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**BUILDING A FIRM FOUNDATION:  
THE 2020 STRATEGIC PLAN**

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Lakeland, Winter Haven/Polk County  
Continuum of Care  
Homeless Coalition of Polk County  
Lead Agency  
1815 Crystal Lake Drive  
Lakeland, FL 33801

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## PURPOSE

The 2020 Strategic Plan broadly maps the activities that the Lakeland, Winter Haven/Polk County Continuum of Care (CoC) must pursue to reach its desired goals over the next five years; it is not a detailed chronology of action. It is a tool to guide decision making by the CoC's leaders on fundamental issues. The 2020 Strategic Plan contains a mission statement, a vision statement, major policy goals, and strategic objectives. The major policy goals and strategic objectives are inputs to the operational plan which describes the specific actions that must be taken to accomplish each objective identified in the strategic plan. Additionally, the operational plan 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.

In the end, the strategic plan and operational plan will:

- Establish the organization's priorities;
- Allocate human and financial resources to accomplish those activities;
- Assess whether objectives are being met; and
- Establish means to evaluate performance in implementing the operational plan

## MISSION STATEMENT

A mission statement is a succinct description of the basic purpose of the organization, including the nature of the work to be carried out, the reason it exists, and the clients and constituencies it is designed to serve. The best mission statements are clear, memorable, and concise. The mission statement for the CoC is:

***Teaming up to make homelessness rare, non-recurring, and short lived.***

## VISION

A vision statement is an expression of an organization's optimal goal and reason for existence. It should be a one-sentence statement describing the clear and inspirational long-term desired change resulting from an organization or program's work. The vision of the CoC is:

***Our vision is to end homelessness in Polk County.***

## MAJOR POLICY GOALS

Major policy goals are a limited number of statements that translate the organization's mission into major policy directions. The major policy goals for the CoC to accomplish the CoC's mission of teaming up to make homelessness rare, non-recurring, and short lived are:

***Major Policy Goal Number 1 – Educating and Informing Community Stakeholders***

***Major Policy Goal Number 2 – Developing and Implementing a Sustainable Funding Model***

***Major Policy Goal Number 3 – Creating Engaged Community Stakeholders***

***Major Policy Goal Number 4 – Developing Effective Non-Profit Leadership***

## **STRATEGIC OBJECTIVES**

Strategic objectives are the major accomplishments that the organization seeks to achieve over a five year period. Broadly stated, they are what an organization must achieve to remain or become competitive and ensure the organization's long-term sustainability.

### ***Strategic Objectives for Major Policy Goal Number 1 – Educating and Informing Community Stakeholders***

1. Assess community awareness of homelessness and efforts to end homelessness;
2. Keep local government leaders informed on efforts to end homelessness;
3. Conduct and publish annual state of Polk County homelessness surveys;
4. Develop, maintain, and distribute media packets and briefings;
5. Focus on keeping housing providers informed on housing-related issues.

### ***Strategic Objectives for Major Policy Goal Number 2 – Developing and Implementing a Sustainable Funding Model***

1. Increase amount of funding;
2. Prioritize homeless funding needs;
3. Improve funding predictability, stability, and diversity.

### ***Strategic Objectives for Major Policy Goal Number 3– Creating Engaged Community Stakeholders***

1. Engage provider agencies to increase the number of successful housing interventions;
2. Engage housing providers to increase the availability of affordable housing;
3. Engage Federal, State, and Local agencies to improve access to mainstream resources;
4. Engage Polk County Community Stakeholders to develop effective homeless outreach strategies.

### ***Strategic Objectives for Major Policy Goal Number 4 – Developing Effective Non-Profit Leadership***

1. Review nonprofit board of directors and governance best practices;
2. Continue and enhance collaborative professional development for staff;
3. Implement staff and member recognition events and awards.