

STRATEGIC PLAN

2024 - 2026

Community Housing Coalition of Madison County

August 1, 2023



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Introduction

The Community Housing Coalition (CHC) of Madison County, NC began its 21st year of operations with a strategic planning process to create a three-year roadmap for CHC activities and initiatives through 2026. This plan follows the Strategic Roadmap created in 2020 that led to the creation of the Affordable Replacement Housing Program formally launched in 2022. The planning process involved various steps and milestones, as outlined below.

To initiate the process, CHC formed a Strategic Planning Committee consisting of the CHC Board and Staff members.

The committee developed a process to gather broad community input from a range of stakeholders, including in-person interviews and an online survey. The committee compiled survey participants' input – for a total of 36 people. Then the committee created a list of proposed plan objectives, while documenting the perceived strengths, opportunities, and challenges reflecting the key themes from the stakeholder inputs.

CHC staff also developed internal strategic priorities that were combined with the community input to create a robust set of internal and external draft strategic objectives. These draft objectives, informed by the stakeholder inputs, served as a basis for further review and input at a joint CHC Board/Staff retreat held May 17, 2023, at Glory Ridge.

The outputs from these working sessions in the following pages include a Vision Statement, the Underlying Beliefs that inform and guide the work of CHC, five external/community-focused Objectives, five internal/organizational Objectives, and a table of Strengths, Opportunities, and Challenges for the organization. This table summarizes the principal outputs of the stakeholder survey and interviews, serving as a basis for establishing the strategic objectives for 2024-2026.

At the beginning of each year, starting with 2024, CHC staff will develop for Board approval an Operational Plan to guide the work of the organization, aligned with the overall Strategic Plan. This strategic planning process will provide CHC with direction and actionable goals to guide its mission-driven work in the next three years, ensuring the continued improvement of housing conditions for the community.



Vision of the Community Housing Coalition (CHC) of Madison County

Vision

A community in which all residents live with dignity and respect, regardless of their income, background, or circumstances through access to safe, healthy, and affordable housing options that meet their needs.

Underlying Beliefs

Affordable housing is a basic human right, essential for building strong, vibrant, and sustainable communities.

Housing is a fundamental building block of healthy, resilient communities.

Working together, we create a brighter, more equitable, and more sustainable future for all.

How CHC Works to Achieve the Vision

We promote policies and practices that support affordable housing development and preservation, as well as to provide direct services and support to low-income residents who are struggling to maintain safe and stable housing.

We work to educate community members and stakeholders about the importance of affordable housing and its connection to a wide range of social, economic, and health outcomes.



Objectives for the CHC 2024-2026 Strategic Plan

External/Community Objectives

- Sustain ongoing high-quality rehabilitation and repair services to low-income residents
- Expand the capacity to increase the affordable housing stock in Madison County
- Engage more deeply with the community through education and expansion to marginalized residents
- Strengthen partnerships with stakeholders to address affordable housing challenges
- Create new revenue streams to sustain the quality and level of services

Internal/Organizational Objectives

- Review the organizational model, ensuring its functionality, including staff roles and compensation
- Ensure ongoing attention to Board roles and responsibilities
- Formalize the Human Resources function, including the development of a strategic Diversity, Equity and Inclusion plan
- Strengthen the volunteer and fund development programs
- Increase the profitability of ReClaim Madison

Community Housing Coalition of Madison County, NC

STRENGTHS	OPPORTUNITIES	CHALLENGES
Keep people in their homes	Educational opportunities for community	Fundraising
Quality construction and affordability	Engage Madison County school system and AB Tech	Organizational growing pains
Respect of community/leadership – substantial credibility	More partnerships with government and other non-profits	Jobs depend heavily on affordable housing and economic development
Sharing other community resources	Policy advocacy, state and local	Growth Management/Future Land Use (Policy)
Volunteer opportunities	Building new homes and rentals	Stay on mission; avoid aiming too broadly – do what we do best while integrating a holistic approach
Accountability	Tool library	New facilities and vehicles need maintenance
ReClaim Madison Thrift and Salvage retail store	Expand to all citizen's housing needs	Attracting and retaining talent: staff, contractors, volunteers, and board
Great staff! Their experience, skills, knowledge	Education for young people and beyond	Communicate with the community
Board of Directors quality and commitment	Drive the affordable housing initiative in Madison County	Balance increasing demand to serve clients with available resources/capacity
Committed staff and volunteers	More internal CHC capacity to do construction	Keep up with the housing market
Support of generous giving community	Further develop Fund Development programs	
New Home for Housing facility	Reach other underserved communities	
Very resilient organization – Staff and Board Of Directors	Apprenticeship program	
	Coordinate with other non-profits	





Community Housing Coalition of Madison County, NC

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