

*Strategy in Action*



SV@Home envisions a future Santa Clara County where everybody has a home in an **equitable** and **thriving community**.

To build towards this vision of the future, we have **4 main areas of work:**




**Advocacy**



**Leadership Development**



**Organizational Development**



**Narrative Power**



# In 2026, under each of these main areas of work, we will do the following:

## ADVOCACY

We will advocate for more resources for the production and preservation of affordable housing and for new or improved policies and land use which support the production and the preservation of affordable housing as well as protecting vulnerable residents from displacement.

### More Resources for Affordable Housing:

In 2026, we will lay the groundwork to lead campaigns (planned for 2028) for over \$1 billion in new funding for affordable housing production and preservation in Santa Clara County. We will also support efforts to pass an anticipated 2026 state bond initiative, a local city bond initiative, and any other funding initiatives by any interested city in Santa Clara County.

### New/Improved Policies and Land Use:

Through holding cities accountable to their Housing Elements and advocating for local and state housing and land use policies to support the 3Ps of affordable housing (i.e., production, preservation, and protection), we will be instrumental in passing housing and land use policies that facilitate the production and preservation of housing, especially affordable housing, reduce the costs of producing affordable housing, and increase local land use capacity by over 10,000 new homes; and protect approximately 100,000 individuals from displacement.

## LEADERSHIP DEVELOPMENT

We will champion community leadership through programming and support for individual leadership development and organizational capacity building.

### Individual Leadership Development:

In 2026, through the *Brick by Brick fellowship* and the *Civic Leadership Program*, SV@Home will build the capacity of over 40 people, supporting emerging housing leaders in Santa Clara County.

### Organizational Capacity Building:

Through the *Community Roots Collaborative*, we will support 10 local, community-based organizations to engage in affordable housing production and preservation. At least 2 of these organizations will take concrete steps forward that will result in the preservation or production of approximately 30 affordable homes.

## NARRATIVE POWER

We will move people to support affordable housing and housing justice through strategic communications, network building, and public education.

### Strategic Communications:

In 2026, we will launch social media campaigns, podcasts, and videos to inform people about the need and benefits of affordable housing. Through this campaign, we aim to reach at least 5,000 new people, including youth, who are not already engaged through SV@Home's communications.

### Network Building:

Through activities and initiatives such as Affordable Housing Month, our regular network communications, and other social gatherings (like our Happy Housers), we will engage, connect, and inform our existing network of 5,000+ individuals and organizations. And, over 300 people will attend our in-person events planned for 2026.

### Public Education:

We will reach 50+ new individuals through our public education programming and initiatives (e.g., our Policy In Action series and our in-person Foundations of Affordable Housing trainings).

## ORGANIZATIONAL DEVELOPMENT

We will strengthen SV@Home's administrative systems, accountability, fund development, staffing and staff development to ensure the organization has the resources, systems, and staff capacity necessary to advance its mission.

### Administrative Systems:

In 2026, we will improve the following systems: day-to-day fiscal administration, membership tracking, and annual program budgeting.

### Accountability:

This document – i.e., a work plan with specific goals and metrics categorized by strategic plan work areas – represents the type of transparency and accountability to which SV@Home aspires.

### Fund Development:

In 2026, SV@Home has the goal of raising a combined \$475,000 in membership and sponsorship, an estimated +5% increase from the combined results of 2025.

### Staffing and Staff Development:

There are no plans to increase staffing in 2026. All staff will create or update their individual growth plans. Management staff will be more involved in creating and tracking program budgets.



# GOALS, OUTCOMES & PLANNED PROGRESS

SV@Home organizes its work around four core strategic areas, each with specific 5-year goals and annual milestones. Progress toward these goals in 2026 demonstrates the organization's commitment to leveraging systems-change approaches to create measurable impact in housing production, preservation, leadership, and public engagement.



# ADVOCACY

Strategic Plan  
Goal #1

We advocate to **transform housing systems** so that there will be safe, stable, affordable housing for all. More specifically, we advocate for more resources for the production and preservation of affordable housing and for new or improved policies and land use which support the production and the preservation of affordable housing as well as protecting vulnerable residents from displacement.

## Our 2026 plan is guided by the following 2025-2029 Strategic Plan goals:

### More Resources:

- \$2 billion in new funding for production of affordable housing
- \$500 million in new funding for preservation of affordable housing

### New/Improved Policies and Land Use:

- Policies/governmental decisions that support 30,000 affordable homes produced or preserved
- Policies that prevent displacement for 100,000 persons

## In 2026, we will accomplish the following:

### More Resources:

- California Legislature approves the creation of a Santa Clara County Affordable Housing Finance District (progress towards \$100+ million annually)
- Feasibility analysis completed for TOC EIFDs (progress towards ~\$50 million annually)
- 2026 State Housing Bond receives over 50% of the vote in Santa Clara County (~\$500 million proportional estimated amount for SCC if passes statewide)
- BAHFA 2028 Regional Revenue Measure building support and participating in plan development (progress towards +\$1 billion proportional estimated amount for SCC if passes regionwide)

### New/Improved Policies:

- 500+ new affordable homes advance in development process
- 10,000+ capacity for new homes created in new/updated zoning/landuse policies or in new/updated specific plans
- 50,000 persons receive new/expanded renter protections
- Renter protections for ~100,000 persons are preserved

## We will achieve these goals through these planned activities:

### New Resources for Affordable Housing

- **Santa Clara County Ballot Initiative\***: With Destination:Home and Working Partnerships USA, we will design and then place a citizen's initiative on the ballot for the March 2028 election. This ballot initiative, if approved by the voters, will create a new revenue instrument that will raise \$100-200 million per year for affordable housing funding.
- **Enhanced Infrastructure Finance Districts for Transit Oriented Communities**: With VTA support, we will create a feasible plan for Transit Oriented Communities Enhanced Infrastructure Finance Districts (TOC EIFDs) that will generate an annual revenue stream for affordable housing production and preservation near transit stations.
- **Schools and Housing**: Because of lack of affordable housing, school enrollment is declining, forcing multiple local school districts to close schools. These vacant school sites represent opportunities for affordable housing development and local community needs. We will work with school districts, cities, and community-based organizations to better enable affordable housing and other community-serving uses on vacant school lands.
- **State Housing Bond Support\***: We will co-lead efforts to pass the California State Housing Bond in Santa Clara County (which, if passed, would translate to an approximately \$500 million pro rata share of funding for qualifying affordable housing in Santa Clara County).
- **Regional Housing Initiative Santa Clara County Co-Lead\***: We will work with Santa Clara County partners to prepare Santa Clara County to support the BAHFA regional funding initiative and to ensure that the regional measure reflects Santa Clara County needs and context.

- **Miscellaneous City-level Initiatives\***: If any individual Santa Clara County jurisdiction puts an affordable housing measure on the 2026 ballot, we will support their efforts to pass the initiative.

### Developer Support

- **Developers' Engagement**: Through initiatives such as our Developers' Roundtable, our Developers' Corner, and one-on-one direct engagement, we will keep developers abreast about housing policy in Santa Clara County and solicit input to help guide our work, in order to increase the production and preservation of affordable housing.
- **Project Endorsement**: We will support proposed housing developments that meet our criteria with letters of support, public testimony, and help with community engagement, as appropriate/requested.

### Local Accountability

- **Housing Element Compliance Tracking**: We will track and analyze and report jurisdictions' progress towards meeting policy/strategy goals and production/RHNA targets as required in their adopted Housing Elements. Where appropriate, we will support jurisdictions' staffs to implement Housing Element goals through research, engagement, and technical assistance.
- **Local Advocacy, Engagement, and Coalition Building**: In order to ensure that jurisdictions have the policies and resources dedicated to meet housing element goals, we will work with partners and allies to hold local jurisdictions accountable for allocating adequate resources (e.g., through cities' annual budgeting processes) and for passing appropriate policies.
- **State Legislative Advocacy\***: We work to support affordable housing and housing justice at the state level, with particular emphasis on policies that will have specific impact (either positive or negative) based upon the unique characteristics of Silicon Valley.

\* = Either lead by the SV@Home Action Fund ("Action Fund"), a 501(c)(4) organization or includes some level of Action Fund involvement



# LEADERSHIP DEVELOPMENT

Strategic Plan  
Goal #2

We **champion community leadership** so that all communities have the power and resources to create equitable, thriving communities. In practice, we provide programming and support for individual leadership development and organizational capacity building. We work to create leadership that **empowers the people most affected by the policies.**

## Our 2026 plan is guided by the following 2025-2029 Strategic Plan goals:

### Individual leadership development/capacity building:

- 100 new housing and community development leaders trained/supported
- 25 existing staff of member organizations to increase their technical capacity to engage in community development activities

### Organizational Capacity Building:

- 15 local community-based organizations (CBOs) to increase their technical capacity to engage in affordable housing and community development
- 5 CBOs to take concrete actions to develop, acquire, or partner to develop/acquire affordable housing
- \$100 million in new funding dedicated to community-based development in Santa Clara Count

## In 2026, we will accomplish the following:

### Individual leadership development/capacity building:

- 40 new housing and community development leaders trained/supported
- 10 existing staff of member organizations to increase their technical capacity to engage in community development activities

### Organizational Capacity Building:

- 10 local community-based organizations (CBOs) to increase their technical capacity to engage in affordable housing and community development
- 2 CBOs to take concrete actions to develop, acquire, or partner to develop/acquire affordable housing

## We will achieve these goals through these planned activities:

### • **Brick by Brick Fellowship and Internship Programs:**

The Brick by Brick Fellowship prioritizes early-career professionals (early in their housing careers, though not necessarily their first career) who come from low-income backgrounds, communities of color, and/or have lived experience of homelessness. Participants are equipped with professional development skills and technical knowledge to help advance their careers such that the leadership of the affordable housing ecosystem is transformed to be reflective of the diversity of our region. The Brick by Brick Summer internship is offered to full-time students or recent graduates with interest in pursuing a career in affordable housing and housing justice, this summer internship includes support and training about affordable housing issues, policy advocacy, communications, and professional development.

- **Community Roots Collaborative:** We convene a cohort of local community-based organizations interested in participating more in affordable housing development and/or launching other community development programming. We provide technical assistance and capacity building for staff of these organizations, in a group setting, where orgs can also learn from each other, providing each other peer to peer support. For Community Roots Collaborative participants with active projects, we provide additional one-on-one consulting from SV@Home staff who have had extensive experience developing affordable housing and other community-serving real estate.

- **Civic Leadership Program\*:** We train emerging leaders who plan to run for local elected office, lead or support somebody else's campaign for local elected office, or serve on a public board or commission. We provide training on affordable housing policy, leadership, running for office, and working with local government. For graduates of the Civic Leadership Program, we provide ongoing support, including information about open public board and commission seats, regular meet-ups, and advice on campaigning.
- **Black Stabilization Initiatives:** Through initiatives such as Sawubona fiscal sponsorship, the Black Equity Alliance data & evaluation committee, and the SCC Black Displacement research study, we will support emergent Black leadership in Santa Clara County to prevent displacement of Black communities.

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Azucena Castano and Isabel Salazar of Mountain View Community Land Trust

# NARRATIVE POWER

Strategic Plan  
Goal #3

We **move people** to support affordable housing and housing justice through strategic communications, network building, and public education. We **change hearts and minds**, we **bring people together**, and we **mobilize and coordinate** our network.

## Our 2026 plan is guided by the following 2025-2029 Strategic Plan goals:

- 1,000s of people convened for in-person convenings
- 1,000s of people engaged through social media, email, and other online tools
- 200 local leaders trained on best practices for affordable housing communications

## In 2026, we will accomplish the following:

- 300+ unduplicated individuals attend SV@Home hosted in-person convenings
- 10,000+ unduplicated individuals open SV@Home emails or engage with SV@Home social media
- 50+ local leaders and/or youth to attend SV@Home public education programming, including training on best practices for affordable housing communications

## We will achieve these goals through these planned activities:

- **Strategic Communications:** To be launched in 2026, Hearts and Homes will be a social media campaign to build general support for affordable housing – a hearts and minds campaign. The core of the campaign will be short, fun, and/or relatable/emotionally resonant videos about the need and benefits of affordable housing/housing that is affordable. Planned sub-campaigns include: “We can’t have good things without cheap rents” and “Silicon Valley is home because...” The campaign will also include podcasts, Youtube videos, LinkedIn posts, Instagram posts, and more. To support the Hearts and Homes campaign and to increase our general social media presence and engagement, we will partner with youth-organizing and youth-serving organizations to engage youth in the creation and promotion of SV@Home social media.

### Network Building

- **Affordable Housing Month:** Every May, we bring together hundreds of people to celebrate affordable housing. SV@Home leads a handful of signature events and supports and promotes dozens of other partner-hosted events.
- **SV@Home Newsletter:** The primary SV@Home newsletter is published twice a month and has a circulation of approximately 6,000. The purpose of the main newsletter is to inform, educate, and mobilize our network.
- **SV@Home Action Fund Monthly Newsletter\*:** This is a monthly newsletter with a separate, smaller circulation than our 501(c)(3) newsletters, focusing more explicitly on the political side of housing policy.

\* = Either lead by the SV@Home Action Fund (“Action Fund”), a 501(c)(4) organization or includes some level of Action Fund involvement

- **SV@Home Members Newsletter:** For members only, SV@Home publishes an every other month newsletter that informs members about members only discounts, upcoming special events, and provides bonus content.
- **Social Gatherings:** We bring a diverse range of Santa Clara County housers together in a more informal setting to build relationships, celebrate victories, and just hang out.

### Public Education

- **Foundations of Affordable Housing:** This SV@Home-developed program is designed to give regular people a better understanding of affordable housing – including how affordable housing works and why it is necessary. Broad public understanding of affordable housing is critical to having the public support we need to advance housing policies that can make a difference in our communities.
- **Elected Official Roundtables:** In order to keep elected representatives informed about affordable housing issues, we convene a quarterly discussion group open to all local elected officials.
- **Policy in Action Series:** To inform the public about current topics in affordable housing and housing justice, we host monthly webinars, typically featuring a guest speaker with knowledge about the topic of the moment. The goal is that every PIA ends with a call to action.
- **How to Talk About Affordable Housing:** For advocates of affordable housing and our allies, we need simple, consistent, clear language to talk about affordable housing. “How to Talk About Affordable Housing” is an SV@Home and Destination:Home developed toolkit and training module on how to better communicate about affordable housing.
- **Other Public Engagement and Education:** We speak directly to general audiences at a variety of venues, including local event panels, conferences, and other SV@Home programming.



# ORGANIZATIONAL DEVELOPMENT

Strategic Plan  
Goal #4

We will **strengthen** SV@Home's administrative systems, accountability, fund development, staffing and staff development to ensure the organization has the resources, systems, and staff capacity necessary to advance its mission.

## Our 2026 plan is guided by the following 2025-2029 Strategic Plan goals:

- **Administrative Systems:** Continuous improvement of administrative systems, including fiscal systems, human resources systems, and maintaining electronic records/storage/document retention.
- **Strategic Accountability:** Produce an annual roadmap – an annual work plan with clear goals and metrics for each strategic plan area to track performance under each major work plan area.
- **Fund Development:** Diversify/strengthen fund development by adding additional funding sources, including increased membership and increased sponsorship of fundraising events.
- **Staffing and Staff Development:** Increase staffing at a projected 6.0 FTE over the strategic plan period. Support staff growth and development through management training and project management training. All

## In 2026, we will accomplish the following:

- **Administrative Systems:** In 2026, we will improve the following systems: day-to-day fiscal administration, membership tracking, and annual program budgeting.
- **Strategic Accountability:** We will produce a 2026 work plan, as well as a review of 2025 accomplishments.
- **Fund Development:** In 2026, we have the goals of raising \$170,000 in membership (an increase of approximately 40%) and \$305,000 in sponsorship.
- **Staffing and Staff Development:** There are no plans to increase staffing in 2026. All staff will create or update their individual growth plans. Management staff will be more involved in creating and tracking program budgets.

## We will achieve these goals through these planned activities:

- **Administrative Systems:** In 2026, we will complete transition of fiscal administration to a contract bookkeeper, improve database functionality and regular reporting on membership and sponsorship outreach and renewals, and improve systems for program staff to track program budgets.
- **Strategic Accountability:** Leadership team will track progress towards the goals described in this document.

- **Fund Development:** Staff will improve systems for engaging and tracking membership and sponsorship, including creating monthly reports of membership renewals and member/sponsor outreach and engagement.
- **Staffing and Staff Development:** In addition to all staff developing or updating their professional development and regular project management training that all new staff receive, we plan to train management staff on program budgeting and budget tracking.

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For affordable housing. **Rooted in justice.**



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

110 North 3rd Street, Suite 20, San Jose CA 95112