

La Avenida, Mountain View

STRATEGIC PLAN
2026-2030

EDEN HOUSING

MISSION

Eden Housing creates and sustains high-quality affordable housing communities that advance opportunity for all.

CORE VALUES

Deliver with integrity

We strive to do what's right—for staff, residents, partners, communities and the planet.

Value and invest in people

We foster a welcoming culture where unique perspectives matter—we believe investments in continuous learning advance our shared success.

Advance fairness and opportunity

We create possibilities—advocating for the right to an affordable home and the opportunities it unlocks.

Promote economic mobility

We provide stable homes and supportive services—promoting economic mobility for people we serve.

Focus on lasting impact

We lead with vision and persistence—through innovation, collaboration and long term partnerships, we deliver sustainable, replicable solutions to address the housing crisis.

Dear Friends and Partners,

As we introduce Eden's 2026–2030 Strategic Plan, we do so with deep gratitude for the progress of the past five years and a clear-eyed commitment to the work ahead. Guided by our four-corner framework, our north star remains bold and unwavering: to advance the stability and economic mobility of the individuals and families who call Eden home, and to build and preserve 10,000 affordable homes over ten years. We are proud to share that we are already halfway toward that goal.

Our last strategic plan was launched in the midst of the COVID-19 pandemic and carried us through a period of recovery, economic uncertainty and significant policy changes. During that time, Eden expanded affordable housing opportunities, scaled our commitment to serving individuals and families experiencing homelessness and piloted innovative models to better support residents in Permanent Supportive Housing. Throughout it all, we strengthened our organization and remained focused on long-term impact.

The affordable housing landscape has evolved. Housing affordability is now recognized as a challenge in every state, creating broader bipartisan engagement around solutions such as the expansion of the Low Income Housing Tax Credit. At the same time, budget pressures and changing federal priorities require discipline, adaptability and strong partnerships at every level of government. In California, the outcome of future key state and local funding measures will significantly influence our ability to meet the demand for affordable homes.

Eden enters this next chapter not only as a housing provider, but as a trusted leader in the affordable housing field. We will continue advancing practical, scalable solutions, sharing what we have learned and partnering with public agencies and mission-aligned organizations to strengthen housing systems across California and beyond.

This new plan reaffirms Eden's four-corner framework — Significantly Increase Housing, Foster Commitment to People, Culture and Community, Promote Resident Stability and Economic Mobility, and Invest in Key Infrastructure — as the strategic foundation that drives how we build, serve and deliver lasting impact. We will invest in technology and innovation to improve efficiency and tenant customer service, refine a sustainable model for resident services and build organizational capacity to meet increasing complexity in the sector.

This is an ambitious moment. The need for stable, affordable housing continues to grow, and the path forward will require resilience, creativity and shared commitment. With the support of our staff, partners and communities, we are ready to meet that challenge.

With appreciation,

Linda Mandolini

Linda Mandolini
President & CEO, Eden Housing

Rudolph Johnson

Rudolph Johnson III
Chair, Eden Board of Directors

EDEN HOUSING

THE NEED IS HUGE AND NOT GOING AWAY

Eden's overarching goal is to create or preserve **10,000 affordable homes** over 10 years (2021 – 2030).

In the first five years, Eden has built, preserved, or added over **6,000 homes** to its pipeline. This new five-year plan will accelerate progress toward achieving the **10,000-home goal**.

Eden's unmet demand for affordable housing

We currently have over **20,000 households on our waitlist.**

California's need for affordable housing

- **1.3 million low-income renter households lack an affordable place to live** based on data from the California Housing Partnership (CHPC)
- **45,000 affordable homes are stalled in the pipeline** due to funding constraints.
- **Tens of thousands of existing affordable homes are at risk** of becoming unaffordable in the next decade.

> *We know we are in a statewide housing and homelessness crisis, and our projects with Eden Housing at Vivalon and Casa Canal in San Rafael embody what collaborative progress looks like. We know this isn't the finish line, but it's a powerful step forward that demonstrates to counties across California, as well as the state and nation, what it looks like when communities put their values forward.*
>
> **Kate Colin, Mayor, City of San Rafael**

CHANGING OUR WORLD, ONE CORNER AT A TIME

Significantly **increase housing** for low-income people

Support the **stability** and **economic mobility** of residents



Foster **commitment** to **people, culture** and **community**

Invest in key infrastructure to **increase organizational agility** and **readiness for scale**

THE "FOUR CORNERS" OF EDEN'S STRATEGIC PLAN

Significantly **increase housing** for low-income people.



STRATEGIC GOALS

- **Accelerate development and bold shifts in practice** to meet the scale of need
- Adapt production pipeline to **ensure better operating sustainability**
- **Preserve** existing homes
- Pursue **targeted innovations** that enable more rapid creation of affordable housing
- **Advocate** for funding sources and policies to build and preserve more housing
- **Create a more cost-effective development model** to strengthen our competitive position

STRATEGIC GOALS

- Promote **the fundamental right to a home** and the economic opportunities it unlocks
- Monitor **policies and procedures** to enhance employee experience and organizational performance
- Pursue and support **initiatives, public policies and partnerships that further our mission**
- Focus on **expanding leadership capacity**
- Foster a **culture of learning, innovation and collaboration**
- Develop a **strategy for technology integration and acceptance among staff**
- Continue to **promote a culture of storytelling** about Eden's impact, staff and residents



Foster **commitment** to **people, culture** and **community**

Support the **stability** and
economic mobility of residents



STRATEGIC GOALS

- **Embed organization-wide commitment** to keep residents housed
- **Adapt and solidify our sustainable permanent supportive housing (PSH) model**
- **Optimize services delivery** to ensure effective and efficient program models
- **Expand advocacy and partnerships** to ensure adequate funding for resident programs
- **Ensure programs remain agile and responsive** to changing resident needs and emerging social and policy landscapes

STRATEGIC GOALS

- **Increase cross-department collaboration and alignment** to drive better outcomes and efficiencies across all business lines
- **Create a more cost-effective operating model** to promote financial strength and sustainability
- **Focus on AI, technology and improved knowledge management systems** to increase impact and efficiencies
- **Increase capacity for innovation with a readiness to pivot** when opportunities and challenges arise



Invest in key infrastructure
to **increase organizational agility**
and **readiness for scale**

BOARD OF DIRECTORS' COMMITMENT TO THE PLAN'S SUCCESS

1

Be an ambassador for Eden's work

2

Adapt board structure when needed to enhance the success of the plan

3

Create a framework to monitor investment and adjust course over the duration of the strategy



EDEN HOUSING EXECUTIVE TEAM

Linda Mandolini
President & CEO

Tatiana Blank
Chief Financial Officer

Darnell Williams
Senior Vice President of Property Operations

Lisa Rydholm, SHRM-SCP
Senior Vice President of People & Culture

Andrea Osgood
Chief of Real Estate Development & Executive Vice President

BOARD OF DIRECTORS

Rudolph Johnson III
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Cheryl O'Connor
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Sean Callum
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Amy Neches
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Joseph M. Postigo
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Deborah Ruane
Director

Ali Solis
Director



EDEN HOUSING

NeighborWorks®
CHARTERED MEMBER