
**THE IMPLEMENTATION PLAN FOR
BUILDING A FIRM FOUNDATION:
THE 2016 STRATEGIC PLAN**

Lakeland, Winter Haven/Polk County
Continuum of Care
Homeless Coalition of Polk County
Lead Agency
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PURPOSE

This implementation plan describes the specific actions that must be taken to accomplish each major policy goal and strategic objective identified in the *Building a Firm Foundation: The 2016 Strategic Plan*. Additionally, it identifies the parties responsible for accomplishing actions, time lines for action completion, and an evaluation approach that identifies how progress in accomplishing the actions will be tracked and reported.

EVALUATION APPROACH

The Lead Agency Planner will be reasonable for tracking the status of the action steps in this implementation plan including notifying responsible persons and organization of upcoming action completion dates, obtaining timely progress reports from responsible persons and organizations, and routinely reporting to the Strategic Planning Committee on plan progress. The Strategic Planning Committee will determine whether progress is satisfactory and determining appropriate remedial actions for unsatisfactory progress. The Chair of the Strategic Planning Committee will report plan progress to the Lead Agency Executive Director and to the Board of Directors and present Strategic Planning Committee recommendations for the consideration of the Board.

ACTIONS, RESPONSIBILITIES, AND COMPLETION DATES

MAJOR POLICY GOAL 1: EDUCATING AND INFORMING COMMUNITY STAKEHOLDERS

Strategic Objective 1: Assess community awareness of homelessness and efforts to end homelessness			
Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Identify and interview local experts in surveying public attitudes and awareness for advice and assistance	Program and Advocacy Committee	October 2017	
Action Step 2. Identify the target population and develop a profile of each significant segment of the population to insure	Program and Advocacy Committee	December 2017	

each is included in the survey sample.			
Action Step 3. Identify opinion leaders in community segments.	Program and Advocacy Committee	March 2018	
Action Step 4. Develop a survey instrument to gauge community awareness.	Program and Advocacy Committee	May 2018	
Action Step 5. Test survey instrument for validity and reliability.	Program and Advocacy Committee	June 2018	
Action Step 6. Conduct the survey.	Program and Advocacy Committee	August 2018	
Action Step 7. Tabulate and analyze the results.	Program and Advocacy Committee	September 2018	
Action Step 8. Publicize results and use results to inform planning and as input to press packets.	Program and Advocacy Committee	October 2018	

Strategic Objective 2: Keep local government leaders informed on efforts to end homelessness

Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Identify points of contacts for homelessness in local governments including Polk County, Lakeland, Winter Haven, Bartow, Davenport, Haines City, Lake Wales, and Auburndale.	Planner/Lead Agency	February 2016	

<p>Action Step 2. Work with points of contacts to determine which opinion leaders to inform and the best way to approach them.</p>	<p>Planner/Lead Agency</p>	<p>April 2016</p>	
<p>Action Step 3. Develop and distribute a quarterly newsletter with a section informing local government and addressing homelessness issues of concern to local governments and, with input from the Program and Advocacy Committee, a section with information of interest to partnering landlords.</p>	<p>Membership and Public Relations Committee</p>	<p>August 2016</p>	
<p>Action Step 4. Develop other appropriate communications, designed for elected officials, which inform them on local issues concerning homelessness and our mission of ending homelessness.</p>	<p>Membership and Public Relations Committee</p>	<p>December 2016</p>	
<p>Action Step 5. Regularly meet with local elected officials in work sessions, called meetings including the Affordable Housing Advisory Committee, or individually, as appropriate.</p>	<p>Executive Director/Lead Agency</p>	<p>February 2017</p>	
<p>Action Step 6. Research, identify, and attempt to</p>	<p>Planner/Lead Agency</p>	<p>June 2017</p>	

become a member of local governing boards that impact the homeless service system.			
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Strategic Objective 3: Conduct and publish annual state of Polk County homelessness surveys			
Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Determine effective content for an annual state of Polk County homelessness survey	Planner/Lead Agency	October 2018	
Action Step 2. Identify data sources for survey content which are currently collected.	Planner/Lead Agency	February 2019	
Action Step 3. Develop and implement effective data collection for survey content not being currently collected.	Technical Services Supervisor/Lead Agency	June 2019	
Action Step 4. Determine which organizations and individuals will receive a copy of the state of homelessness survey	Planner/Lead Agency	October 2019	
Action Step 5. Analyze the results to provide a picture of overall performance (unbiased, balanced and complete) including how the results contribute to	Planner/Lead Agency	February 2020	

local quality of life, foster economic development, and support better neighborhoods.			
Action Step 6. Establish annual milestones for all actions required to publish the state of Polk County homelessness surveys.	Planner/Lead Agency	June 2020	
Action Step 7. Publish the annual state of Polk County Homelessness survey containing clear and concise performance information presented in a user-friendly and timely manner across a broad range of media.	Planner/Lead Agency	October 2020	

Strategic Objective 4: Develop, maintain, and distribute media packets and briefings			
Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Develop a CoC brochure which gives a general overview of our organizations and all the services they provide.	Membership and Public Relations Committee	October 2017	
Action Step 2. Develop a directory of media outlets with points of contact, mailing addresses, email addresses, and phone	Membership and Public Relations Committee	January 2018	

numbers.			
Action Step 3. Determine the most effective content of media packets including intro letters, background of the CoC and its history and future direction, biographical information on executive directors, top level management and subject-area experts, fact sheets highlighting key issues and relevant advocacy work, and a recent newsletter or brochure.	Membership and Public Relations Committee	May 2018	
Action Step 4. Collect or develop media packet content.	Membership and Public Relations Committee	August 2018	
Action Step 5. Establish and follow a schedule for reviewing, updating, and delivering media packets to media outlets.	Membership and Public Relations Committee	October 2018	
Action Step 6. Develop and regularly update an online press room providing timely, meaty information and insight that journalists want enough to engage and motivate a call or email for a conversation.	Membership and Public Relations Committee	January 2019	

Strategic Objective 5: Focus on keeping housing providers informed on housing-related issues			
Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Fund and hire a Housing Specialist to locate affordable housing and work with landlords in placing clients.	Executive Director/Lead Agency	February 2016	
Action Step 2. Provide input of interest to partnering landlords keeping them updated on CoC housing programs, addressing issues, and documenting successes and key outcomes.	Program and Advocacy Committee	August 2016	
Action Step 3. Identify public and private affordable housing providers.	Program and Advocacy Committee	October 2017	
Action Step 4. Develop and distribute a housing provider brochure which explains our Housing First and rapid rehousing programs and answers most common landlord program-specific questions.	Program and Advocacy Committee	January 2018	
Action Step 5. Host an event to connect with landlords and publicize CoC housing programs.	Program and Advocacy Committee	October 2018	

MAJOR POLICY GOAL 2: DEVELOPING AND IMPLEMENTING A SUSTAINABLE FUNDING MODEL

Strategic Objective 1: Increase amount of funding			
Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Organize a Resource Development Committee and identify a chairperson.	Executive Director/Lead Agency	November 2017	
Action Step 2. Identify and recruit at least one financial advisor to the Board of Directors of HCPC/CoC.	Executive Director/Lead Agency	February 2017	
Action Step 3. Identify and apply for 2 new grants annually from local, state and national grant opportunities.	Resource Development Committee	June 2018	
Action Step 4. Develop major gifts program.	Resource Development Committee	October 2018	

Strategic Objective 2: Prioritize homeless funding needs			
Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Inventory affordable housing, identified and available to the homeless, including multi-unit and scatted site permanent supportive housing and housing available for	Planner/Lead Agency	January 2016	

individuals and families needing only short-term assistance and support.			
Action Step 2. Conduct a housing needs analysis to identify areas of greatest need.	Planner/Lead Agency	May 2016	
Action Step 3. Develop a housing unit need prioritization process.	Planner/Lead Agency	August 2016	
Action Step 4. Prioritize housing needs.	Housing Specialist/Lead Agency	November 2016	
Action Step 5. Ensure project ranking criteria for all grants incorporate priority for housing projects that address the greatest needs.	Executive Director/Lead Agency	February 2017	

Strategic Objective 3: Improve funding predictability, stability, and diversity			
Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Establish internal capacity and logistics for the Lead Agency to become a Unified Funding Agency (UFA).	Financial Resources and Control Committee	October 2017	
Action Step 2. Collaborate with local government officials to create a Unified Funding Agency (UFA) model.	Financial Resources and Control Committee	April 2018	

<p>Action Step 3. Work with local governments to help them adopt the Unified Funding Agency (UFA) model through the Lead Agency and provide administrative funding.</p>	<p>Financial Resources and Control Committee</p>	<p>August 2018</p>	
<p>Action Step 4. Align Lead Agency to take part in any new Federal Funding, through Emergency Solutions Grant, Continuum of Care, or other funding programs.</p>	<p>Financial Resources and Control Committee</p>	<p>October 2018</p>	
<p>Action Step 5. Work with local private funders to help them adopt the Unified Funding Agency (UFA) model.</p>	<p>Financial Resources and Control Committee</p>	<p>March2019</p>	

MAJOR POLICY GOAL 3: CREATING ENGAGED COMMUNITY STAKEHOLDERS

Strategic Objective 1: Engage provider agencies to increase the number of successful housing interventions			
Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Establish a baseline of successful housing interventions for each provider and for the CoC.	Capacity Building Committee	March 2016	
Action Step 2. Establish successful housing intervention targets for each provider agency and for the CoC.	Capacity Building Committee	July 2016	
Action Step 3. Track provider agency and CoC progress toward meeting successful housing intervention targets providing technical assistance to poor performers as needed.	Capacity Building Committee	October 2016	
Action Step 4. Survey high performing CoCs for successful approaches to increasing housing interventions and implement them in our CoC.	Capacity Building Committee	March 2017	
Action Step 5. Work with landlords to identify stability issues	Capacity Building Committee/Provider	June 2017	

<p>early and effective interventions to keep clients housed.</p>	<p>Agencies</p>		
<p>Action Step 6. Connect prevention programs to coordinated entry allowing households to quickly access the services they need without having to call multiple programs.</p>	<p>Capacity Building Committee</p>	<p>August 2017</p>	
<p>Action Step 7. Develop outreach strategies to identify those most at risk including:</p> <ul style="list-style-type: none"> • Identifying prevention partners in the CoC geographical area among the following groups: <ul style="list-style-type: none"> • landlords/ property managers; • school social workers; • housing authorities; • food/ clothing banks; • and faith-based organizations. <p>Determining what each prevention partner group can best do for prevention and develop scripts to “sell” prevention and get buy-in.</p>	<p>Capacity Building Committee</p>	<p>October 2017</p>	

Strategic Objective 2: Engage housing providers to increase the availability of affordable housing			
Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Recruit landlords to provide housing opportunities for individuals and families experiencing homelessness.	Housing Specialist/ Lead Agency	March 2016	
Action Step 2. Address potential barriers to landlord participation such as concern about short-term nature of rental assistance and tenant qualifications.	Planner/Lead Agency	May 2016	
Action Step 3. Assist households to find and secure appropriate rental housing.	Housing Counselors/Provider Agencies	June 2016	
Action Step 4. Meet one-on-one with potential landlords to explain the housing program and to answer questions.	Housing Specialist/ Lead Agency	August 2016	
Action Step 5. Use marketing tools that describe the program and explain the win/win for the landlord and the tenant.	Membership and Public Relations Committee	October 2016	
Action Step 6. Enlist the faith-based community in landlord/housing provider identification and recruitment.	Housing Specialist/ Lead Agency	December 2016	

Action Step 7. Maintain ongoing contact with landlords.	Housing Specialist/ Lead Agency	March 2017	
Action Step 8. Survey each landlord at the end of the first year lease to allow for feedback on their experience.	Planner/Lead Agency	August 2017	

Strategic Objective 3: Engage Federal, State, and Local agencies to improve access to mainstream resources			
Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Regularly host in-depth training including SOAR and technical assistance for improving access to benefits (like Medicaid and SSI).	Executive Director/Lead Agency	December 2017	
Action Step 2. Continue our relationship with the Department of Veteran’s Affairs to increase veteran access to benefits, including assistance with discharge upgrades whenever indicated.	Executive Director/Clark’s House	April 2018	
Action Step 3. Survey high-performing providers for best practices to implement system-wide, disseminating information to all providers.	Planner/Lead Agency	August 2018	

Action Step 4. Improve performance by strengthening connections to health care and benefits through Medicaid expansion and the ACA.	Executive Director/Lead Agency	December 2018	
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Strategic Objective 4: Engage Polk County Community Stakeholders to develop effective homeless outreach strategies

Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Examine the capacity of outreach efforts and expand services to meet demand.	Outreach Coordinator/Lead Agency	November 2017	
Action Step 2. Create and deliver basic training for outreach volunteers, library employees, law enforcement, city/county services, hospitals and other frontline service providers.	Outreach Coordinator/Lead Agency	February 2018	
Action Step 3. Provide information to businesses, local government, and community organizations about outreach efforts and ways to access services.	Outreach Coordinator/Lead Agency	June 2018	
Action Step 4. Ensure time from outreach with an engaged client to move in to	Technical Services Supervisor/Lead Agency	September 2019	

permanent housing is tracked in HMIS and used to manage services delivery.			
Action Step 5. Ensure that outreach efforts are effective in identifying and engaging the homeless who routinely sleep on the streets or in other places not meant for human habitation and include in the CoC outreach plan.	Outreach Coordinator/ Lead Agency	November 2018	
Action Step 6. Increase the percentage of non-sheltered persons who enter an emergency shelter, safe haven, transitional housing or permanent housing destination.	Technical Services Supervisor/Lead Agency	February 2019	

MAJOR POLICY GOAL 4: DEVELOPING EFFECTIVE NON-PROFIT LEADERSHIP

Strategic Objective 1: Adopt nonprofit board of directors and governance best practices			
Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1. Establish a Recruitment and Development Committee to identify and recruit Board of Directors and to ensure board members are prepared to execute their duties.	President/Lead Agency Board of Directors	October 2018	
Action Step 2. Create an Advisory Committee for the CoC consisting of persons of influence from across Polk County.	Recruitment and Development Committee	June 2019	
Action Step 3. Develop and hold ongoing education, training sessions and materials for the Board of Directors including: <ul style="list-style-type: none"> • Fuller, richer orientation session for new Board of Directors; • On-line Board of Directors Manual; • Board of Directors education on 	Recruitment and Development Committee	January 2020	

<p>best and emerging practices, Housing & Urban Development (HUD) regulations, Continuum of Care responsibilities, data and measures, and performance measurement.</p>			
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<p>Strategic Objective 2: Implement collaborative professional development for staff</p>			
<p>Action Steps</p>	<p>Person /Organization Responsible</p>	<p>Completion Date</p>	<p>Status/Notes</p>
<p>Action Step 1. Identify the key skills and knowledge that provider agency and lead agency staff must possess to effectively accomplish the CoC mission.</p>	<p>Capacity Building Committee</p>	<p>October 2018</p>	
<p>Action Step 2. Survey provider agencies and the lead agency to assess which key skills and knowledge areas are most needed for staff development.</p>	<p>Planner/Lead Agency</p>	<p>June 2019</p>	
<p>Action Step 3. Identify individuals within provider agencies and the lead agency that are highly knowledgeable in</p>	<p>Capacity Building Committee</p>	<p>October 2019</p>	

each of the key skills and knowledge area and are willing to conduct collaborative professional development education or training.			
Action Step 4. Develop a collaborative professional development curriculum and post on-line.	Capacity Building Committee	February 2020	
Action Step 5. Annually survey provider agencies and the lead agency staff to determine which collaborative professional development sessions are most in demand.	Capacity Building Committee	June 2020	
Action Step 6. Annually schedule and conduct collaborative professional development sessions.	Capacity Building Committee	October 2020	

Strategic Objective 3: Implement staff recognition events and awards			
Action Steps	Person /Organization Responsible	Completion Date	Status/Notes
Action Step 1 Survey providers to determine the staff recognition and awards program at each and whether they are willing to share this information with CoC member agencies.	Inter-Agency Affairs Committee/CoC	October 2018	

<p>Action Step 2. Research and determine current best practices in staff recognition and awards programs.</p>	<p>Planner/Lead Agency</p>	<p>February 2019</p>	
<p>Action Step 3. Write and distribute a guide to best practices in staff recognition and awards programs.</p>	<p>Planner/Lead Agency</p>	<p>June 2019</p>	
<p>Action Step 4. Develop a CoC outstanding staff awards program including up to 3 annual awards. The program should address:</p> <ul style="list-style-type: none"> • Name of each award and a description; • Which group of staff are eligible for each award, for example case managers, volunteers, or first line supervisors; • Who is eligible to nominate a candidates for each award; • What must be addressed in an award nomination; • Criteria and procedures used to evaluate award candidates. 	<p>Inter-Agency Affairs Committee/CoC</p>	<p>October 2019</p>	
<p>Action Step 5. Plan, organize, and hold an</p>	<p>Inter-Agency Affairs Committee/CoC</p>	<p>January 2020</p>	

annual awards presentation event.			
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