



Business Plan

BRICK BY BRICK INSTITUTE
& FELLOWSHIP

MAY 2025

 350 W Julian St., #5, San Jose, CA 95110
 (408) 780-8411
 <https://siliconvalleyathome.org/>

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This document was developed in collaboration with SV@Home.

Written by Erica McWhorter, Principal Consultant, Excelebrate PB LLC

Program Summary

About the Brick by Brick Institute Fellowship

REACHING OUT AND UP

SV@Home's Brick by Brick Fellowship Program is a vital new resource for Santa Clara County's emerging housing leaders and affordable housing industry. Leveraging a broad diverse network of industry leading members and partners and an extensive affordable housing curriculum, the fellowship will empower early career professionals from low-income backgrounds and communities of color to become resilient, innovative, and strategic change-leaders in affordable housing with the skills and knowledge to successfully advance their careers. This experiential learning opportunity will provide fellows with a range of systems change, leadership, and career development skills, including critical thinking, communication, healing and resiliency practices, and networking. Fellows will engage in learning and roundtable discussions of the current affordable housing landscape and policies statewide and regionally, with an emphasis on the local Santa Clara County affordable housing context. The fellowship provides professional support and practical experience through a hands-on project with a host organization that reflects housing justice, policy, and movement building. The program culminates during Affordable Housing Month every May in a community-wide event organized by each fellow about their selected project with community members, coalition partners, and stakeholders.

Introduction

MISSION

Our mission is to build our collective power and advocate for systems change to achieve housing affordability and justice in Santa Clara County.

VISION

We envision equitable and thriving communities that provide homes for all.

ABOUT US

A membership organization, SV@Home works with a broad coalition of strategic partners to address Santa Clara County’s urgent need for housing and advance housing justice by boosting production of affordable housing; preserving existing affordable homes; and protecting the families in them. We create the enabling environment for housing justice through policy, advocacy, championing community leadership, and building narrative power.

Approach

As a membership organization, we bring people together.

We build relationships, we convene, we act in coalition, we advocate, we share knowledge and resources. We support and invest in individuals, organizations, and movements. We hold space for people to come together. We do this in ways that are strategic and that build trust. We strive to be inclusive, connected to multiple communities, informed by data, and transparent.

Working Together in Partnership is More Impactful: Working in collaboration with other organizations and members of the community leads to better and stronger results.

Housing Justice

Housing Justice will be realized when all communities are inclusive and community members have the resources and power to lead the development of our own communities.

We believe that the path to housing justice is through centering the communities that have been historically marginalized and helping to build power to reverse the legacy of racial and economic exclusion.

Our Strategy

SV@Home’s Board of Directors approved its 2025-2029 Strategic Plan in December 2024. It includes SV@Home’s Housing Justice Statement, a commitment to Diversity, Equity, Inclusion, and Liberation, along with updates to the organization’s aforementioned vision, mission, and approach. The Strategic Plan unveils a new set of goals and strategies that expand our work beyond our legacy of policy advocacy. For more details, SV@Home’s 2025-2029 Strategic Plan is viewable [HERE](#).

The Problem

And How We Intend to Solve It

SV@Home's own leadership in the local affordable housing landscape prompted the vision to nurture diverse and transformative leadership. SV@Home has identified a lack of diverse leadership across the entire housing field in Santa Clara County. This problem amplifies existing racial, ethnic, socioeconomic, and housing inaffordability lived experiences gaps between local residents and community leaders. The problem manifests further because there is no pipeline to leadership for diverse professionals seeking to work and lead in the affordable housing industry, which creates additional barriers to the diversity of thought needed for systemic change.

This problem highlights the need for:

1. additional qualified staff with diverse backgrounds and lived experiences,
2. a platform for the housing field, such as nonprofits, developers, and government stakeholders who need to grow their human resource and experiential capacity, and
3. a mechanism for emerging leaders and young professionals looking to start their careers with purpose and passion.

SV@Home is working to solve this problem by creating a program that helps plant and nurture emerging diverse talent to increase the range of lived experience and diverse thought available to affordable housing stakeholders and existing institutions, which will create dual opportunities for diverse leaders and systemic change. This is the mission of the Brick by Brick Institute.

Why Us & Why Now

Experience

SV@Home remains focused on a comprehensive, policy-based approach towards housing justice and solving the region's affordable housing crisis, with unparalleled expertise within Santa Clara County. We occupy a unique role in the housing ecosystem, as a catalyst bringing all actors together to make concrete progress on this difficult issue. As an organization that shapes change and yields results through the development and sharing of affordable housing leadership and expertise, we are especially poised to create this program for the benefit of the affordable housing sector in the region.

Accomplishments

Over the past six years, SV@Home has worked tirelessly to respond to the housing challenges in Santa Clara County and beyond. We've celebrated the important progress that's been made such as:

- Opening more land for housing
- Ensuring land use plans and developments prioritize affordability
- Supporting the development of new affordable homes
- Advocating for proactive housing solutions through coalition-building with our community partners
- Increasing the funding available to build new affordable developments

In addition to our policy and research work, we have prioritized education and learning opportunities for everyone from policy wonks to those just beginning to learn about housing by leading May's annual Affordable Housing Month featuring over 30 events and activities rooted in housing justice with dozens of partner organizations each year. We've worked hard to change the narrative around housing with fact-based messaging and compelling personal stories through our monthly Policy in Action @ Home event series, semi-annual Deep Dive event series, and two incredible training programs launched in 2024, known as the Foundations of Affordable Housing and How We Talk About Affordable Housing.

We look back since our founding in 2016 with gratitude for all people who worked alongside us to achieve these wins and implement these strategies. We know that none of our successes would have been possible without the strong coalition of partner agencies, the development community, our local government staff, and the many individual supporters (affectionately known as housers), all of whom come together with the mutual goal of providing housing for our community members. This is the legacy and foundation that Brick by Brick is built upon, which will bring even more systemic change success to Santa Clara's affordable housing industry.

Flagship Program

We are building on our vision for an equitable affordable housing future by increasing leadership opportunities for persons of color, from low-income backgrounds, and with diverse lived experiences. To accomplish this, SV@Home's leadership program, the Brick by Brick Institute, will launch with a fellowship that builds on the success of its existing internship program and its broad network of systems change partners. The fellowship program will enrich the pool of persons who lead in affordable housing spaces and will also increase diversity of thought needed to create systemic changes to address the region's affordable housing crisis. This intimate cohort will have broad exposure and access to the Bay Area housing ecosystem and be welcomed into the diverse network of local organizations in the affordable housing movement. This power building and leadership development work is central to the mission of SV@Home and instrumental to affecting meaningful affordable housing system change.



BRICK BY BRICK INSTITUTE

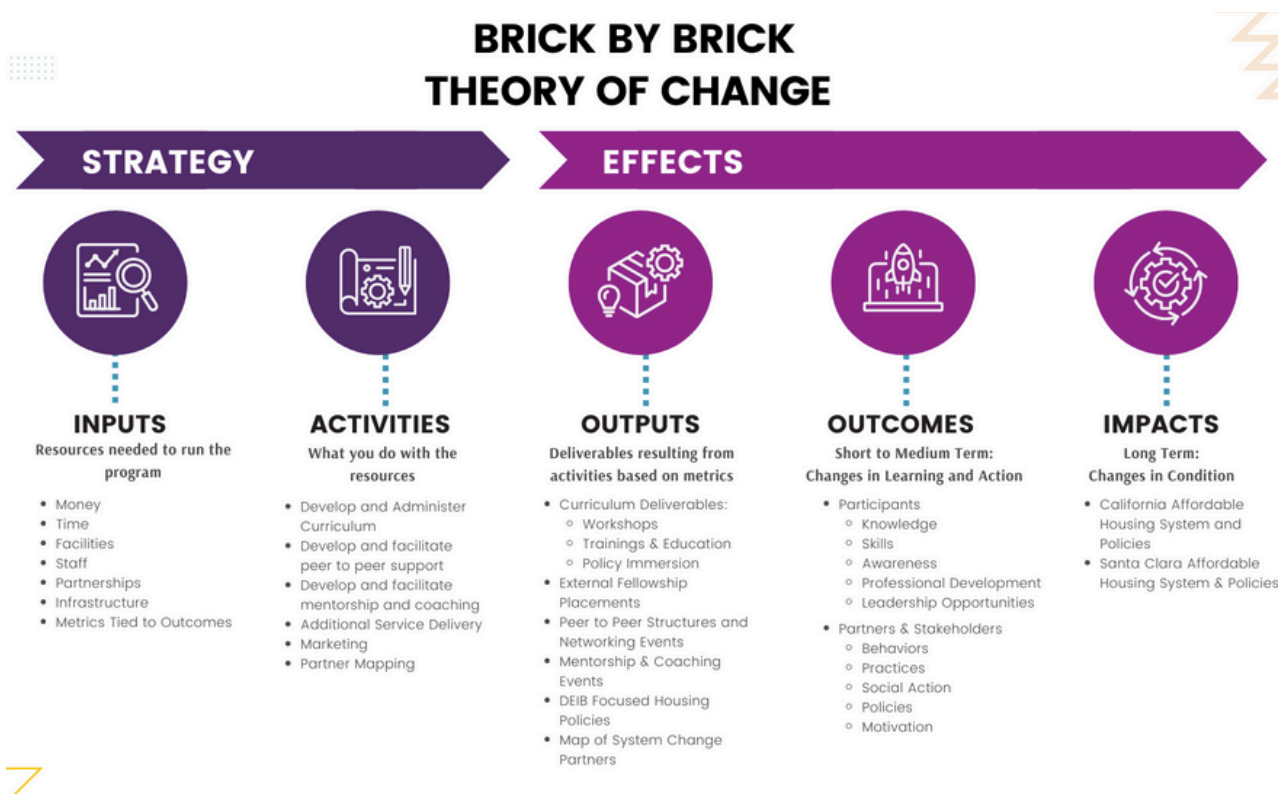
Overview

SV@Home is committed to creating and empowering our leaders of today and tomorrow by equipping them with the tools necessary to succeed in the affordable housing field. SV@Home's Brick by Brick Institute offers a suite of programs in policy analysis and advocacy education, leadership development, and resiliency to sustain the work of being a leader.



Theory of Change

We are working to ensure equitable access, inclusion, and diversity of thought is present in our state and local affordable housing systems to spur the policies, actions, innovations, and ideas needed to make our affordable housing system effective for the people it needs to serve. We believe that affordable housing systems change requires a strategy that prioritizes investment in the professional development of people from low-income backgrounds and/or communities of color who are emerging leaders. This will create the knowledge and action needed for systems change.



Team

Brick by Brick Leadership Team

Brick by Brick is currently operating with a mighty team of two. We are looking forward to growing the team as programming expands and the Institute's work is scaled to our vision and the local industry's needs.



Kenneth Javier-Rosales

*Leadership Development
Program Manager*

Joshua Ishimatsu

*Deputy Director of Strategic
Partnerships*



Programs

Leadership Development at SV@Home



SV@Home offers a number of development opportunities, including Brick by Brick's leadership development programs. In the coming years, Brick by Brick is expanding and enhancing its service offerings. Our current programs include our internship and the fellowship program.

Brick by Brick Internship

Brick by Brick internships are designed for undergraduate students, recent graduates, or people with relevant experience looking to launch their careers and learn about local, regional, and state housing policy. Internships have traditionally been focused on affordable housing policy and communications to support SV@Home's policy and advocacy work. A core tenet of the internship program is for the interns to take on a project that will have lasting impact in the organization and the field.

Civic Leadership Program

SV@Home created a 501 (c)(4) nonprofit known as the called the SV@Home Action Fund to support legislative solutions and manage ballot campaigns. The SV@Home Action Fund's Civic Leadership Program is a leadership development program that launched in 2023 designed to encourage and empower community members who already demonstrate commitment to housing, equity, and community to take active roles in furthering housing justice locally.

Participants meet for multiple days as a cohort, learning from SV@Home staff and each other. Topics include how to run for local office or run a local campaign, how to apply and serve on locally appointed boards and commissions (e.g., the planning commission), housing policy, and storytelling and communications.

Approach

The core of SV@Home's work is to educate and advocate for affordable housing policy in Santa Clara. Our expertise and existing resources are leveraged to successfully market and perform this work through the Brick by Brick Institute and the fellowship. Our existing tools, networks, and infrastructure make it possible for our target markets to learn and do, accomplishing the systems change we envision. We enjoy learning with and from our participants to improve our offerings and ensure the success of the emerging leaders we serve.

Leverage Our Expertise

Our staff have tremendous affordable housing and policy working knowledge, experience, and skills. They have honed the art of advocacy and have provided training to a wide range of audiences. Staff has led policy innovations, affordable housing activism, and partnerships that tackle systems change.

We built an extensive library with critical information about housing policy. That information is available publicly and part of our growing curriculum of resources and tools we use to educate our community, networks, and policy makers. We constantly add to our library with each training, campaign, and internship cycle. This information forms part of the baseline of our curriculum and will be a springboard for more intensive and advanced learning opportunities for fellows and future Brick by Brick participants.

Leverage Our Resources

SV@Home has hosted countless trainings, events, and interns since our inception. From those we built strong and successful processes and tools to maintain our educational efforts. We have an established recruitment process and mentorship approach in place that has been used successfully for interns and will be useful for our fellowship pilot.

As we are a member-based organization, our broad network of community-based organizations (CBOs) have been critical to our work and allowed us to thrive. Our partners and members are experienced and maintain a rich well of local affordable housing industry knowledge to move the needle and educate and support new leaders.

Our Wins

Teaching and Learning

SV@Home launched its internship program in 2022 and since then has recruited five Summer Housing Policy Interns and one Communications Intern most of whom now have professional job placements in the Bay Area. One fun fact from the internship program is that the idea of the Brick by Brick Institute came from one of our initial interns! SV@Home plans to expand the Internship Program and find ways to integrate it with the Fellowship Program and future components of the larger Brick by Brick Institute.



Flagship Fellowship Program

Goals

The following goals serve the larger theory of change (above) developed to create the short, medium, and long term outcomes and impacts affordable housing systems change we aim to achieve.

1. **Increase Skilled BIPOC Industry Staffing:** Meet the needs of existing affordable housing stakeholders and advocates looking to build skilled staff capacity and staff their organizations to tackle the affordable housing crisis;
2. **Equity-Based Education for Systems Change:** Educate participants about the current housing crisis in Santa Clara County through an equity lens that emphasizes the need for transformational and systemic change prioritizing dynamic early career leadership skills and competencies;
3. **Equity-Centered Experiential Learning with Partners:** Provide hands on experience through impactful projects assigned in partnership with housing and housing-adjacent organizations to bring a strong equity lens to these organizations and directly expose fellows to the challenges of a power shifting framework;
4. **Increase BIPOC Access, Leadership, & Decision Making:** Increase number of people from diverse backgrounds entering and remaining in the profession who will bring new ideas, fresh perspectives, and capable leadership to stimulate equitable change; and
5. **Power Building:** Create network of support and mentorship for participants to excel in the Institute and chosen profession.

Services

The Fellowship seeks to increase the number of BIPOC leaders in affordable housing and community development leadership who will add diversity of thought and experience to the field and affordable housing decision making in Santa Clara County, the San Francisco Bay Area, and California.

The Fellowship accomplishes this by creating access to professional development, leadership skills, hands on projects that promote experience, and a network of peers and leaders to support, coach, and mentor them as they grow professionally. To ensure participation is both feasible and rewarding, long-term plans of the fellowship includes fellow compensation either with a salary and benefits (for full time fellows) or with a possible stipend (part time fellows). Fellows will also receive other supplemental benefits, including transportation costs.

Flagship Program Service Goals

The fellowship will be offered annually. At full capacity, the fellowship will eventually offer:

Unemployed Recent Graduates and Emerging Leaders	Early Career Leaders at a Partner or Industry Organization & Emerging Leaders Employed Outside Industry
10 Months	10 Months
Salary with Benefits	Possible Stipend
Professional Career Development Skills Building Leadership Skills and Competencies	
BIPOC-Centered Resilience and Wellness	
Affordable Housing Landscape and Policy Education	
Hands-on Project with Host Organization	
Peer and Leadership Network Affordable Housing Month Participation and Presentation	

How It Works

The Big Picture

The program is designed to support recent graduates (graduated within the last 2 years) and emerging leaders (persons with less than 2 years of industry experience) who identify as people from low-income backgrounds or communities of color in the San Francisco Bay Area who are seeking to lead or support housing system changes through leadership. The program is unique because it prioritizes in-person leadership development for people from low-income backgrounds and/or communities of color in Santa Clara County, while providing **compensation** (either salary and benefits for full time fellows or possible stipend for part time fellows) for participants alongside **professional development** and fostering **practical and professional experience** and **access** to enter and grow professionally in the industry.

The program will be conducted in person. This is an opportunity to bond with other fellows and SV@Home staff and partners, which supports establishing networks, professional relationships, and resilience to aid the fellows in career development.

The Fellowship engages local organizations as partners and allies in the effort. Partner organizations (and SV@Home) host fellows as part time or full-time staff on affordable housing and community development projects identified in advance by partners and SV@Home. The host organizations may provide a range of resources to support the fellows, including infrastructure (e.g., office space, technology) organizational support, mentoring, training, and industry experience. Host organizations may also provide compensation (stipend, salary, benefits) in full or share the cost of compensation with SV@Home or other orgs in the event of a project operated by joint partners.

Fellows will be co-located at SV@Home and local organizations where they will perform work on projects that support systems-changing equitable policy and/or development of affordable housing in Santa Clara County. Later renditions of the program may expand fellowship opportunities for applicants in the greater San Francisco Bay Area and possibly throughout California.

SV@Home will provide additional education and training services designed to build professional and leadership development skills and enhance experiential learning. SV@Home's existing and growing library of trainings and events will be used to help fellows understand the local affordable housing industry, housing policy and advocacy, coalition building, and the current affordable housing landscape. Members of SV@Home's experienced policy team will also provide training, support, and coaching on affordable housing policy and professional and leadership development skills needed in the industry. SV@Home developed a targeted curriculum for the 2025 Pilot, which will be updated and expanded as the fellowship program grows and welcomes new cohorts. SV@Home will conduct annual and intermittent evaluation to measure progress, including progress towards goals, integrating equity, fellow and partner learning and satisfaction, and to make program improvements.

The Pilot



The fellowship program will launch in 2025 with a 10-month pilot serving 5-8 unpaid part time fellows who are early career staff with 0-2 years of experience at SV@Home member organizations. Fellows will be selected using a nomination and an application process that identifies applicant professional and leadership development strengths and challenges to address during career planning.

The pilot will feature a limited range of curriculum features and will limit the number of fellows to test the structure, core curriculum, and grow partners and resources on the way to accomplishing Brick by Brick's ultimate theory of change. The pilot will include professional development and leadership skills building, affordable housing and policy education, networking, and end with a 2026 Affordable Housing Month event based on a hands-on housing-related project-based learning experience with the host organization.

Ecosystem Analysis

Findings

Erica McWhorter with Excelavate PB LLC was hired to conduct a thorough mixed methods ecosystem analysis. The analysis reviewed the existing market for fellowship programs across several benchmarks (including affordable housing programs, leadership programs, people from low-income backgrounds and communities of color, and DEIL (Diversity Equity Inclusion Liberation) programs) and numerous factors nationally and locally (Bay Area and Santa Clara County). This analysis and its companion ecosystem matrix were used to develop the program model and resource strategies and was instrumental in identifying curriculum features (including learning objectives, inputs, and outputs) and opportunities for program success and differentiation.

Brick by Brick and its flagship fellowship program have significant potential to be beneficial and innovative additions to the local market. The fellowship program is uniquely tailored to a specific strategic theory of change that will provide fresh and needed opportunities for leaders and emerging leaders in the local affordable housing industry who are from low-income backgrounds and/or communities of color.

MARKET SPACE IS AVAILABLE

There is room in this geographic market for an affordable housing leadership program that targets BIPOC participants.

PROFESSIONAL & LEADERSHIP DEVELOPMENT FOCUS IS NOVEL

Prioritizing professional development is a key point of differentiation that is often characteristic of leadership programs but does not appear often simultaneously in housing, BIPOC, or DEIL programs, nor in local similar affordable housing fellowships.

MARKET OPPORTUNITY IS PRESENT

The theory of change (and fellowship as a program model) allow for a wide range of programmatic approaches that provide tremendous opportunity in the combination of curriculum features to be innovative, unique, and effective.

BIPOC & DEIL FOCUS IS NOVEL

Prioritizing BIPOC participants and DEI components is a novel approach in the affordable housing fellowship context that when aligned with the theory of change can offer a distinct advantage in attracting participants in the target market and potential resources such as partners who may also function as program funders.

Target Markets

The fellowship requires participation from two specific audiences: (1) prospective fellows and (2) partners. SV@ Home has explored various profiles and opportunities for these target audiences and expects to adapt the program over time to audience and systems change needs.

Participant Profile

All participants must:

- demonstrate or express a clear commitment to affordable housing and housing justice,
- reside in Santa Clara County or are “California local” with a vested interest in the San Francisco Bay Area, and
- be able to participate in person in Santa Clara County daily.

Recent Graduates	Early Career Participants	Limited Experience Participants
Prioritize BIPOC or low income background	Prioritize BIPOC or low income background	Prioritize BIPOC or low income background
Within 1 year of graduation	Currently employed at member or other org with less than 2 years of industry experience	Persons with less than 2 years of industry experience unemployed or employed outside of industry (volunteers, grassroots organizers)
Desire to learn or lead in affordable housing industry	Desire to lead or strengthen professional development in affordable housing industry	Desire to grow or lead in affordable housing industry
Able to work full time on project with any partner	Able to work part time for their or another org’s project	Able to work part time or full time for another org’s project
Local or able to live locally	Current local	Current local
Previously local and able to live locally		

Target Markets

Partner Profile

There are three anticipated partner roles available for the numerous existing and potential SV@Home partner types:

1. Host partners
2. Referring partners
3. In Kind partners

Host Partners	Referring Partners	In Kind Partners
Develop projects and work with fellows on experiential	Refer potential fellows for application	Provide necessary non-cash resources (infrastructure,
Members and SV@Home	Members	Members
Other CBOs	Universities and Community Colleges	Other CBOs
Local Jurisdictions	Other CBOs	Affiliated partners and stakeholders
Nonprofit Developers	Nonprofit Developers	Former Brick by Brick participants
	Former Brick by Brick participants	

Resource Strategies

Staffing

The Brick by Brick staffing plan and pilot requires a minimum of 1-2 full time SV@Home staff and one part time SV@Home staff to administer and lead the programs and support the programs' evaluation, improvement, and growth. Those internal staff roles include a program manager (FT), fellowship manager (PT or FT), and coordinator (PT or FT).

As the fellowship will be annually for 10 months or less per year, the staffing plan may utilize other existing staff or plan to leverage these specific Brick by Brick roles in other ways, such as for org-wide event coordination, training, or program management support. As the fellowship grows, the addition of a senior role to develop and direct programs and program improvement may also be added.

Staffing for the fellowship also will require external vendors or contractors to perform curriculum functions, such as training, mentoring, and peer support. Internal staff must be available to support vendor or contractor selection, contracting, and management, especially as they will be providing a range of direct services to participants.

Funding

Funding for the Brick by Brick Institute and Fellowship will be guided by a fund development plan, which outlines a funding model (or business model) and key funding strategies that will be useful in developing the pilot and growing the programs. The plan also includes the need for a nuanced marketing strategy, whose activities will significantly overlap with activities inherent in the fund development process.

Funding Model

Several funding models present viable opportunities to raise funds for the fellowship program. However, a mixed or hybrid approach will provide a more sustainable and flexible opportunity to fund and grow the program over time. A hybrid approach is a way of diversifying funding streams to make use of the most relevant features of each revenue model. This means using a combination of approaches targeted to donor and program goals, and funding needs. In this way the funding plan is tailored for our goals and capacity, while remaining flexible and scalable for any future growth or changes in direction.

The Brick by Brick Institute and Fellowship will use some combination of the following fund development models to produce the most consistent, reliable, and effective strategy within SV@Home's capacity to implement and sustain:

1. **Individual donor funding** – individual contributions, bequests, donor advised funds, and large one-time gifts (ranges from small to large gifts)
2. **Foundation funding** – renewable and one time grants and contributions from multifaceted group of donors (generally medium to large gifts)
3. **Membership funding** – SV@Home's current organizational model of dues, fees, or donations from a defined membership structure (mostly annual contributions by donor size generally smaller in amount than foundation funding)

Over time, additional approaches may be explored or integrated into our hybrid funding model.

Funding Strategy

SV@Home's hybrid funding model will use a holistic fundraising strategy that spans multiple donor audiences and balances the opportunities, challenges, and needs inherent in each approach with SV@Home's capacity. The details of the strategy are captured in the fellowship's fund development plan and highlighted below.

Individual Donor Funding

This strategy requires cultivation and retention of individual gifts, including establishing an annual campaign specific for the Brick by Brick Institute and/or Fellowship program that could ensure at least an annual allocation of individual donor funding dedicated to this cause. This flexible source of funds could be used to fill gaps in funding not covered by other sources while also marketing the program for future partners, participants, and donors. This strategy also requires a companion strategy of donor retention, including development of a timeline, specialized and/or targeted messaging to the donor segment, and a system and schedule for regular (and, if needed, more frequent) outreach with updates and opportunities to engage including and beyond donations.

Foundation Funding

This refers to the cultivation of a diverse array of foundation support that could address various aspects of the Institute and/or fellowship program. Opportunities include identifying and securing a diverse array of funders for specific program needs, such as curriculum, partnership development, fellowship-host org projects, and operational support in the form of grants, sponsorships, or large one time donations.

Member Funding

Member funding is SV@Home's primary business and funding model. Maximizing knowledge and infrastructure already built to develop the organization includes maximizing the use of strategies such as encouraging hosting, co-hosting, collaborative project development, in kind support, adjustments to membership tiers, and establishing a member campaign to drive peer to peer membership development. Prioritizing member funding would help expand the org-wide membership base and opportunities for participation by other like-minded and similarly situated organizations who are not yet members. Opportunities also include prioritizing membership peer to peer campaigns, emphasizing partnership development, boosting membership by establishing or continuing a regular member campaign drive. These opportunities are instrumental to building a power base for affordable housing justice, as well as flexibly supporting the organization and programs, such as Brick by Brick and the fellowship.

Alternative & Future Opportunities

Another funding approach is a project-focused model, where funding is secured for the partner project inclusive of fellowship staffing. Specifically, funds would be raised for specific aspects of the program, including fellowship compensation as "staffing" for the project per the project budget. This could be an effective approach with other funding models too, such as government funding if future partners are local jurisdictions.

Additionally, in the future SV@Home may want to develop or use existing content for earned revenue. This strategy could be effective in generating org-wide and program revenue, particularly useful for budget items needing more flexible funding or for items restricted foundation funding may not cover.

Pilot Budget Framework

The anticipated budget framework identifies the line item expenses associated with the program and the known program services. See Appendix 2. Initial projections for the pilot have also been identified. These line items are useful in understanding what sources of revenue (or models) may be most effective at generating funds for those program requirements.

Partnerships

SV@Home has preliminarily identified a plan for ongoing and annual development of partners to serve as host organizations. This plan also includes identifying potential fellowship projects, estimated host organizations and fellow participant numbers, and needed in-kind and partner support.

The strategy also includes intentional engagement strategies, such as marketing talking points, a prospective partner listing, and timeline for implementation of the strategy over the lifecycle of the planning, pilot, and future fellowship phases. This is an extension of the membership prong of the hybrid fund development strategy (described above) and could prove complementary to those efforts.

Additional considerations to further the partnership strategy and enhance the overall fellowship program include:

- adopting or expanding a customer relationship management (i.e. CRM) database that can speak to other SV@Home systems and tools,
- aligning the marketing to SV@Home's overall partner development marketing strategy, and
- investment in a regular partner outreach strategy specific to participation and donation opportunities for the Brick by Brick Institute and fellowship.



Assessing the Opportunity

SOAR Analysis

The SOAR analysis examines Strengths, Opportunities, Aspirations, and Results. This connects the dots between SV@Home's current abilities and its future potential as it is aligned to the organization's values, theory of change, and selected approaches. This illustration summarizes SV@Home's strengths and the opportunities presented by the program, which supports its overall feasibility.

SOAR ANALYSIS



STRENGTHS

- Experience
- Expertise
- Staff
- Partner Network



OPPORTUNITIES

- BIPOC focus
- Local (Santa Clara) focus
- Professional development focus
- BIPOC-centered leadership approach
- Power building through partner projects and learning



ASPIRATIONS

- Increase skilled BIPOC industry staffing
- Equity based education
- Increase BIPOC access, leadership, decision making
- Affordable housing systems change



RESULTS

- Intermittent program reviews
- Adherence to equitable approach
- Increase SV@Home membership
- 90% grad fellows employed in industry in 2 years
- 80% leaders promoted or in leadership in industry in 2 years
- 25% increase in BIPOC industry leadership in 10 years

Potential Risks & Challenges

Risk Mitigation

With any new program there are likely to be common risks, such as inconsistent operations, rapidly shifting processes, insufficient resource allocation or availability, lack of differentiation, and shifting expectations. To mitigate most of those risks, Brick by Brick is planning and implementing the following:

- **Implementation Plan.** An implementation plan for the pilot to help identify risks and challenges early and opportunities to remedy them. The plan will also be useful in identifying which curriculum features are innovative and distinguishing and worth early investment, scheduling research, testing, and further development.
- **Evaluation Plan.** An evaluation plan with intermittent reviews to readily address issues and track progress towards planned improvements and necessary changes. This will include updating metrics and tracking mechanisms to reduce and quickly address issues as they arise and design and implement innovations with a diverse team of internal and external stakeholders to enhance accountability and diversity of thought and insight.
- **Fund Development Plan.** This is intended to ensure ongoing adaptable resource availability in line with organizational and program needs. The hybrid approach will allow for flexible and potentially rapid fundraising when needed to cover resource gaps and plan for resources needed to fund growth, innovations, and improvements.
- **Staffing Plan.** This will connect to fund development to ensure appropriate staffing levels in line with the scope of the program and SV@Home's existing capacities. This will support adequate oversight, equitable and useful design, and sufficient leadership and management to administer and sustain the program through every cohort, growth, and improvement iteration.
- **Policies and Procedures for Brick by Brick and Its Programs.** These will guide its operations and describe its processes (i.e., pay schedules, participant selection), systems (i.e., email, CRM), roles and responsibilities, and transparent expectations for behavior or performance (i.e., values, participation, timeliness, numbers served in each cycle). They will also identify challenges and proactively describe approaches for troubleshooting and decision making. Finally, they will provide clear guidance to staff and participants about Brick by Brick's values, as well as ensuring consistency of operations, ease, and clarity of administration and operations. These will be updated annually and alongside any program changes or improvements recommended by the evaluation team.

Feasibility

Both the Brick by Brick Institute and its flagship fellowship program are highly feasible. Based on the ecosystem analysis and program modeling, the Brick by Brick Fellowship is a novel, useful idea that has many relevant examples nationally that are easily scoped into a targeted approach to achieve SV@Home's systems change goals. Further, SV@Home has a range of capacities, experience, expertise, and resources immediately available to plan, launch, and manage the Institute and the fellowship program.

Capacity

We have the capacity to execute the fellowship program, particularly the pilot based on our planning and progress. First, the fellowship is ready for partnership and fund development. This will happen simultaneously to curriculum refinement on an ongoing basis, not just at implementation, per the pilot implementation timeline. Partners, particularly host organizations, have already been engaged and will continue to be useful in honing some of the curriculum elements such as the hands-on projects and any training that may be necessary or useful to onboard fellows to those organizations and projects. Second, an action-oriented implementation plan enhances the feasibility of launching the fellowship pilot in 2025. That plan guides the timing and alignment of resources, such as securing or connecting a client relationship management (CRM) database, additional staffing, fellowship applicants, and vendors. Third, the evaluation plan will ensure effectiveness of the program and the approach and provide opportunities for troubleshooting and enhancing services.

Experience & Expertise

We have the experience and expertise to launch, manage, and operate the program. Our internship is a successful model upon which the organization has developed significant infrastructure that will be leveraged for the fellowship and other future Brick by Brick programs. As an organization whose mission includes the provision of educational content to support affordable housing, there is sufficient experience to identify informational and training needs and create additional content for new audiences. Where SV@Home needs support, it is also reinforced by consultants and is knowledgeable about how to obtain information from new sources and other experts.

Existing Resources

Our Brick by Brick Institute does not necessarily need any additional resources to begin or continue operations. The current program portfolio is limited and staffing is already in place. As an umbrella program, it is primed to begin planning and ensuring operational and administrative readiness of current and future programs.

We have the primary tools to launch and move the Institute and fellowship forward. Its existing staff are available to organize and manage those plans, which will prepare the Institute for the steps needed prior to launch, including identification of any future resource needs. Existing staff and organizational structure also make fund development and marketing strategies feasible as extensions of ongoing work already performed within the organization and for similar SV@Home programs. SV@Home's large network of members and partners are fundamental to the fellowship and are immediately available for engagement and support in the planning and implementation phases. There is sufficient capacity at those levels to move forward with the plans designed for successful operation and sustainment of the fellowship and future Institute programs.

Planning for the Wins & Sustainability

In addition to developing an implementation plan, Brick by Brick will use strategic marketing and evaluation aligned to its theory of change to help it frame and reach its goals.

Fellowship Pilot Timeline

The SOAR analysis examines Strengths, Opportunities, Aspirations, and Results. This connects the dots between SV@Home’s current abilities and its future potential as it is aligned to the organization’s values, theory of change, and selected approaches. This illustration summarizes SV@Home’s strengths and the opportunities presented by the program, which supports its overall feasibility.

Activity	Timing
Planning and Preparation	June 2024 – June 2025
Curriculum Development	November 2024 – May 2025
Fund Development	June 2024 - Ongoing
Staffing	May to July 2025
Marketing	May to July 2025
Vendor Identification and Selection	May to August 2025
Application Rollout	May – June 2025
Applicant Selection	August 1, 2025
Operation	September 2025 – June 2026
Intermittent Program Reviews	Monthly
Evaluation at Program Conclusion	June to August 2026
Planning for Next Cohort	June to August 2026

Marketing Strategy

The marketing strategy will focus on establishing a marketing schedule for each target audience aligned to the implementation timeline. This will overlap with the fund development strategy, particularly individual donor campaigns and membership outreach. A plan for distinct messaging, scheduling, and marketing (and funding) goals will ensure plans and tactics achieve the desired result without creating confusion or donor fatigue.

The following identifies the key outreach plans and activities for the 2025 pilot and the target audience to whom outreach will be directed:

- Fund Development – outreach to funders and donors per fund development plan
- Partner Development – outreach to partners per partner development plan
- Membership Engagement – new membership, elevated membership, and participation as non-host orgs for in kind or fellow project development
- Staffing – identifying and sourcing vendors, and internal capacity building for participating staff
- Fellow Recruitment – outreach, posting, and advertising to stakeholders, members, partners, and industry

Key Metrics for Evaluation & Improvement

The fellowship program's evaluation plan aligns metrics to the theory of change and programmatic goals of the pilot and eventual future iterations.

SV@Home has elected to implement intermittent reviews and an end of program review to evaluate program, participant, and partner progress, performance, and adherence to

SV@Home's values and equitable principles. This approach will ensure an inclusive representative group (current and former fellows, partners, members, Brick by Brick staff, professional evaluators, persons with lived experience (e.g., BIPOC leaders and emerging leaders), and others) to review progress, establish or revise metrics, and recommend program improvements, including for growth and scaling.

Metrics will be formalized to align with the pilot scope and will be further developed and refined using a measurable SMARTIE framework (e.g., specific, measurable, action oriented, realistic, inclusive, and equitable). This approach will also be used to assess the program's equitable approaches, including sourcing vendors, ensuring healthy and balanced schedules and work culture, and other measurable equitable SV@Home goals

Based on data collected, SV@Home seeks to measure progress towards program and theory of change goals using metrics, such as:

Short Term Outcomes (within 3 years):

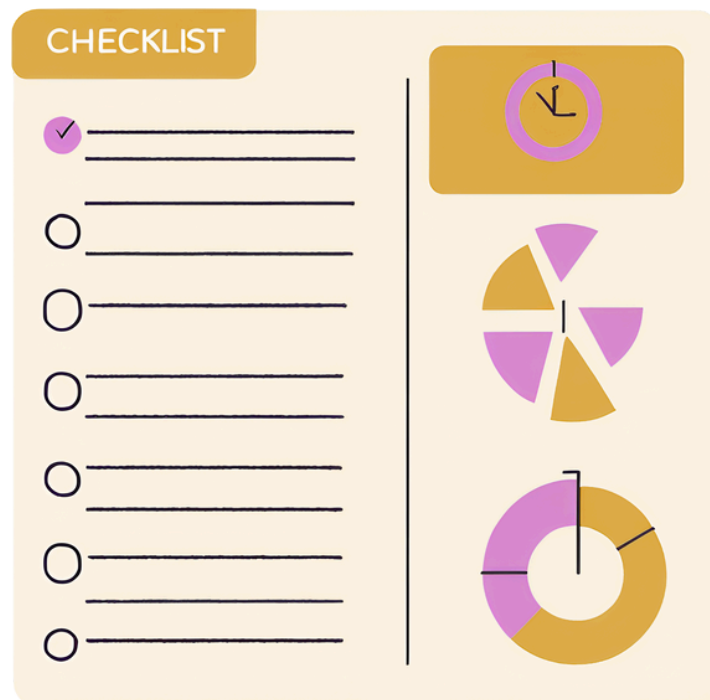
- Number of applicants, fellows (enrollment and completion), and host orgs per year
- Fellow, partner, and vendor/staff experience and satisfaction
- Level of knowledge about affordable housing policy and advocacy concepts, principles, and local activity
- Number who craft individual professional development plan and policy agenda
- Career, leadership, policy analysis, and advocacy skills attained before and after program sessions

Medium Term Outcomes (3-7 years):

- Number of stakeholder referrals for Fellowship and new hires from previous fellows
- Number of graduating fellows promoted or hired to an advanced role within 1 year of fellowship
- Number of completed or scaled fellow projects within 1 year after fellowship

Long Term Impacts (7+ years):

- 90% of fellows still employed in housing industry
- 95% of graduates remain engaged with SV@Home as members, trainers, peer support, or network
- 80% of fellows in leadership position
- 30% increase in hiring or promoting BIPOC managers in member and local industry organizations



Looking to the Future

What's Next?

In addition to the flagship program, we are looking forward to refreshing our offerings and building learning opportunities designed with a vital, inclusive and diverse vision of local affordable housing in mind.

The future looks bright as we continue to build and expand the fellowship curriculum to meet the needs of recent graduates and early career BIPOC leaders and the local affordable housing industry.

We are exploring ways to build intensive trainings into our model to offer more advanced skill building and technical knowledge more frequently and to more people. Expansion of the Institute will allow these ideas to bear fruit and possibly operate to help sustain the fellowship and other Brick by Brick programs. The work continues!

Expectations

We expect to launch, cultivate BIPOC emerging leaders, improve on our approach with partners and participants, and reinvest in the fellowship. This will grow SV@Home's influence and embed a well-equipped network of diverse and skilled stakeholders into the affordable housing landscape bringing insight and innovation to affordable housing and community development strategies, policies, and actions.

We also expect the Institute and fellowship to be power brokers for equitable and sustainable affordable housing. Our fellowship host partners are likely to become SV@Home members and external partners observing and experiencing the radical change and revolutionary leadership will seek to participate as host organizations, referral sources, or leadership recruiters. These and positive interactions with SV@Home and our fellows become SV@Home members too.

Call to Action

SV@Home drives the creation of affordable housing for a more vibrant and equitable Silicon Valley. We advocate for policies, programs, land use, and funding that lead to affordable housing opportunities for all. Participating host organizations in the fellowship program should be SV@Home members committing the the ongoing support of this housing justice movement.

Here are the benefits of membership:

- Membership supports members in achieving their policy and advocacy goals
- Membership is about building and sustaining a movement for affordable housing because we are stronger together and cannot do this work in isolation
- Our members and partners become more effective, opening new opportunities for connection and advocacy
- Becoming an SV@Home Member means direct access to policy updates, transformational events, advocacy opportunities to help advance affordable housing in our region

Appendix

1. Staff Bios
2. Pilot Budget Framework

Staff Bios

Regina Celestin Williams, *Executive Director*

Regina is SV@Home's Executive Director; she leverages the expertise of and inspires confidence and trust in SV@Home's staff in the execution of the organization's mission and vision. In her role, she is proud of developing the organization's culture to better center inclusion and justice internally and in its public policy and advocacy work. Prior to joining SV@Home, she most recently served as Director of Housing Development at First Community Housing, a San José-based affordable housing developer. Regina has spent 15 years structuring financing for affordable housing and community development, including nine years on the East Coast with the National Development Council and the National Housing Trust. Regina earned a BA in Urban Studies from Stanford University and a Master's in City Planning from the University of Pennsylvania.

Contact: regina@siliconvalleyathome.org

Joshua Ishimatsu, *Deputy Director of Strategic Partnerships*

Josh is SV@Home's Deputy Director, with a focus on strategic partnerships to help advance the organization's policy and advocacy work in Santa Clara County. Josh is new to his role at SV@Home and is excited to join the team! He brings over 25 years of experience working in the community development/affordable housing field, including for the City of San Jose, as Deputy Director for National CAPACD, and as Real Estate Development Director at the Little Tokyo Service Center in Los Angeles. Josh has a joint degree (MA/JD) in Urban Planning and Law from UCLA. He is the father of 2 teenagers, so is deserving of much sympathy and understanding.

Contact: josh@siliconvalleyathome.org

Kenneth Javier - Rosales, *Leadership Development Program Manager*

Kenneth (he/him) has been a grassroots organizer and an environmental planner for the past 14 years in the South Bay. He worked with the City of San José for just over five years implementing environmental compliance programs with the Planning Division and the Environmental Services Department, including environmental clearance of development projects under the California Environmental Quality Act and municipal-regional green stormwater infrastructure regulations for new and redevelopment projects. Before the City of San José, Kenneth worked with the Sierra Club, Loma Prieta Chapter for over two years to support volunteer leaders on several environmental campaigns, such as (but not limited to) sustainable land use and anti-fracking advocacy efforts. Kenneth has also been an active member in his community since moving to Ohlone Muwekma/Tamien lands in 2007 – he has been involved in local environmental issues, progressive politics, and coalition-building efforts across a large diversity of social justice organizations.

Kenneth is a child of Nicaraguan immigrant parents. He was born in San Francisco but was raised in Daly City until he left the nest to earn his BS Environmental Studies major/Political Science minor and master's in Urban and Regional Planning degrees at San José State University. He is a sci-fi and fantasy fiction nerd; he loves to skateboard and hike; and he is a big "music-head" who enjoys collecting vinyl records and learning to DJ and play the bass guitar.

Contact: kenneth@siliconvalleyathome.org

Pilot Budget Framework

Line Item	Description	Cost	Other Funds	Total Cost
Staffing	● Leadership Development Manager (FT)	\$	\$	\$
External Vendors	● Trainers (Nominal fee only)	\$	\$	\$
	● Trainers (In kind – “other funds”)	\$	\$	\$
Materials & Supplies	● Meeting supplies (pens, flip charts, etc.)	\$	\$	\$
	● SV@Home Swag for partners, in kind donors,	\$	\$	\$
Events	● Networking Reception (during fellowship or at closeout/graduation)	\$	\$	\$
	● Graduation or Closing Event	\$	\$	\$
	● Conference registration (NPH Conference)	\$	\$	\$
Transportation	● Participant transit costs to/from SV@Home and External placements, and related travel/field trips	\$	\$	\$
	● Mileage or Public Transit Passes and/or reimbursement at specific rate	\$	\$	\$
Meals	● Snacks	\$	\$	\$
Marketing	● Subscriptions to job and school posting sites	\$	\$	\$
	● Google Ads	\$	\$	\$
Evaluation	● Mentimeter	\$	\$	\$
Indirect Costs	Indirect Costs (15%)	\$	\$	\$
TOTALS		\$	\$	\$



Get in touch to
learn more or
join us!

-  350 W Julian St., #5, San Jose, CA 95110
-  (408) 780-8411
-  <https://siliconvalleyathome.org/>