, and from Silicon Valley, as well as with other youth-serving organizations , the NEST is bringing visibility to the talented youth in our communities and hiring our youth for their first entry level position that places them on the path towards wealth building careers.

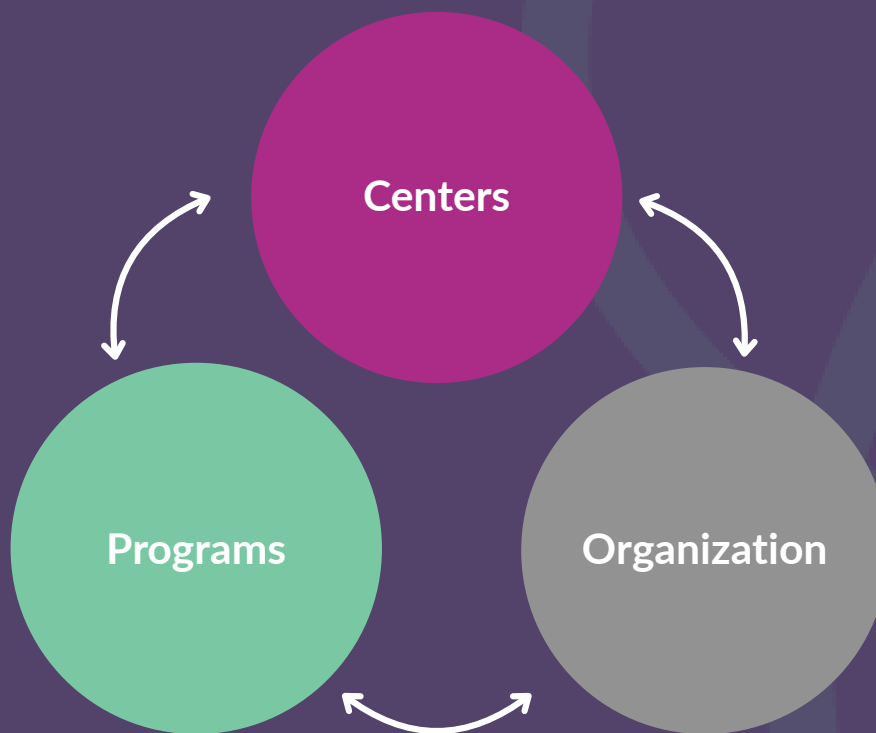




# THE DIGITAL NEST ADVANTAGE

The NEST is unique and innovative. It fills a gap in workforce development for youth in underserved agricultural regions by providing a tested program model in brick-and-mortar Centers that combines local culture with the feel of a modern tech company.

There are three core components of the organization that comprise its unique approach towards preparing youth and early career professionals to thrive in today's workforce.



## CENTER MODEL

We have five thriving Workforce Development Centers that engage and support young people, 14-24 years old, to explore and prepare for careers early in their education.

The Centers are welcoming and vibrant technology and learning spaces for all - youth, families and the community at large - and are nested in the heart of Watsonville, Salinas, Gilroy, Modesto and Stockton.

The Centers were modeled after the Silicon Valley Tech companies and are staffed primarily by people from the community who create a welcoming place where youth can explore their passions, talents and dreams for their future and where the community can gather.

At the Centers, youth have access to cutting-edge technology, valuable resources, career exploration clubs, skill-building classes, and nourishing snacks and meals. They benefit from intergenerational mentoring, role modeling, coaching and leadership opportunities—all within a modern, welcoming space designed with the belief that our youth deserve the very best. The Centers are further activated by dynamic programs, networking events, and engaging activities tailored to support and empower young people.



## PROGRAM MODEL

The NEST program model, known as the Member Journey, has three distinct yet interconnected branches: Career Exploration, Pathways and bizzNEST. These branches are grounded in their respective learning or instructional frameworks, taught in a project based learning environment by an instructor with the technical background and who comes from their local community. We have found that to engage and support our youth, we must also grow our own instructors.



**CAREER EXPLORATION BRANCH:** This branch serves as an entry point for youth to explore career and pathway options and choose their career pathway by participating in workshops, clubs, networking events, and activities that connect them to NEST Alumni and Professionals.

**PATHWAYS BRANCH:** Youth who want to dive deeper into the content that inspires them participate in a series of workshops where they discover their strengths and motivations and develop their professional and technical skills, in preparation for doing a bizzNEST or an external internship, or to enter the workforce or pursue higher education degree.

**bizzNEST BRANCH:** Interns work in our in-house digital agency, which provides services to local and bay area businesses and nonprofits. bizzNEST is the final member journey experience that trains interns to deepen their technical and professional skills by working on projects for real clients. They develop strong portfolios of their work and acquire professional experience by interacting with clients to enhance their chances of securing employment that places them on the path towards a wealth building career.

The program model consists of a 3 pronged approach to preparing young people for careers. The approach includes providing youth with three key skill sets: 1) professional skills (often regarded as soft skills in the workplace), 2) technical skills, and 3) career navigation skills.

This approach positions young people to enter and succeed in their first professional job, starting them on a journey towards a wealth building career.

The acquisition of these skills will help them be knowledgeable, practiced, and agile enough to effectively navigate and pursue their career goals even as the needs of employers change. What makes this a viable model for training youth is that all three skills are taught simultaneously and integrated into the curriculum.



The Career Services department was established in 2023 to ensure that the professional skills and the career exploration and navigation skills were embedded in the programming for youth in the three branches of the Member Journey.

The Department provides developmentally - appropriate support at each stage of the member journey to help members build the skills to thrive as a professional, confidently navigate their career journeys, and strategically use Digital NEST's resources and network in order to pursue and achieve their career goals.

This department provides programming for all branches, one on one career coaching and mentoring, and facilitates staff communities of practice to ensure fidelity and effective delivery of the three skills to youth for all branches.

## ORGANIZATIONAL MODEL

At the NEST, we lead from a positive, asset based approach - focusing on strengths, potential, and opportunity - while fostering external partnerships to better serve the youth and communities. There are six core tenets, which guide the leadership and culture of the organization. We embody them in all aspects of our work with youth through our staff, grounded in community.



### LEADERSHIP, MENTORING AND COACHING

Our goal is to create opportunities for the next generation of leaders and mentoring and coaching are part of our leadership philosophy. We believe that we are better leaders for this and every employee is versed on this expectation at all levels of leadership within the organization, from youth to staff.

We view Intergenerational engagement throughout the organization as a positive force. Interns connect with our youth; existing members connect with new members; and seasoned staff mentor early career professionals - we encourage their leadership and learning from one another. Every person has the ability to lead within their role.

### LOVE AND RIGOR

We help youth and early-career professionals thrive by combining love and rigor—two essential elements that empower them to take flight in their careers and lives. Love is demonstrated through a welcoming, inclusive, and supportive environment at the NEST, fostering a sense of connection and belonging. Rigor means holding high expectations for both staff and members, and consistently challenging each individual to reach their fullest potential.

## **HIRING COMMUNITY TALENT**

We strongly believe that hiring from within the communities we serve will ensure that we are connecting in authentic ways. Their passion, experience and knowledge about the community makes our work more effective.

Staff are also role models to our youth and demonstrate that one can have a professional career locally and can relate to the staff that support them. Over 80% of our staff reside in the communities we serve.

## **CAREER DEVELOPMENT & COMPETITIVE COMPENSATION**

Just as we support youth to attain wealth building careers, we also have a deep commitment to offer professional development and competitive compensation to our staff. This ensures they earn a thriving wage and hone their professional skills to advance in their careers, whether they grow at the NEST or are ready to explore opportunities externally.

## **COMMUNITY FUNDED**

Local investment from the communities we serve are key to our success. Over the past ten years, at least 50% of donations have come from individual donors. Community support is critical for having a diverse revenue portfolio and achieving sustainability.

## **ACCOUNTABILITY TO THE COMMUNITY**

We want to have a profound impact on the lives of the youth we serve and we know there is a ripple effect that occurs when we invest in youth—this also impacts families, from which then the community benefits.

We are developing a comprehensive approach towards evaluating our organizational and programmatic impact. With the creation of the Evaluation department, we are poised to showcase our learnings in meaningful ways.

# HIGHLIGHTS & IMPACT

## HIGHLIGHTS

The NEST has reached a significant milestone of 10 years. It is a testament to the financial support and trust from our local communities, individual and philanthropic champions and the incredible staff who believe in our mission and the need for offering greater opportunities for the youth we serve.

The NEST is well positioned for longevity and will continue to evolve, grow and thrive because of the infusion of funding and resources that propelled the launch of our expansion efforts in 2021. The past three years have yielded incredible growth highlighted in the following areas.



The combined 10MM contribution from the Meadow Fund Investment and Bridgespan/MacKenzie Scott were transformative. This large infusion of funding allowed for the establishment of the leadership structure of the C-Suite (Chief Operating Officer, Chief Administrative Officer, and Chief Impact Officer - all new roles) and the Vice Presidents (Programs, Centers, Strategic Partnerships and Marketing/Communications (all new roles).



Over the past three years, funding and leadership capacity enabled the organization to achieve several key initiatives:

- Developed a staffing model that prioritizes professional growth and development.
- Built and streamlined organization-wide systems and processes.
- Launched our third, fourth, and fifth Centers - Giroy, Modesto and Stockton - staffed with local talent.
- Strengthened center operation and enhanced program delivery.
- Established the Evaluation Department to enable data-driven decision making.
- Established the Organizational Effectiveness department to manage the growth. infrastructure needs across programmatic and administrative functions.

These efforts have supported our ability to scale effectively, hire the right teams and serve our community more effectively, while planning for future growth in a fiscally responsible, phased approach.

## IMPACT

The NEST has long been committed to collecting data and using it to both inform strategy and tell our impact story.

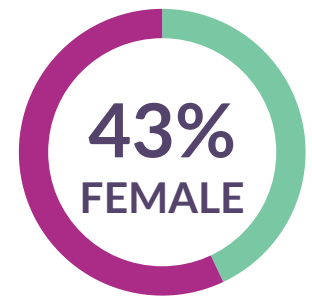
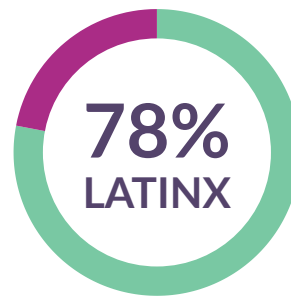
The development of a formal program with clear goals and outcomes, as well as recent investments to create an Evaluation department to understand our impact have increased our capacity to systematically collect accurate and relevant data about the youth we serve.

Below illustrates the profile of our membership.

Since 2014 we have served thousands of young people; the majority self-identify as Latinx, and just under half are female.



**4,450**  
YOUTH SERVED  
Since 2014

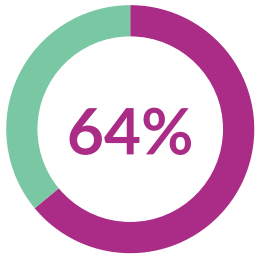


Over one third have a family member who works in Agriculture, and the majority of members are bilingual in Spanish-English and come from low-income households with limited formal education.

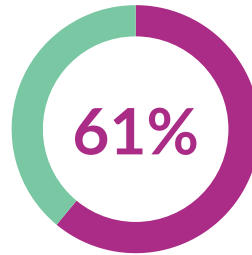
<b>38%</b> Have a family member who works in Agriculture	<b>38%</b> Are/will be the first in their family to graduate from high school
<b>51%</b> Speak Spanish at home	<b>62%</b> Have a parent who did not attend college

## Many members are from low income households

Spring 2025 members attend a low income school or live in the lowest resourced census tract.



Of current high school members are enrolled in a Title 1 school



Of current members live in a low resource census tract

In the '23-24 program year there were over two hundred Active members defined as participating in any one of the program branches (Career Exploration, Pathways or bizzNEST) and/or attended center events and/or used the space in any capacity at least once a month. The next three charts describe which centers the Active members attended, how many were new, and the program branch they were in.

### '23–24 Program Year



# 231 ACTIVE MEMBERS



There was a mix of new and returning members in the 2023–24 program year.

### Of the active members from 23–24 program year



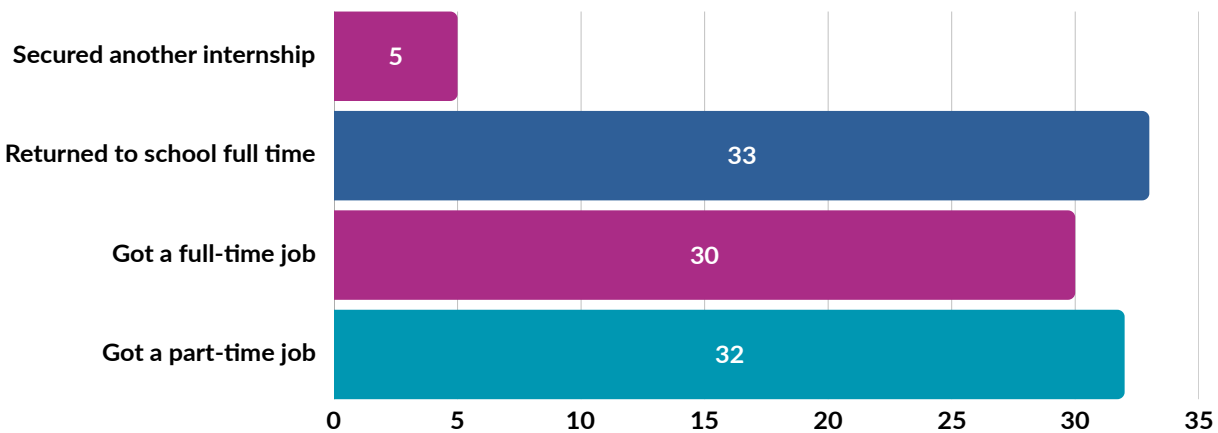
The largest numbers were in our Career Exploration and Pathways branches which are designed to reach a broader group; bizzNEST serves a smaller number of members more intensely.

### '23-24 Program Year



The graphic below illustrates outcomes for the 26 bizzNEST interns from the 2023-24 cohort: 62% secured employment, while 33% enrolled in or returned to higher education. Additionally, the vast majority reported increased confidence in their ability to find and successfully apply for jobs aligned with their career goals.

### bizzNEST '23-24: 26 Interns



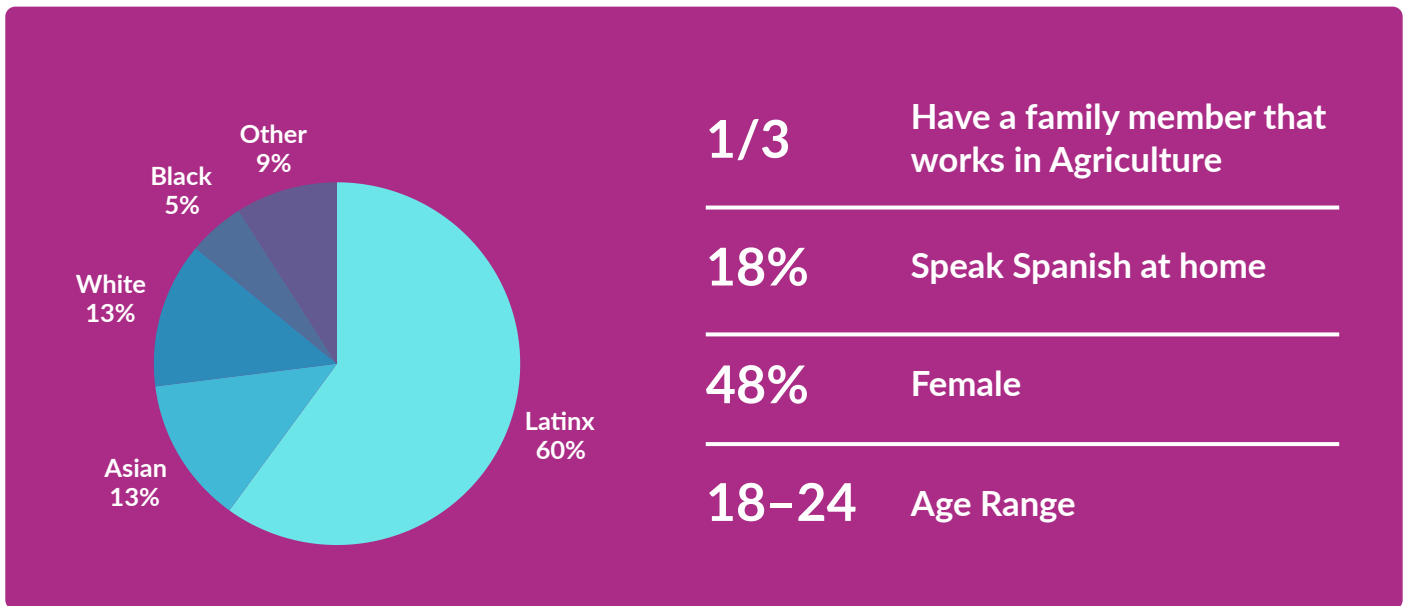
**82%** Increased confidence that they can identify employers, companies, and/or institutions relevant to their career goals

**82%** Increased confidence they can find out the employment trends for careers over the next 10 years

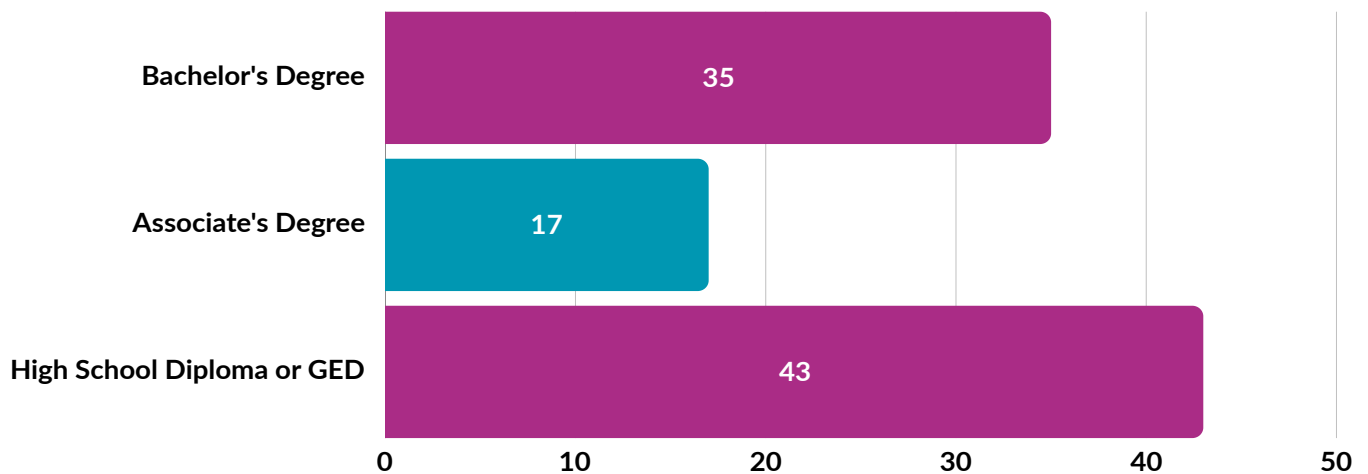
**76%** Increased confidence they can prepare a competitive job application for a job in their chosen career path

The current cohort of bizzNEST interns come from a variety of backgrounds and have different levels of academic preparation.

### bizzNEST '24-25: 58 Interns



### Highest Level of Education Completed



# ***FUTURE CONSIDERATIONS***



Our 2025-2028 Strategic Plan was developed with a forward-thinking mindset, anticipating the opportunities and challenges that lie ahead. As we move into the next phase, several key factors will shape our decisions, guide our progress, and – when necessary – prompt us to pivot toward more effective strategies.

Below are key considerations influencing our path forward:

## **AI INFLUENCE IN THE WORKPLACE**

It is still very new for nonprofits to assess and determine how AI will influence our daily work, the potential risks, and what opportunities arise to accelerate organizational efficiencies and ignite creativity, learning and workforce preparation for youth and interns.

We have taken the long-term view on AI and emerging technologies influencing the workplace by having hired our Vice President of Strategic Partnerships and Innovation to lead this work and determine how it influences the organization and our programs and services.

## **THE EMERGENCE OF OTHER NEW TECHNOLOGIES**

Recent developments in robotics, blockchain, drones, semiconductors, and advanced manufacturing are expected to impact job placement and opportunities for our members. While these developments have the potential to positively impact labor markets in our communities given their relevance to agriculture, bioeconomy, marine research, and advanced aviation, it is not clear how these new technologies will manifest into jobs.

We are actively pursuing partnerships and collaborations with start ups, tech companies, academics and other community-based organizations to learn about these technologies and be strategic about the role they can play in our centers and programs.

## **THE FEDERAL ADMINISTRATION**

The new administration is changing the funding landscape. Executive Orders have led to a backlash against Diversity, Equity, and Inclusion that has impacted funding opportunities.

We intended to place a concerted effort on state and federal grants this year, however given the reduction in federal funds and staffing, we are postponing this effort and continuing to grow our individual giving, major donors, and large sized foundations who support our mission and values.

Our strong connections to our five communities puts us in a unique position to leverage local and large scale donors. Also, our increased capacity to use metrics tracking will strengthen our ability to tell our impact story to funders more effectively.

# 3 YEAR STRATEGIC PLAN: THE PATH TOWARDS SUSTAINABILITY

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We have developed a bold 10 year vision and 5 year outcome goals for the change we envision. Over the next three years, our Strategic Plan is focused on achieving organizational and programmatic excellence to position the organization for long-term sustainability.

The goals we've outlined in this plan reflect our best thinking on how to:

- Deepen our impact on youth as they grow personally and professionally
- Continue to professionalize our staff, programs, and operations
- Sustain a long term commitment to the 5 communities
- Strategically plan for future growth

Our work is not only transforming the lives of young people, but also setting the standard for what an innovative and thriving workforce development center should be — especially for youth from agricultural communities. Ensuring strong financial health for years to come is critical to sustaining and expanding this impact.



## PROCESS

Our strategic planning process was both comprehensive and deeply collaborative, designed to reflect the collective insight and experience of our entire organization. We partnered with Impact Launch, a trusted facilitation and strategy firm, to guide and support us through this year-long journey.

Throughout the process, we engaged our board of directors, senior leadership, alumni and staff at all levels, with special emphasis on including the voices of those most closely connected to our day-to-day operations.

Their firsthand knowledge and lived experience were critical to shaping a plan that is visionary and grounded in reality, thus, setting a strong direction and foundation for the next three years.



# 10 YEAR VISION

## YOUTH

Cultivate youth confidence, power, and agency to build a just and equitable future for themselves and future generations.

## FAMILIES & COMMUNITIES

Generate greater economic prosperity for alumni, families, and staff to ensure they thrive economically in communities we serve.

## WORKFORCE DEVELOPMENT ORGANIZATIONS

Serve as a model for an effective and thriving Workforce Development Center nationally.

## INDUSTRY

Shift the practices and culture of employers to understand and act upon the benefit from hiring and advancing Latinx and other underserved professionals.

## ORGANIZATIONAL STABILITY

Secure a strong financial position to initiate investments in mission-aligned ventures.

## 5 YEAR OUTCOME GOALS

There are 5 thriving Workforce Development Centers that engage members in the programs and services designed to support their progression towards a wealth building career.

The NEST model for talent development and Alumni services empowers both staff and alumni to earn a thriving wage, and the 5 Centers actively engage the community as a valuable resource.

The NEST is nationally recognized as an influential leader through its effective workforce development model.

Technology industry employers recognize the NEST as a credible talent source by investing in hiring and developing the careers of NEST youth.

The diverse revenue model and strong organizational infrastructure of the NEST results in a sustained long-term presence in the 5 Communities.

# PROGRAMS

The NEST is unique and innovative. It fills a gap in workforce development for youth in underserved agricultural regions by providing a tested program model in brick-and-mortar Centers that combines local culture with the feel of a modern tech company.

## 5 YEAR OUTCOME GOALS

Youth

Family & Communities

Industry

### 3 YEAR GOALS

### METRICS

#### GOAL 1

**Develop and deploy a strategic recruitment plan to ensure robust membership and space utilization across the 5 Centers.**

#### 5 Year Outcome Goal:

Youth

#### Roles responsible:

- VP of Member Engagement (Lead)
- VP of Programs (Co-lead)
- Chief Impact Officer

#### Quantitative

2,280 new members representative of our communities.

30,000 duplicated member sign-ins.

600 uses by community partners (could be unique or duplicated).

#### Qualitative

Strong partnerships with secondary and postsecondary education in each region.

Youth and industry feedback used to guide program design.

Community members view the NEST as a resource.

3 YEAR GOALS	METRICS
<p><b><u>GOAL 2</u></b></p> <p><b>Develop and deploy an effective plan to sustain member engagement and retention across Career Exploration and Pathways branches.</b></p> <p><b><u>5 Year Outcome Goal:</u></b> Youth</p> <p><b><u>Roles responsible:</u></b></p> <ul style="list-style-type: none"> <li>• VP of Programs (Co-lead)</li> <li>• VP of Member Engagement (Co-lead)</li> <li>• Chief Impact Officer</li> </ul>	<p><b><u>Quantitative</u></b> 1,800 active members, of which 30% of bizzNEST interns are sourced from Pathways and 65% of Pathways members are sourced from Club and Center participants.</p> <p><b><u>Qualitative</u></b> Member engagement: meaningful engagement during class time.</p> <p>Member “completion” of courses/clubs/internships.</p>
<p><b><u>GOAL 3</u></b></p> <p><b>Train and support pathway graduates and bizzNEST Interns to be employable and pursue a wealth building career.</b></p> <p><b><u>5 Year Outcome Goals:</u></b> Youth Families &amp; Communities Industry</p> <p><b><u>Roles responsible:</u></b></p> <ul style="list-style-type: none"> <li>• VP of Strategic Partnership &amp; Innovation (Co-lead)</li> <li>• VP of Programs (Co-lead)</li> <li>• Chief Impact Officer</li> </ul>	<p><b><u>Quantitative</u></b> 70% of interns have secured a job, internship, or apprenticeship that prepares them for a wealth-building career at the end of the internship.</p> <p>80% of interns will have completed at least one job interview with a company hiring in their field.</p> <p>Professional skills: 60% increased confidence in at least one area. Technical skills: 60% demonstrated skill attainment. Career Nav skills: 60% increased confidence in at least one area.</p> <p>3-5 interns hired at the same company (for at least 5 companies).</p> <p>80% of pathways graduates have secured their next step on their pathway (e.g., higher ed, internship, apprenticeship, job).</p> <p><b><u>Qualitative</u></b> 2 industry partnerships that produce job offers.</p>

# SUSTAINABILITY

Achieving organizational sustainability will require that all departments are working towards establishing and maintaining an agile organizational infrastructure that supports the expanded impact of program and organizational excellence.

## 5 YEAR OUTCOME GOALS

### Family & Communities

### Workforce Development Organizations

### Organizational Sustainability

3 YEAR GOALS	METRICS
<p><b><u>GOAL 1</u></b>                      Implement a diversified earned revenue and investment strategy that results in the generation of a \$1MM (minimum) surplus to support the financial health of the organization and build the reserves.</p> <p><b><u>Outcome goal:</u></b>                      Organizational Sustainability</p> <p><b><u>Roles responsible:</u></b></p> <ul style="list-style-type: none"> <li>• Chief Executive Officer (Co-lead)</li> <li>• Chief Administrative Officer (Co-lead)</li> <li>• Chief Impact Officer</li> <li>• VP of Programs</li> <li>• VP of Strategic Partnership &amp; Innovation</li> </ul>	<p><b><u>Quantitative</u></b>                      At least a \$1MM surplus.                      Diversification of revenue: no more than 20% in identified categories.                      Diversification of investment portfolio.</p> <p><b><u>Qualitative</u></b>                      We have a plan for how to establish a long term lease (25-50 years) or acquire real estate for at least 2 Centers.</p>
<p><b><u>GOAL 2</u></b>                      Maintain a continuous improvement process to increase organizational and programmatic efficiency and effectiveness.</p> <p><b><u>Outcome goal:</u></b>                      Organizational Sustainability</p> <p><b><u>Roles responsible:</u></b></p> <ul style="list-style-type: none"> <li>• Chief Operations Officer (Co-lead)</li> <li>• Chief Administrative Officer (Co-lead)</li> <li>• Chief Executive Officer</li> <li>• Chief Impact Officer</li> <li>• VP of Marketing and Communications</li> </ul>	<p><b><u>Quantitative</u></b>                      80% of funds are coming in through the financial infrastructure platform.                      Month-end close regularly takes no more than 5 days.</p> <p><b><u>Qualitative</u></b>                      80% of staff who work directly with Organizational Effectiveness (OE) report improvements in systems and processes.                      Demonstrate IT cost reduction by streamlining systems, thus reducing redundancies.</p>

3 YEAR GOALS	METRICS
<p><b><u>GOAL 3</u></b>            Attract, develop and advance mission-driven talent so that they are effective in their roles and positioned to successfully advance in their own careers.</p> <p><b><u>Outcome goal(s):</u></b>            Families &amp; Communities            Organizational Sustainability</p> <p><b><u>Role responsible:</u></b></p> <ul style="list-style-type: none"> <li>Chief Administrative Officer (Lead)</li> </ul>	<p><b><u>Quantitative</u></b>            At least 80% of all staff stay for at least 1 year.            At least 80% of staff meet their goals &amp; deliverables (receive a '2' in performance review).            At least 80% of staff who have been at the NEST for 3+ years receive a raise or promotion.            Culture survey: at least 80% of staff feel supported in their career goals.            70% of staff live in one of the 5 communities.</p> <p><b><u>Qualitative</u></b>            None.</p>
<p><b><u>GOAL 4</u></b>            Effectively document and communicate organizational and programmatic impact to increase the organization's visibility and credibility at statewide and national levels.</p> <p><b><u>Outcome goal(s):</u></b>            Workforce Development Organizations            Organizational Sustainability</p> <p><b><u>Roles responsible:</u></b></p> <ul style="list-style-type: none"> <li>Chief Impact Officer (Co-lead)</li> <li>VP of Marketing &amp; Communications (Co-lead)</li> </ul>	<p><b><u>Quantitative</u></b></p> <p><b><u>Website:</u></b>            Average conversion rate is 1.0%.            Donation page conversion rate is 12%.            Monthly website traffic growth rate is 10%.            Bounce rate is below 40%.            Average time on site is 52 seconds.            Average online gift is \$50.            Average YOY growth in online giving is 5.5%.</p> <p><b><u>Social:</u></b>            Facebook average engagement (total likes, comments, and/or shares per post) rate is 1%.            Instagram engagement is 2%            LinkedIn average engagement is 1.5            TikTok average engagement rate is 1.5%.</p> <p><b><u>Email:</u></b>            Open rate of emailings is 40%.            Average click through rate (CTR) is 2%.            Fundraising email response rate / conversion rate is 0.9%.            Average fundraising per 1,000 emails is \$75.            Unsubscribe rate is below 0.2%.            Monthly email list growth rate is 2%.</p> <p><b><u>Qualitative</u></b>            Internal survey: 80% of staff rate internal communication high.            1 high-quality earned media placement per month, focusing on publications and outlets with a relevant audience.            25% participation rate by NEST-ers (incl. alumni) in the story collection process (interviews, case studies, videos, etc).</p>

# GROWTH

Efforts will be made to connect with stakeholders to understand the needs of working professionals (NEST Alumni), employers, and the community to help guide the organization in defining the strategies that can have the greatest influence and impact on their behalf. We will also explore future growth opportunities.

## 5 YEAR OUTCOME GOALS

Family & Communities

Workforce Development  
Organizations

Industry

Organizational Sustainability



3 YEAR GOALS	METRICS
<p><b><u>GOAL 1</u></b>  Alumni Services is established to support NEST Alumni in their professional growth and advancement.</p> <p><b><u>Outcome goal(s):</u></b>  Families &amp; Communities  Industry  Workforce Development Organizations</p> <p><b><u>Roles responsible:</u></b></p> <ul style="list-style-type: none"> <li>• VP of Programs (Lead)</li> <li>• Chief Operating Officer</li> <li>• Chief Impact Officer</li> </ul>	<p><b><u>Quantitative</u></b>  We engage at least 120 alumni in Career Services.  At least 5 companies hire more than one Alumni.  At least 50% of the alumni who engage our services have a successful career advancement outcome (e.g., promotion, increased salary, better job, etc).  At least 50% of alumni who engage our services become donors within 1 year.</p> <p><b><u>Qualitative</u></b>  At least 80% of the Alumni who utilize our services report having an impact on their retention and advancement.</p>
<p><b><u>GOAL 2</u></b>  Identify viable expansion opportunities and strategies for the NEST model to increase the number of youth who are positioned to thrive economically.</p> <p><b><u>Outcome goal(s):</u></b>  Organizational Sustainability  Workforce Development  Organizations  Families &amp; Communities</p> <p><b><u>Role responsible:</u></b></p> <ul style="list-style-type: none"> <li>• Chief Executive Officer (Lead)</li> </ul>	<p><b><u>Quantitative</u></b>  None.</p> <p><b><u>Qualitative</u></b>  We have a list of options and have used specific criteria to assess them and rank them.</p> <p><b><u>Viable Expansion Strategy Options:</u></b></p> <ol style="list-style-type: none"> <li>1. Maintain the 5 communities and deepen our impact.</li> <li>2. Expansion of Centers into new communities.</li> <li>3. Establish a consulting arm of the organization</li> </ol> <p>*Goal 2 - The expansion strategy implementation year will be based on progress towards meeting metrics for Program Goals 1 &amp; 2.</p>

# CALL TO ACTION

## A MEMBER STORY

Jared Esquivel, a senior at Watsonville High, is studying web development at Digital NEST, a program providing free tech education in a city with limited resources for aspiring tech students. Growing up in Watsonville, Jared felt the lack of opportunities in technology, but found inspiration in Leonardo Villalobos, Digital NEST's web development instructor.

Villalobos makes programming accessible through real-world examples and video games, teaching HTML, CSS, and JavaScript with passion and purpose. Jared sees him as a key figure in empowering underserved Latinx youth to pursue tech careers and give back to their communities.

Jared's article about Villalobos earned him the 2025 Journalism Scholarship Challenge award, honoring high school students who spotlight unsung heroes in their lives.

There are many ways one can engage Digital NEST to have a meaningful impact in the life of a youth like Jared. Simply identify the opportunity that most aligns to your interests, skill set or resources to offer and join us.



## TAKE A TOUR OF A CENTER

Tour at one of our 5 NEST Centers and meet the incredible youth whose futures you can help shape. See firsthand how a welcoming space, snacks, tools and trainings and supportive adults can impact the life of our youth.

## CONNECT US TO EMPLOYERS/ HIRE OUR YOUTH

Offer your network to our youth to find employment opportunities and support them through the process. If you can hire our youth, they are ready.

## MENTOR A BIZZNEST INTERN

Support an intern to prepare for the workforce by helping them prepare for interviews, develop a strong portfolio, and sharing their personal experience and learning what to expect in a professional setting.

## DONATE

Your gift helps bridge the opportunity gap, providing youth with the tools to lead, innovate and chart their professional path towards prosperity! Every donation supports the dreams and potential of the next generation.

***THERE'S A PLACE FOR YOU AT THE NEST.  
LET'S BUILD THE FUTURE TOGETHER!***



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Watsonville, CA 95076

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**STOCKTON**  
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**SALINAS**  
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