



STRATEGIC PRIORITY ONE

INSPIRE DREAMS THROUGH A REFINED RESIDENT IMPACT MODEL

We engage with residents by listening, responding, and supporting them in achieving their dreams.

With this plan, Mercy Housing puts residents at the center of our work – our North Star – to guide our decisions.

WE WILL

- Pilot and roll-out resident impact approach throughout the portfolio to increase satisfaction, sense of belonging, and create stronger communities.
- Consistently engage all residents with a Resident Satisfaction Survey, with 80% resident participation over five years.
- Facilitate community meetings, policy development, and implement training for Property Management and Resident Services staff.
- Improve alignment, coordination, and collaboration between property management and resident services to create a consistent approach and language at all levels.
- Support frontline staff by implementing a refined staffing model, and investments in technology that will enable a resident-centered approach.



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