



# STRATEGIC PRIORITY FOUR

## STRENGTHEN FUNDRAISING CAPABILITIES

### WE WILL

Establish resources to further the development of affordable housing by funding the financial gap as necessary.

- Investments in real estate development with Gap Fund (\$1 million average size).
- Seed the Gap Fund with \$6 million in 2020, and an additional \$1 million in each subsequent year; raise a total of \$40 million from external sources over five years.

Create a Portfolio Preservation fund for existing Mercy Housing properties to make major critical repairs to extend the life of properties and save costs by making repairs sooner rather than later.

- \$15 million in Preservation Funds made available over five years.
- Complete 200+ Portfolio Preservation Fund projects over five years.

Develop a comprehensive and integrated fundraising approach that strengthens collaboration, elevates communication, and leverages the powerful network of regional and national philanthropy professionals and board members.

- Create a reliable, data-driven fundraising operation that employs key performance indicators, technology and targeted cultivation strategies to improve processes, measure performance, and generate incremental and significant growth in philanthropic support.
- Annual Philanthropy Goals increase by 5% annually across the organization.



# 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

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