

# Clinch-Powell

2021-2026 PLAN

*Building strong communities. Caring for people. Protecting natural resources.*



*area*

Serving Tennessee and beyond with a primary emphasis in the Tennessee counties of Claiborne, Grainger, Hamblen, Hancock, Hawkins, Jefferson and Union.

*mission*

Our mission is to build strong, sustainable communities by investing in people, housing, and conservation of natural resources.

*vision*

We all live in healthy and vital communities where everyone is empowered, youth are celebrated, education is a priority, the environment is clean and housing is affordable.



## Mission-Informed Strategic Goals & Objectives

### Build Strong, Sustainable Communities



Strengthen communities through partnerships and economic development opportunities

- Advance the capacity of community-based organizations
- Bolster access to affordable capital for local businesses
- Endow community efforts that result in positive environmental, economic, and community impacts
- Uplift local contractors and subcontractors

### Invest in People



Create opportunities for families to build financial stability and wealth

- Augment programs that sustain families on their journey to financial improvement and well-being
- Broaden programs to increase affordable lending options
- Deepen connections with and services to the local immigrant communities and communities of color

### Invest in Housing



Provide housing solutions that strengthen families and support communities

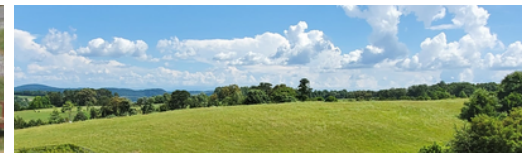
- Magnify housing counseling and education services
- Widen access to affordable housing finance options
- Safeguard fair market rental properties in good repair and in compliance
- Expand production of new and renovated quality housing units

### Conserve Natural Resources



Generate conservation gains and inspire action of citizens

- Enhance delivery of on-farm conservation planning and treatment with landowners
- Elevate the condition of private and public lands while diminishing negative environmental impacts
- Deploy conservation education and training



Clinch-Powell Resource Conservation & Development Council, Inc.  
[www.clinchpowell.net](http://www.clinchpowell.net)



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## The Next Five Years

The world is changing rapidly, and Clinch-Powell is committed to adapting, as necessary, while continuing to provide quality service in our key focus areas of Land & Water Conservation, Affordable Housing, and Community Development. Clinch-Powell has a history and reputation for being informed and adaptable in unpredictable markets, which has served us well during the COVID-19 crisis. We will carry this forward so that we and our communities can weather future storms.

Clinch-Powell is poised to take on the challenges ahead over the next five years. Thanks to strong organizational leadership and teamwork, the organization's management, financial, and staffing capacity are healthy but not excessive. This is one of our strengths, and we will continue to demonstrate leadership over the next five years.

The Pandemic has left families and communities scarred. Even with low interest rates, housing costs have exploded and affordable options are disappearing. We remain committed to connecting people with housing solutions through competitive mortgage loans, exceptional housing counseling and production of quality homes and rentals for working families.

This plan provides a strategic direction for the 2021-2026 horizon for the Clinch-Powell Resource Conservation and Development Council, Inc. (Clinch-Powell) as we continue our commitment to our service area paying close attention to diversity and new ideas to ensure the continuity of leadership as a community organization. We are focused on the future and look forward to continued success over the next five years and beyond! This plan was developed based upon the feedback from over 40 state and local stakeholders as well as internal feedback from Clinch-Powell staff and board members.

The respondents let us know key things that we are doing well:

1. We are knowledgeable, adaptable and well respected in the communities we serve.
2. We are good at strategic decision making and are financially stable.

The respondents also let us know two key things we can improve:

1. We need to improve our communication with the community.
2. We need to strengthen our brand awareness.



## Commitment to Growing, Responding & Serving

### Guiding Principles

- Think and act regionally
- Complement, don't duplicate
- Community development and environmental quality don't have to be in conflict
- Meet unmet needs
- Work through existing systems to make lasting change
- Advocates not activists
- Programs responsive to citizen concerns and based on proven research
- Organizational excellence, integrity and accountability

### Organizational Management

- Conduct annual risk management reviews
- Review bylaws and organizing documents
- Provide quality fund management founded on integrity
- Review and update organizational policies and procedures annually
- Review and improve staff salaries and benefit packages
- Contract for annual independent single governmental audit
- Monitor investments, cash reserves and cash flow needs
- Cultivate new revenue streams
- Evaluate progress and programs
- Coordinate annual board training
- Recruit and develop board members and volunteers
- Grow agency endowment fund

## Overview of Primary Service Area

Central Appalachia -Clinch & Powell Rivers Watershed  
TN Congressional Districts 1 and 2  
ARC Distressed County: Hancock  
Area population: 258,086  
Percent of population White: 93 / Hispanic 3.56 / Black 1.61  
Median household income: US \$65,712 / TN \$56,071 / Area \$41,484  
Families living in poverty: TN 19.7% / Area 28%

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