

2026-2030 STRATEGIC PLAN





2026–2030 STRATEGIC PLAN

ADVANCING HOUSING STABILITY & OPPORTUNITY FOR LOW-INCOME RESIDENTS ACROSS SANTA CLARA COUNTY

Over the past several decades, the Santa Clara County Housing Authority has helped shape a more stable housing landscape for low-income residents across our region. While that work continues, the conditions around us have changed.

Housing in Santa Clara County is under sustained pressure. Costs continue to rise. Supply has not kept pace. Policy shifts at the federal and state levels demand innovation and adaptability. Incremental progress is no longer enough.

Addressing these challenges takes a disciplined evaluation and sustained collaboration with partners and the communities we serve.

We remain focused on a clear goal: building a community where everyone, regardless of income, has a place to call home.

The 2026–2030 Strategic Plan defines our direction and priorities for the next five years. Driven by the Board of Commissioners and informed by staff, residents, partners, and community voices, it reflects both the urgency of this moment and the responsibility we carry as a public agency.

We are focused on four priorities: expanding housing stability and affordability, supporting resident opportunity and success, strengthening partnerships, and advancing operational excellence.

Delivering on these priorities requires discipline. We will steward public resources, strengthen our operations, and deepen engagement with the residents we serve. We will act with intention, measure our progress, and keep our residents at the heart of everything we do.

We will move this work forward with a continued focus on expanding housing stability and opportunity for low-income residents across Santa Clara County.

OUR MISSION & VISION

Together, our vision and mission reflect SCCHA's commitment to ensuring residents have access to stable housing that enables them to pursue their goals, contribute to their communities, and improve their quality of life.

VISION
Healthy, Affordable
Housing for All

MISSION
To provide affordable housing solutions that support people with lower incomes in Santa Clara County achieve housing stability, opportunity, and well-being.

BUILT ON FOUR STRATEGIC PILLARS

Each pillar of our 2026–2030 Strategic Plan outlines a set of goals that guide our work over the next five years: Housing Stability, Availability, and Affordability; Resident Opportunity and Success; Partnerships; and Operational Excellence.

HOUSING STABILITY, AVAILABILITY & AFFORDABILITY

By expanding housing supply and rental assistance, SCCHA will continue to serve as a stabilizing force for residents.

The Santa Clara County Housing Authority expands access to safe, healthy, affordable housing for low-income households through rental assistance programs, new affordable housing development, and preservation and acquisition strategies.

GOAL 1: Provide housing and rental assistance innovatively and strategically to support more families, seniors, and people with supportive housing needs.

GOAL 2: Increase the supply of stable, affordable housing by growing our portfolio through new development and acquisition strategies in neighborhoods that meet the needs of our residents.

GOAL 3: Preserve existing affordable housing to prevent displacement and protect long-term affordability across Santa Clara County.

RESIDENT OPPORTUNITY AND SUCCESS

By incorporating residents' perspectives and lived experiences, SCCHA strengthens programs and services that support long-term success.

Housing stability provides the foundation for residents to pursue opportunity, health, and well-being. Over the next five years, SCCHA will continue to support residents' stability, aspirations, and well-being, recognizing that lived experience and personal success vary across households.

GOAL 1: Strengthen the resident experience by incorporating lived experience, advisory/leadership opportunities, inclusive communication, timely assistance, and intentional, caring program administration.

GOAL 2: Support resident opportunity and well-being through access to services and programming.

GOAL 3: Reduce the barriers residents face in securing and maintaining housing by coordinating services, partnerships, and supportive resources.

MISSION To provide affordable housing solutions in Santa Clara County in achieving h

HOUSING STABILITY, AVAILABILITY & AFFORDABILITY

GOAL 1: Provide housing & rental assistance

GOAL 2: Increase affordable housing supply through new construction & acquisition

GOAL 3: Preserve affordable housing

OPERATIONAL EXCELLENCE

GOAL 1: Enhance organizational capacity

GOAL 2: Improve efficiency & customer service

GOAL 3: Ensure long-term sustainability



VISION
Healthy
Affordable
Housing
for

FOUNDATIONAL COMMITMENTS Financial Sustainability & Stewardship
Effective Leadership & Governance

PLAN FRAMEWORK

ons that support people with lower incomes
ousing stability, opportunity, and well-being.



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RESIDENT OPPORTUNITY & SUCCESS

- GOAL 1:** Strengthen the resident experience
- GOAL 2:** Increase access to services and programming
- GOAL 3:** Reduce barriers to housing



PARTNERSHIPS

- GOAL 1:** Strengthen partnerships to expand housing
- GOAL 2:** Advance policy & advocacy efforts
- GOAL 3:** Foster partnerships to increase resident opportunity & success

ship • Data-Informed Learning & Continuous Improvement •
e • Inclusive Engagement, Communication & Shared Learning



PARTNERSHIPS

Through partnerships, SCCHA amplifies its impact and drives coordinated housing strategies across the region.

Addressing the complex housing challenges facing Santa Clara County requires strong partnerships across jurisdictions, public and private sectors, and communities. The Santa Clara County Housing Authority focuses on intentionally collaborating and building strong partnerships to scale impact, align resources, and address barriers for lower-income households.

GOAL 1: Strengthen relationships with public and private partners, developers, owners, funders, and service providers to expand and preserve affordable housing.

GOAL 2: Serve as a trusted public partner by advancing policy, testing innovations, and building support for housing as a key component of vibrant, sustainable communities through partnership, research, engagement, and advocacy.

GOAL 3: Develop and nurture partnerships that increase resident stability, opportunity, and success.

OPERATIONAL EXCELLENCE

SCCHA remains responsive and resident-centered, with the strength and capacity to deliver on our mission.

Delivering meaningful results requires a strong and resilient organization. Over the next five years, SCCHA will build an innovative, sustainable, high-performing organization that can deliver on its mission effectively and responsibly.

GOAL 1: Enhance organizational capacity through investments in staffing, leadership development, succession planning, and workplace culture.

GOAL 2: Improve operational efficiency and customer service by streamlining processes, leveraging technology, optimizing physical space, and improving communication.

GOAL 3: Ensure long-term organizational and financial sustainability by managing risk responsibly, diversifying resources, and aligning investments with priorities.



OUR FOUNDATIONAL COMMITMENTS

Santa Clara County Housing Authority's work is guided by four foundational commitments that shape decision-making and the implementation of the Strategic Plan. These commitments ensure that our strategy is carried out with discipline, transparency, and responsiveness.

FINANCIAL SUSTAINABILITY & STEWARDSHIP

We manage public resources responsibly and strategically, deploying capital to maximize housing stability and community impact while maintaining financial strength.

DATA-INFORMED LEARNING & CONTINUOUS IMPROVEMENT

We use data and lived experience to learn, adapt, and continuously improve how we serve residents and communities.

EFFECTIVE LEADERSHIP & GOVERNANCE

We foster leadership and governance practices that promote strategic focus, timely and responsive decisions, and long-term organizational health.

INCLUSIVE ENGAGEMENT, COMMUNICATION & SHARED LEARNING

We communicate openly and collaborate with residents and partners to shape decisions, improve services, and strengthen outcomes.

WORKING TOGETHER FOR HOUSING STABILITY & OPPORTUNITY

Santa Clara County Housing Authority remains committed to advancing housing stability, strengthening communities, and expanding opportunity for residents across our region.

Through collaboration, innovation, and responsible stewardship, we will continue working toward our vision of healthy, affordable housing for all.

 **HOUSING**AUTHORITY
SANTA CLARA COUNTY

scchousingauthority.org    

