

Strategic Plan 2024–2026





From Executive Director Laurie Ingram

It is with great enthusiasm and deep respect for our community that I introduce myself as the Executive Director of ANCHOR — Affordable North Carolina Housing Organization, formerly known as North Carolina Housing Foundation and North Carolina Housing Services & Management Corporation.

I consider it a privilege to lead this legacied organization, founded in 1968, as we launch a consolidated brand and embark on a new strategic plan to expand our impact and help meet the growing, urgent housing needs in the communities we serve.

At ANCHOR, we believe that housing is a fundamental human right. We aim to foster stability, dignity, and hope by developing affordable housing and offering essential services needed to create lasting change. In addition to our housing development efforts, we advocate for policies and initiatives that promote housing equity and ensure that everyone — regardless of race, gender, or economic status — has the right to a safe and stable home.

Our leadership team is committed to ensuring ANCHOR is a thought leader in our industry. As we expand our efforts to develop affordable housing, we constantly seek out new ideas and strategies that allow us to better serve our neighbors. We are committed to staying at the forefront of industry developments and incorporating cutting-edge solutions to improve the quality and impact of our work.

Finally, we recognize the importance of building strong, collaborative partnerships with organizations and supporters who share our vision of an equitable and just housing landscape. Whether through funding, resources, or collaboration, your support will help us further our mission and expand our impact across our state and beyond.

With hope and gratitude,

A handwritten signature in blue ink, which appears to read "Laurie Ingram". The signature is fluid and cursive.

Mission

The mission of ANCHOR — Affordable North Carolina Housing Organization — is to advocate for, develop, and manage housing with supportive services for our low- and moderate-income neighbors.

1968 year founded **1935** residents across all properties

27 properties owned across **13** cities in North Carolina

46 total properties managed across **17** cities in North and South Carolina

85 employees across **47** locations

2 awards received from the North Carolina Housing Finance Agency for Achievement in Affordable Housing

Service Partners

2nd Baptist Church of Chester, SC
Allen Tate Realty
Associate Reformed Presbytery
Catholic Diocese of Charlotte
Christian Village Inc.
City of Winston-Salem
Experiment in Self Reliance

Goler CDC
Miller Valentine
Mountain Housing
NC Housing Finance Agency
Pivotal
Reinvestment in Communities
YMCA of Catawba Valley



I consider myself very lucky to have been able to secure an apartment at Koerner Place. Management has proven to be excellent, going out of their way to meet the needs of residents. It has been a pleasure as a senior to be able to live in a safe environment.” – Barbara “Bobbie” Kelley, resident

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About ANCHOR

Safe and affordable housing is the cornerstone of thriving communities. That's why **ANCHOR** — **A**ffordable **N**orth **C**arolina **H**ousing **O**rganization — is dedicated to making it a reality for everyone. Since 1968, ANCHOR has been a nonprofit leader in the development and management of affordable housing, providing more than 2,500 homes for low- to moderate-income neighbors across the region.

Applying a Housing First philosophy, ANCHOR connects residents — including seniors, veterans, and individuals with disabilities — to essential community services that enhance housing stability and overall quality of life. In this way, ANCHOR does more than provide housing. We create homes.

ANCHOR. Affordable North Carolina Housing Organization

Divisions

ANCHOR is composed of two nonprofit divisions:

- **ANCHOR Development** was formed in 1968 as Winston-Salem Housing and renamed to North Carolina Housing Foundation in 1998. This division focuses on the development and preservation of affordable housing.
- **ANCHOR Services & Management** was formed in 1998 as North Carolina Housing Services & Management Corporation to provide comprehensive training and technical support for multi-family properties serving low- to moderate-income seniors and families. The scope of the corporation was expanded in 2002 to include management of properties serving families, seniors, and individuals with disabilities.

With a shared Board of Directors, Executive Director, and mission, these two divisions work strategically together to develop housing, manage properties (owned by ANCHOR and other entities), and connect residents to community services that can improve their housing stability and quality of life.

Board of Directors

Craig Petross, Board President, *Retired SVP/Commercial Risk Executive, Wells Fargo*

Mallory M. Oldham, Board Secretary, *Partner, Bell Davis & Pitt, PA*

Diane Evans, *Retired Director of Development, North Carolina Housing Foundation*

Garry Merritt, *Real Estate Developer*



History

ANCHOR — Affordable North Carolina Housing Organization — was founded in 1968 as Winston-Salem Housing, Inc. in response to the inadequate amount of safe, quality housing in Winston-Salem. In the early days, the organization developed single-family homes and provided down payment assistance. One of the founding tenets of the organization was to more comprehensively integrate the community, but due to historic redlining, land in the more affluent (predominantly White) parts of town was too expensive for the construction of single-family homes. As a result, Winston-Salem Housing began building multi-family homes. Since that time, the organization has created more than **2,500 units** of quality housing for seniors, persons with disabilities, and low-income individuals and families across North and South Carolina.

In 1998, the organization was renamed North Carolina Housing Foundation (NCHF), and a second organization — North Carolina Housing Services & Management Corporation (NCHSM) — was formed to provide comprehensive training and technical support for multi-family properties serving low- to moderate-income seniors and families. In 2002, the scope of NCHSM was expanded to add property management services for properties serving families, seniors, and persons with disabilities. The addition of these services positioned NCHSM as a uniquely qualified leader in the property management industry. Today trained service coordinators at **46 managed properties** link more than **1,900 residents** to available community services that strengthen their housing stability and improve quality of life. These services often allow seniors to age in place.

NCHF and NCHSM were founded as and continue to be nonprofit organizations. Although they share the same Board of Directors, they remain distinct legal entities that were rebranded under the umbrella name ANCHOR in 2025. The main office of ANCHOR is in Winston-Salem. Roughly half of the organization's work has taken place in Forsyth and surrounding counties, though projects have frequently reached beyond this area.

As it has since its formation in 1968, ANCHOR continues to collaborate with municipalities, private builders, churches, and other nonprofit organizations to develop housing that leverages federal, state, and local tax credits, individual and corporate donations, grants, and other funding streams. The organization's goal remains steadfast: **to build, serve, and manage thriving, multi-unit communities that benefit residents, owners/sponsors, and the surrounding community.**



VETERANS HELPING VETERANS HEAL

a program from
ANCHOR

Established in 2012 with funding from a VA Homeless Providers Capital Grant, **Veterans Helping Veterans Heal** (VHVH) is an ANCHOR program that provides housing for homeless veterans in the renovated former VFW Post 1134 in Winston-Salem. Since its inception, the program has helped more than 250 veterans successfully transition from homelessness to permanent housing with supportive services. VHVH is a collaboration between ANCHOR, the US Department of Veterans Affairs, corporate and individual donors, foundation grants, service providers, referring organizations, and other key partners. It is a vital and respected part of the Winston-Salem's ongoing efforts to end chronic homelessness.

Learn more about Veterans Helping Veterans Heal at vhvh.org.



Core Values

1. Commitment to providing affordable housing and necessary supportive services and to advocating for the development of additional affordable housing.

Following our belief that Housing is a Human Right, we are committed to ensuring that everyone has access to safe, affordable housing. Our goal is to continue building and advocating for the development of affordable housing to meet the growing needs of our communities.

In addition to providing high-quality, affordable housing, we are dedicated to offering essential supportive services that foster housing stability, personal growth, and long-term self-sufficiency. We strive to create an environment where residents can thrive, supported by resources that empower them to achieve their goals and maintain secure housing.

Through our work, we advocate for the expansion of affordable housing and strive to create lasting, positive change in our communities. We are committed to supporting policies and initiatives that ensure housing stability and accessibility for all, while building a more inclusive future where everyone has the opportunity to thrive.

2. Commitment to diversity, equity, and inclusion in all of our actions.

We are dedicated to fostering diversity, equity, and inclusion in every aspect of our work. This commitment is reflected in our hiring practices, training opportunities, and the housing options that we provide. Our goal is to close historical disparities and create positive, supportive environments for the individuals and communities we serve.

We strive to empower vulnerable populations by advocating for their needs and amplifying their voices. Through our actions, we aim to challenge injustice, promote fairness, and drive change in the communities where we live and work. We pledge to be a steadfast ally in advancing the causes of diversity, equity, inclusion, and justice and to continue working toward more inclusive and equitable communities for all.

3. Commitment to best practices, innovation, and advancement.

We are committed to operations, in all areas, that are bold, innovative, and focused on continuous improvement. We embrace best practices and actively seek new solutions that enhance our work and create lasting positive change in the communities we serve.

We value feedback and collaboration, and we are dedicated to listening to the voices of those in the communities that we serve. Our goal is to advance proven models in the affordable housing space — such as Housing First, cross-sector collaborations, and harm reduction strategies — to ensure we are meeting the evolving needs of our communities in the most effective and compassionate ways.

By prioritizing innovation and ongoing learning, we strive to set new standards for excellence in housing and community support, always working to make a measurable difference in the lives of those who need it most.

Strategic Planning Overview

In the summer of 2023, the shared Board of Directors for North Carolina Housing Foundation (NCHF) and North Carolina Housing Services & Management Corporation (NCHSM) hired a new Executive Director, Laurie Ingram, to oversee both entities.

Several years had passed since NCHF had developed any properties, so the organization no longer held the leadership role in affordable housing development that it had once had. From a branding standpoint, the word “Foundation” was confusing for NCHF given its purpose, and the inclusion of “Corporation” in the NCHSM name did not showcase its status as a nonprofit. The bifurcated NCHF/NCHSM structure did not reflect how employees from both organizations worked strategically alongside each other, reporting to the same executive director. With all these factors in mind, the Board of Directors determined that a rebrand could help the organization chart a new path.

Since neither NCHF nor NCHSM had a strategic plan, the decision was made to start there. Ms. Ingram hired strategic marketing firm Girl on the Roof to facilitate a strategic planning process with the Board and senior leadership staff and to assist with the rebranding effort. Through that process, three key pillar areas emerged:

- **Operational Excellence**
- **Organizational Growth**
- **Brand Development**

Girl on the Roof facilitated planning sessions to focus on each pillar — clarifying objectives, prioritizing goals, and identifying tasks and subtasks that were then captured in action plans with dependencies, champions, and target completion dates. The content included in this document is a condensed version of the internal strategic plan roadmap, which is comprised of the three pillar action plans.

Organizational Evolution

Part of the strategic planning process involved modernizing the **Mission** (See Page 2) to represent the new combined brand. **Core Values** (See Page 6) were then crafted to help undergird and guide the work of the organization.

A great deal has changed in the world since 1968, when the organization was originally founded. Changes in technology, legislation, tax credit structures, corporate philanthropy trends, population dynamics, and building costs have all led to a very different landscape for affordable housing development. As an organization, ANCHOR is now better poised to strategically adapt and respond to these changes and reclaim its position as a leader in the affordable housing ecosystem in North Carolina and beyond.



2024–2026 Strategic Pillars

The strategic planning process led to the identification of three key pillars with the following stated objectives:



Operational Excellence

Enhance operational efficiency, staff capabilities, and technical infrastructure to better support the mission.



Organizational Growth

Strengthen the financial stability and scalability of the organization to support the long-term success of new and existing affordable housing developments.



Brand Development

Create a unified and compelling brand identity that aligns with our mission and positions us for new development opportunities and sustained growth.



Operational Excellence

Objective

Enhance operational efficiency, staff capabilities, and technical infrastructure to better support the mission.

Goals and Overview of Tasks

- 1. Explore organizational capacity and maximize staff effectiveness and efficiency.**
 - **Talent:** Invest in skilled senior staff to re-establish the organization's housing development expertise and community relationships. *4Q2024*
 - **Team Structure:** Structure the organization for optimal staff development, efficiency, and effectiveness. *2Q2025*
 - **Employee Engagement:** Foster a culture of trust and innovation that encourages ideation, problem-solving, and transparency. *2Q2025*
 - **Culture:** Strengthen employee engagement, teamwork, and company pride. *2Q2025*
 - **Technology:** Enhance infrastructure to streamline and secure HR, benefits, payroll, accounting, email, and phone systems. *2Q2025*
- 2. Optimize policies and procedures.**
 - **Policies:** Conduct thorough review of policies; update employee handbook and other policies as needed. *3Q2025*
 - **Procedures and Workflows:** Implement standardized procedures and workflows to improve consistency and quality across properties and ensure redundancy on critical tasks. *2Q2026*
 - **Bylaws:** Review and revise bylaws of all organizations under the umbrella. *2Q2025*
 - **Resident Satisfaction Tracking:** Develop a system of continual improvement and monitor performance metrics. *1Q2025*
- 3. Strengthen Board effectiveness.**
 - **Expansion:** Expand board with an intention toward diversity in relevant skillset, background, and demographics. *2Q2026*
 - **Meeting Procedures:** Establish regular Board meeting schedule and procedures to ensure effectiveness, accountability, efficiency, and transparency. *4Q2024*



Organizational Growth

Objective

Strengthen the financial stability and scalability of the organization to support the long-term success of new and existing affordable housing developments.

Goals and Overview of Tasks

1. Explore diversified funding streams.

- Develop and expand **partnerships** with corporate sponsors, faith-based and non-profit organizations, city government, and local housing ecosystem leaders to secure long-term financial commitments. *2Q2025+*
- Expand **grantwriting** efforts and seek funding from a broader range of federal, state, and private sources. *1Q2025+*
- Advocate for and leverage **innovative financing mechanisms** such as social impact bonds, community land trusts, city housing funds, and mixed-use development revenue. *1Q2025+*

2. Implement rigorous financial management and accountability systems.

- Implement **transparent annual planning**, budgeting, and monitoring processes to ensure long-term financial sustainability. *2Q2025*
- Continue regular **financial audits** and maintain transparency with stakeholders and the Board regarding the financial health of the organization and its properties. *Ongoing*

3. Implement ongoing asset management processes.

- Assess and prioritize **rehabilitation needs** across properties. *1Q2025*
- Develop mission-aligned rubric to **evaluate and manage existing assets** in the portfolio for rehabilitation, sale, etc. *2Q2025*
- Evaluate and develop a strategy to address consistently **underperforming properties** to ensure program and organizational sustainability. *2Q2025*
- Investigate **RAD, LIHTC, and bonds** for prioritized properties. *4Q2024+*

4. Establish scalable development models.

- Identify viable **high-impact housing projects** that align with community needs and organizational capacity. *4Q2026*
- Leverage **public-private partnerships** to increase development capacity. *4Q2026*

5. Develop affordable homes for ownership. *4Q2026*



Brand Development

Objective

Create a unified and compelling brand identity that aligns with our mission and positions us for new development opportunities and sustained growth.

Goals and Overview of Tasks

1. Develop and launch a unified brand identity.

- Integrate NCHF and NCHSM under a **new brand identity** (naming convention and visual identity) with a **unified brand positioning** to present a cohesive organizational image. *4Q2024*
- Develop a rebrand **communication strategy** emphasizing legacy, impact, resident stories, and community benefits. *4Q2024*
- Launch rebranding effort including **website, marketing materials, signage**, etc. *1Q2025*
- Equip staff and board members to be effective **brand ambassadors**. *1Q2025*

2. Develop and execute a marketing and outreach plan.

- Implement a multi-channel marketing strategy to **raise awareness and support for the organization and its mission**. *1Q2025*
- Foster relationships with media outlets and the affordable housing ecosystem in North Carolina to **amplify the organization's message and increase visibility**. *2Q2025*
- Develop a robust **donor engagement and retention program** to build long-term support. *2Q2026*
- Participate in state and regional **conferences** related to affordable housing. *2Q2025*

Appendix

ANCHOR-Owned Properties

City	Project Name	Total Units
Conover, NC	Legacy Place Apartments	40
Gastonia, NC	ARP Manor	100
	Kinross Place Apartments	12
Kernersville, NC	Koerner Place Apartments	80
King, NC	Campbell Ridge Apartments	12
	Villas at Christian Village	38
Kings Mountain, NC	Kings Mountain Manor Apartments	42
Lexington, NC	Homeplace at Tyro School	15
Mocksville, NC	Mock Place Apartments	45
Mooresville, NC	Mooresville Manor Apartments	35
Mount Airy, NC	Mountain Place Apartments	24
Reidsville, NC	Sherwood Glen Apartments	56
Salisbury, NC	Good Shepherd Gardens	19
Sparta, NC	Maplewood Apartments	30
Winston-Salem, NC	East Fifth Street Apartments	8
	Gladstone Apartments	12
	Goler Manor Apartments	79
	Granville Place Apartments	101
	Granville Plaza Apartments	42
	Hunters Hill Apartments	12
	Millbrook Apartments	144
	North Wing at University Plaza	12
	Rural Hill Apartments	32
	University Court Apartments	12
	University Place Apartments	97
	Vespers	28
Veterans Helping Veterans Heal	24	

ANCHOR-Managed Properties

In addition to the properties listed on the previous page, all of which are managed by ANCHOR, the organization also manages the properties listed below, which are owned by other entities.

City	Project Name	Total Units
Asheville, NC	Clearview	8
	Independence Cottages I	5
	Independence Cottages II	4
	Marne Road Group Home	6
	Olive and Pine Grove	2
	Oxford House	6
	Ridge Apartments	8
	Ross Creek Commons	8
	Ross Creek Phase II	6
	Windemere Apartments	9
WNC King-Nantahala	18	
Charlotte, NC	Hickory Place Apartments	30
	Tillinghast Place Apartments	22
Chester, SC	The Cottages of Chester Village	19
Gastonia, NC	RIC-Lincolnton	10
	RIC-Redbud	8
King, NC	Carolina Christian Village Homes	32
	Christian Village Homes	23
Shelby, NC	RIC-Shelby	15



How You Can Help

Winston-Salem is facing a growing crisis in affordable housing, with too many residents struggling to find safe, decent, and affordable places to live. To address this pressing issue, we must come together as a community, engage our leaders, and push for sustainable, long-term solutions that ensure everyone has access to quality housing, regardless of their income.

Join the movement to address affordable housing in Winston-Salem. Here are some ways you can help:

- 1 Educate yourself and others** around the housing crisis and solutions. Invite ANCHOR to come speak to your organization about this issue.
- 2 Partner with ANCHOR.** We are seeking small and large employers, nonprofits, churches, service providers, and other organizations across the community to help make affordable housing projects a reality. For more information, contact Laurie Ingram at 336-765-3906, ext. 100 or lingram@anchornc.org.
- 3 Donate.** Your financial support can help house a homeless veteran, provide a low-income family with down payment assistance, and connect seniors and individuals with disabilities to stabilizing supportive services. Give online at www.anchornc.org, or mail a check to the address below.
- 4 Advocate.** Reach out to your government representatives, and support federal, state, and local efforts to make affordable housing a reality for all.



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Developing and managing safe, affordable housing