



# STRATEGIC PRIORITY FIVE

## APPROACH OUR WORK WITH RACIAL EQUITY, COMMUNITY PARTNERSHIP, CONTINUOUS IMPROVEMENT, AND GUIDING VALUES IN MIND

### WE WILL

Develop and implement an organization-wide framework that supports diversity, equity, and inclusion, with an emphasis on advancing Racial Equity.

- Employee Racial Equity Survey results reflect a 20% improvement from baseline over five years.
- Resident Survey results reflect a 20% improvement from baseline in issues and impact related to Racial Equity.
- Racial diversity of National and Regional boards and leadership staff reflects demographics of the communities where Mercy Housing operates.

Develop resources for all our staff, leaders, and board members to learn about and foster the rich legacy and values of our Founding Communities of Catholic Sisters.

- Mission integration is combined into onboarding, existing training, evaluation, and talent development efforts.
- Employees and residents feel welcomed to be a part of the mission of Mercy Housing. Surveys show improvement of staff experience over time.

Explore, learn, capture, and share best practices of community impact activities to support our resident community and leverage existing assets to the mutual benefit of the property and the broader neighborhood.

- Mercy Housing actively considers our impact on local neighborhoods in creating community spaces to provide retail, child care and other mixed uses.
- Resident Services and Property Management staff support advocacy activities and celebrate successes, sharing best practices across the organization.
- Partner intentionally with neighborhood businesses where possible for contracting, hiring, and purchasing.

Advance continuous improvement culture across Mercy Housing through renewed focus on planning, best business practices, technological innovation, data measurement and adoption of improvements.

- Train new employees to understand how to use Mercy Housing's technology and tools from day one.
- Deliver ongoing training to ensure Mercy Housing staff is benefiting from useful advances in new technology and tools.



# STRATEGIC PRIORITY AREAS

We have five strategic priority areas, describing what we do, what we need, and how we do it. These priority areas will guide and inform decisions over the next five years.

## WHAT WE DO

1

### INSPIRE DREAMS THROUGH A REFINED RESIDENT IMPACT MODEL

Pilot and implement resident impact approach that engages residents, supports residents' leadership, and measures the impact.

2

### CREATE AND PRESERVE HOMES FOR IMPACT AND EFFICIENCY

Develop and/or preserve 9,300 apartments. Expand Mercy Community Capital to \$100 million.

## WHAT WE NEED

3

### PROACTIVELY PURSUE STRATEGIC PARTNERSHIPS

Pursue health and other service partnerships that positively impact residents at a national, regional, and local level.

4

### STRENGTHEN FUNDRAISING CAPABILITIES

Create funds to preserve and expand the portfolio. Create an integrated fundraising approach that is reliable, measurable, and shows significant growth.

## HOW WE DO IT

5

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