

ANNUAL REPORT

2015 - 2016



Mission Statement

Polk Vision actively facilitates a process through which Polk County realizes its aspirations and full potential. Polk Vision identifies and builds awareness of community priorities, promotes partnerships and encourages accountability.

ABOUT **POLK VISION**

In 2004, citizens from across Polk County, led by private, public and civic leaders, joined forces to address critical issues facing our community and to develop a common purpose. Focus groups, town hall meetings and task forces were engaged in a nine-month process to gain insight into the priorities that unite and challenge our community. Together we examined our strengths and weaknesses, and developed a long-term vision with strategic solutions and countywide benchmarks. The strategies were adopted by public and private organizations, large and small, with a common goal to create our desired future.

Over the years, Polk Vision has remained vital and relevant through the continued engagement of citizens by conducting public meetings, forums and roundtable sessions. A formal “refresh” of the Vision was performed in 2010 which resulted in updated strategies and adjusted benchmarks. In the fall of 2014, with the encouragement of visionary supporters, we became members of the national collective impact organization Alignment USA. Through this relationship, we have integrated new structure, process and technology with the Polk Vision founding principles and areas of focus.

Polk Vision is the LEADing collective impact organization serving the entire Polk County community. We provide central coordination to align the work of hundreds of dedicated volunteers through partnerships of public, private and civic organizations working collectively to make the shared vision of improved community prosperity for Polk County a reality!

**PAT STEED**

Chairman

Executive Director, Central Florida Regional Planning Council

Unprecedented levels of civic volunteerism have been reached on the journey of Polk Vision that began in 2004 as we listened to the concerns and challenges of the citizens of Polk County. That continuing journey and its spirit of leadership and service, provided the basis for Polk Vision to enter a new alignment process bringing strategic planning into our volunteer efforts. This has resulted in doubling the interest groups working throughout the county in the last two years. It has brought together hundreds of additional volunteers, most meeting on a monthly basis to seek concrete ways we can improve education, economic development, quality of life, government, infrastructure and leadership. This commitment to ever expanding the access to the power of the citizen volunteer is what makes Polk Vision unique and valuable, and why I am honored to be part of its leadership.

**GREG LITTLETON**

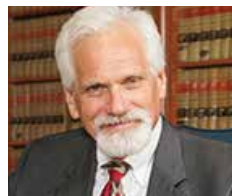
Chairman Elect

CEO & President, Citizens Bank & Trust

One of the things I most appreciate about Polk Vision, and why I believe it is such a vital and important organization, is the fact that it is truly countywide and is equipped to handle any issue that might concern the citizens of Polk County. I think of Polk Vision as the funnel into which issues are poured into and solutions are sought and found. I also love the fact that Polk Vision is grass roots. The issues being addressed are those that were identified by a wide, cross section of the citizens of our county and not by a small group. Finally, you have to appreciate an organization whose sole purpose is to improve the lives of all of us who are lucky enough to call Polk County home.

**KIM LONG**Immediate Past
Chairman*Community Volunteer***ALEX NIKDEL**

Treasurer

*President, Clark/Nikdel/
Powell***SARA ROBERTS**Executive Director,
Secretary 2012-2016
Polk Vision, Inc.**DOUG LOCKWOOD**Operating Board
Chairman*Attorney, Straughn &
Turner, P.A.***MELONY BELL**

Director

*Commissioner,
Polk County BoCC***HUNT BERRYMAN**

Director

*School Board Member,
Polk County School
Board***JACKIE BYRD**

Director

*Superintendent, Polk
County Public Schools
Board***TONY DELGADO**

Director

*City Manager, City of
Lakeland***MARSHA FAUX**

Director

*Property Appraiser,
Polk County***JIM FREEMAN**

Director

*County Manager, Polk
County BoCC***EILEEN HOLDEN, Ph.D.**

Director

*President,
Polk State College***JOE LACASCIA**

Director

*Mayor, City of
Polk City***DAVID PETR**

Director

*President & CEO,
Central Florida
Development Council***ELAINE THOMPSON, Ph.D.**

Director

*President & CEO,
Lakeland Regional Health*

A MESSAGE FROM THE DIRECTOR



To begin, I wish to thank all of you who support Polk Vision and those who participate in the on-going and important work. Having served as a volunteer for over a decade, I am honored to have been recently appointed as Executive Director of this wonderful organization.

This is our second year as an affiliate member of Alignment USA; a relationship made possible by the combined support of our school district and county government. This membership has provided us with a tool-kit of organization processes and technology that when combined with our existing structure and principles enabled us to increase our collaborative work across the county.

On the following pages you will find a high-level view of the work of fourteen Teams comprised of hundreds of volunteers and dozens of businesses and organizations working together on a shared Vision. Over these past months, relationships and trust have been building and underpin the work of each Team. When community and business members sit side-by-side with education and government representatives, powerful, innovative solutions emerge. Through our LEAD process, Polk Vision is working in new ways to foster a deeper understanding of the issues for everyone.

I hope that each of you who read this annual report are as excited as I am about the work of Polk Vision. Many productive days are ahead as we continue to make progress toward achieving an excellent education for our children, a vibrant economy and a safe and healthy future for our citizens. Thank you for your interest in our work. Together we are making a difference.

KIM N. LONG
Executive Director
POLK VISION, INC.

STAFF



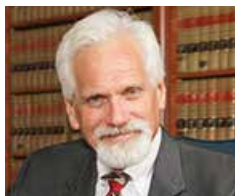
CAROLE SAAVEDRA
Director of Operations



REBA COIL
Program Manager



BRENDA TORRES
Team Coordinator

**DOUGLAS LOCKWOOD, III**

Operating Board Chair

Straughn & Turner, P.A.

Movement toward a community that embraces excellence and change for the better requires a focused and structured alignment of its resources. Polk Vision's alignment initiative strives to accelerate systemic change by bringing government, industry, educators, non-profits and citizens together as a collective movement. Organizing these resources to tackle issues like health, education, economic development and quality of life resides with the Operating Board of Polk Vision.

Last year, I had the privilege of chairing the Operating Board as teams developed strategies to effect substantive, positive change for all citizens of Polk County. Whether the issue involved a dramatic expansion of Polk County's broadband coverage or absenteeism in our public schools, the networking of all involved has already "moved the needle" in the right direction. More change is on the horizon as these teams continue their efforts. Collective impact works. The collaborative teamwork that alignment fosters is an engine for change. The excitement is palpable. I encourage your involvement. You, too can experience the excitement and make a difference in your community.

**KATIE WORTHINGTON**

Operating Board Chair Elect

President & CEO, Winter Haven Chamber of Commerce

I am involved in Polk Vision because it is focused on our county's biggest opportunities. They ask the tough questions and bring the right people together. With the formalized Alignment process we have more defined and measurable goals for the long-term success of our community.

MARCIA ANDRESENQuality of Life Team
Co-Chair*Polk County BoCC***TAYLOR BENSON**Government Team
Co-Chair*Polk County Clerk
of Courts***JOHN BOHDE**Infrastructure Team
Co-Chair*Polk County BoCC***NAOMI BOYER, Ph.D.**Talent Pipeline
Team Chair*Polk State College***TERRY BRIGMAN**Broadband Team
Co-Chair*City of Lakeland***SUSAN COPELAND**Attendance Team
Co-Chair*Polk Education
Foundation***PAM CRAVEN, Ph.D.**Leadership Polk Alumni
Chair*Learning Resource
Center of Polk County***TOM DEARDORFF**Benchmark Team Chair
*Polk County BoCC***WHITNEY FUNG**BHP - School Health
Co-Chair*UF/IFAS***SCHATZIE HAINES**BHP - Worksite Wellness
Chair*Lanier Upshaw***YADIRA HOLMES**Government Team
Co-Chair*Community Volunteer***JOY JACKSON, M.D.**BHP - Primary Care
Team Co-Chair*Florida Department of
Health in Polk County***JENNA KACZMARSKI**BHP - School Health
Team Co-Chair*Polk County Public
Schools***GABRIELLE KNIGHT**

Health Liaison

*Lakeland Regional
Health***ERIC LABBE**Broadband Team
Co-Chair*City of Winter Haven***JANET LAMOUREUX**Attendance Team
Co-Chair*Polk County Council
PTA***JASON LEWIS**Infrastructure Team
Co-Chair*Kimley-Horn***BRUCE LYON**Economic Development
Team Co-Chair*Winter Haven EDC***SEAN MALOTT**Economic Development
Team Co-Chair*Central Florida
Development Council***COLLEEN MANGAN**

Health Liaison

*Florida Department
of Health in Polk
County***MAGGIE MARIUCCI**Government Team
Co-Chair*Florida Polytechnic
University***CLAIRE OROLOGAS**

Cultural Team Co-Chair

*Polk Museum of Art***ROB QUAM**Quality of Life
Team Co-Chair*Lake Wales Care Center***MICHELLE TOWNLEY**

Literacy Team Co-Chair

*Polk County
Public Schools***HOLLY VIDA**BHP - Primary Care
Team Co-Chair*Bartow Regional
Medical Center***JEANETTE WALLACE**

Literacy Team

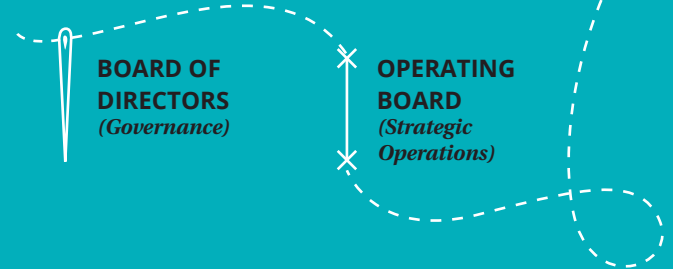
Co-Chair
*Polk County
Public Schools***KATIE WORTHINGTON**Leadership Polk
Class Chair*Winter Haven Chamber
of Commerce***KATHLEEN WRIGHT**BHP - School Health
Team Co-Chair*Polk County
Public Schools***MYRTICE YOUNG**

Cultural Team Co-Chair

*Polk County
History Center*

Organizational Structure

Polk Vision is governed by a Board of Directors which oversees the Operating Board in its leadership of Teams working collaboratively on a range of complex issues in six foundational areas of focus.

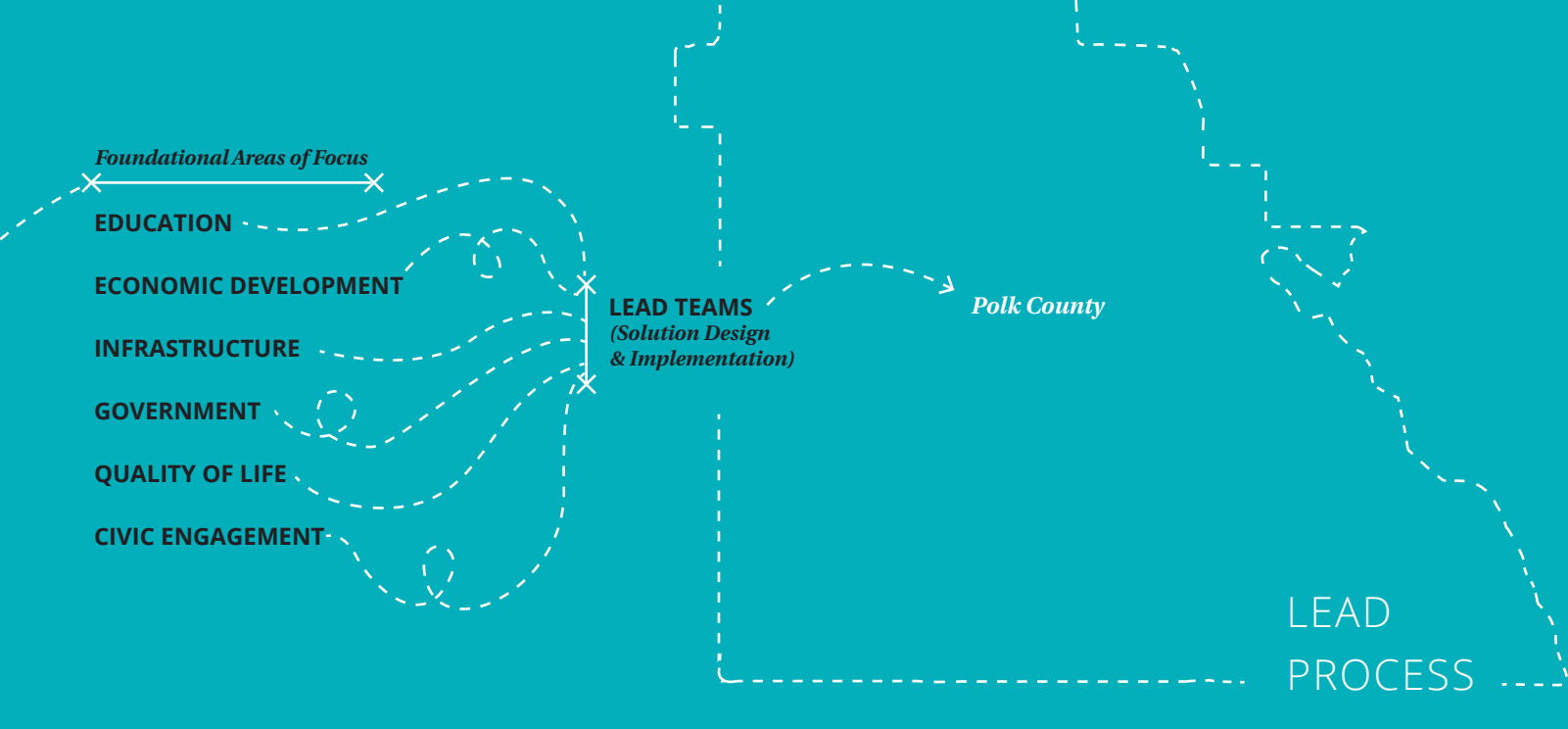


POLK VISION'S PRINCIPLES

These principles ensure our work is targeting systemic change or new ways of aligning resources to address underlying causes. Systemic change occurs when an outcome or goal has been attained. This achievement is either through the elimination of the problem or through permanently aligning programs, policies, funding streams or services to reduce the impact of the problem on a long term basis.

Polk Vision strives to:

- Align and engage all stakeholders throughout the county with strategies in six foundational areas of focus: Education, Economic Development, Infrastructure, Government, Quality of Life and Civic Engagement.
- Cultivate an environment of mutual trust and collaboration while working with transparency and a high level of accountability.
- Unify initiatives across the county through a comprehensive, collaborative, multi-faceted process that is recognized as generational; requiring significant time to achieve change and maximum impact.



LEARN



ENGAGE



ALIGN



DEVELOP

As facilitators of a countywide collaboration among schools, non-profits, businesses, and the public sector, Polk Vision offers a framework for achieving sustained improvement.

The work is dynamic and requires continuous learning and adaptive solutions in addressing a range of complex issues. Polk Vision refers to this as our **LEAD** process: **Learn** all we can about an issue, **Engage** community partners knowledgeable and passionate about the issue, **Align** resources to address the issue and **Develop** plans that will result in systemic change.

This countywide collaborative process provides the following advantages:

- Greater returns on investment – By working together toward common goals, resources are leveraged, duplication is avoided, and efficiency is greatly increased.
- Higher quality services – Utilizing expertise from multiple organizations guarantees a broader perspective and a wiser approach.
- Enhanced capacity – A collective effort enhances the impact of each organization while generating a much greater overall outcome.

TECHNOLOGY

Polk Vision's membership in the Alignment USA network has provided us with a technology tool to power our principles, structure and process. This online portal allows our LEAD Team members, community partners and staff to collaborate, measure and report progress, capture information and warehouse our collective work.

FOUNDATIONAL AREAS OF FOCUS

In order to achieve the overarching priority of improved community prosperity before 2030, Polk County will have:



EDUCATION

A world-class, fully integrated education system that supports the needs of a vibrant, progressive community.



GOVERNMENT

A comprehensive system of government that is effective, efficient, diverse and responsive to the basic needs of its citizens.



ECONOMIC DEVELOPMENT

An economic development environment that attracts quality businesses with higher paying jobs, improves productivity and retains educated young people.



QUALITY OF LIFE

A quality of life that encourages diverse backgrounds to live in harmony while developing physically, spiritually, mentally and culturally within a healthy and safe environment.



INFRASTRUCTURE

Growth management and infrastructure that protects the environment, enhances quality of life, supports education and economic development and is economically sustainable.



CIVIC ENGAGEMENT

Private sector leadership that drives the partnership with government and citizens to ensure that Polk County is a premiere place to live, learn, work and play.

LONG-TERM OUTCOMES

Each Alignment Team creates a Tactical Plan that begins with one or more of the Long Term Outcomes listed below and ties back to a Foundational Area of Focus. The Teams work backwards from the selected long-term outcome(s) to create mid and short term outcomes and design tactics that best align community resources. This process ensures that multiple approaches are considered. For example, the Literacy Team links their work in K - 5 childhood education to increasing high school graduation rates — demonstrating the importance of collective impact when addressing complex issues.



**INCREASE
HIGH SCHOOL
GRADUATION
RATE**



**INCREASE
COLLEGE
& CAREER
READINESS**



**HEALTHY
COMMUNITIES**



**COMMUNITY
PROSPERITY**



**ENGAGED
CITIZENS**

2015 - 16 LEAD TEAM PROGRESS REPORTS

Every LEAD Team is featured in this annual report. All Teams are working to achieve long-term foundational outcomes, yet each has determined a different strategy and different tactics to achieve the desired outcome.





EDUCATION



Vision

Before 2030, Polk County will have a world-class, fully integrated education system that supports the needs of a vibrant, progressive community.

Torsha Baker-Cunningham, Polk County Public Schools

Emilean Clemons, Polk County Public Schools

Pam Craven, Ph.D., Learning Resource Center

Rob Davis, Polk County Public Schools

Carol Hughes, Arts Ensemble

Cheryl Joe, Polk County Public Schools

Janet Lamoureux, Polk County Council PTA

Stephanie Madden, Madden, Inc.

Diane Plowden, Polk County Public Schools

Scott Reeves, Polk County Public Schools

Gladys Roberts, Polk County Library Coalition

Jackie Rose, Polk County Public Schools

Juan Seda, Polk County Public Schools

Jane Thomas, Arts Ensemble & Doors 2 Change

Michelle Townley, Polk County Public Schools

Jeanette Wallace, Polk County Public Schools



LITERACY LEAD TEAM

Literacy Team Meeting

Based on Polk County Schools data, in 2015, only 40 % of Kindergarten students came to school proficiently ready; scoring 10% less proficient than the previous year. Also, during the 2015-16 school year, only 45% of Polk County Public School students in grades 3-10 scored proficiently on the English Language Arts portion of the state assessment, up just 1% from the previous year. The goal of the Polk Vision Literacy Team is to increase student literacy proficiency by 2% per year at each grade level.

National research has shown that increasing literacy rates in elementary grades has lasting effects, including higher graduation rates, college attendance and success rates. In order to support families in understanding how to assist their students in improving reading and comprehension, the Literacy Team is embarking on the creation of a Literacy Directory.

The Literacy Directory will promote a more literate community by providing information about resources available for students and their parents. Directory content will encompass activities, programs or services related to reading, writing, communication, technology, speaking, performance, or additional literacy-related topics.



"Being a part of Polk Vision has opened my eyes to all the amazing efforts that are happening throughout Polk County. Even as a lifelong resident, I have learned so much more about my community by being a part of Polk Vision. The possibilities through our collective impact are endless! It is exciting to think about the future of Polk County with so many community members from diverse backgrounds working together for the betterment of all."

– Michelle Townley, Senior Director of K-12 Literacy, Polk County Public Schools



"I believe in Polk Vision's operating principles of collaboration, transparency and alignment of resources. Those principles drive my own daily work. Polk County can be stronger if we all work together towards common goals and share resources to accomplish great things as a whole, rather than in silos."

– Susan Copeland, MBA/Executive Director, Polk Education Foundation

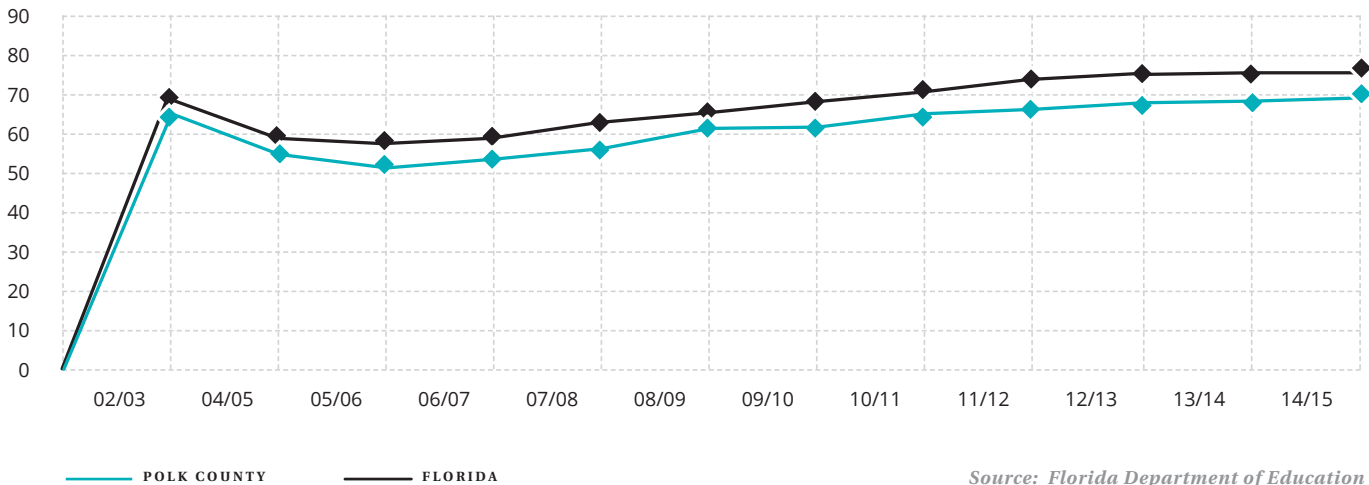
BENCHMARK

Narrow the gap between Polk County and the State of Florida on an annual basis in order to meet or exceed the State average by the year 2020.



High School Graduation Rates

Polk County's high school graduation rate is currently measured at 69%. This currently lags the statewide average by eight percentage points.

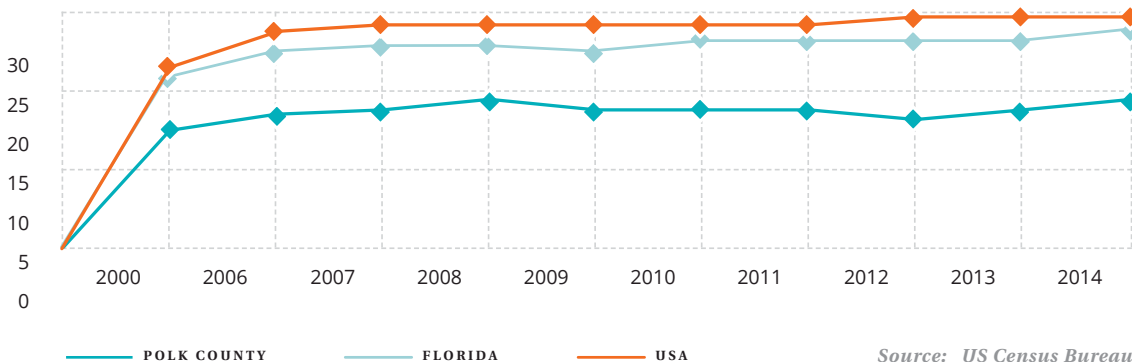


BENCHMARK

Increase the percentage of Polk County adults, 25 and over, with a bachelor's degree to meet or exceed the State average by 2025.

4%

BA or Higher



The percentage of adults with a bachelor's degree or higher has increased to 19% - up 4% from the year 2000.

The State average for adults with a bachelor's degree or higher is 27%. Both Florida and Polk are below the national average of 29%.



The work of Polk Vision, to align resources and develop solutions to community-wide challenges, is critical to the success of our community, and by extension, Polk State College. Our mission, to transform lives through the power of affordable, accessible education, is only fulfilled when community, industry, and institutions come together.

— Eileen Holden, Ph.D., President, Polk State College

ATTENDANCE

in the early grades

Many of our youngest students miss 10 percent of the school year - about 18 days a year or just two days every month. Chronic absenteeism in kindergarten, and even pre-K, can predict lower test scores, poor attendance and retention in later grades, especially if the problem persists for more than a year.

1 in 10 kids
in kindergarten
and 1st grade are
chronically absent. In
some schools, it's as
high as 1 in 4.



2 in 10
low-income kids
miss too much
school. They're also
more likely to suffer
academically.



2.5 in 10
homeless kids
are chronically
absent.



4 in 10
transient kids
miss too much school
when families move.



EDUCATION



Vision

Before 2030, Polk County will have a world-class, fully integrated education system that supports the needs of a vibrant, progressive community.

ATTENDANCE LEAD TEAM

During the 2015 - 2016 school year, 3,334 students were absent 21 or more days in grades Kindergarten - 5th Grade. One in 10 Polk County kindergarten students missed at minimum 10% of the school year - approximately 157 hours of instruction time in the classroom.

Identified as a key need by the Polk County School District's Strategic Plan, the Attendance Team is committed to promoting awareness of the importance of school attendance within the school district and the community. Attendance plays a critical role in achieving academic success and can impact student achievement as early as pre-K.

Attending school regularly is essential to students gaining the academic and social skills they need to succeed. Reducing absenteeism is a simple, cost-effective, but often overlooked strategy for improving academic performance. Starting as early as preschool and kindergarten, chronic absence can leave third graders unable to read proficiently, sixth graders struggling with coursework and high school students off track for graduation. Chronic absence is especially problematic among students living in poverty who are most likely to have poor attendance over multiple years and least likely to have the resources to make up for the lost time in the classroom.¹

¹ Adapted from Attendance Works www.attendanceworks.org



"The Team chose a critical component of academic success of students in Polk County to review and study. We know that when students improve their attendance at school, there are correlated, positive outcomes - concepts and skills are more readily learned, classroom grades improve, and chances of graduating increase."

— Pamela Craven, Ph.D., Learning Resource Center of Polk County

Susan Copeland, MBA, Polk Education Foundation

Pam Craven, Ph.D., Learning Resource Center of Polk County

Marcia Ford, Polk County Public Schools

Kenneth Franklin, Early Learning Coalition of Polk County

Matti Friedt, Polk County Public Schools

Sandy Hightower, Community Volunteer

Brenda Johnson, Community Volunteer

Gabrielle Knight, Lakeland Regional Health

Janet Lamoureux, Polk County Council PTA

Patty Linder, Polk State College

Jodi Miller, United Way of Central Florida

Hazel Sellers, Polk County School Board

Carol Sherron, Huntington Learning Center

Peggy Smith, Polk County Public Schools

Neal Steiger, Lakeland North Rotary Club

Shandale Terrell, Polk County Public Schools

Peggy Threlkel, Girls Inc. Winter Haven

Nat West, Community Volunteer

Beverly Woolery, Polk State College



EDUCATION



Vision

Before 2030, Polk County will have a world-class, fully integrated education system that supports the needs of a vibrant, progressive community.

Natalie Baum, Legoland Florida Resort

Mark Bennett, Ridge Professional Group

Naomi Boyer, Ph.D., Polk State College

Sarah Breed, Lakeland Area Chamber of Commerce

Brian Carroll, Ph.D., Southeastern University

Matt Clark, Broadway Real Estate Services

Hal Coffman, Clean Energy International, Inc.

Kyle Fedler, Florida Southern College

Fred Gore, Southeastern University

Barbara Hammock, Wauchula State Bank

Morgan Holmes, Central Florida Development Council

Marc Hutek, Polk County Public Schools

Jesse Jackson, Lake Wales Charter District

Cyndi Jantomaso, Haines City EDC

Kyle Jensen, Clark Campbell Lancaster & Munson

Nelson Kirkland, Central Florida Media Group

Leah Lauerdale, Polk County Public Schools

Joby Lee, Haines City EDC

Susan LeFrancois, Florida Polytechnic University

Larry Madrid, Madrid Engineering Group

Sean Malott, Central Florida Development Council

Leonard Mass, Drummond Company, Inc

Phil Minden, Bartow Regional Medical Center

Devyn Montalvo, Webber International University

David Petr, Central Florida Development Council

Ryan Reis, Keiser University

Pauline Simmonds-Brown, College 4 Everyone Network

Lynn Wilson, Polk County School Board

TALENT PIPELINE LEAD TEAM

Forged through an alignment between Polk Vision and the Central Florida Development Council, the Talent Pipeline Team is committed to filling the gap of high skill high wage jobs through innovative collaborations with businesses, educational institutions and the community at all levels.

Their work is focused on developing a systemic way to create a pipeline of well-trained, credentialed and skilled individuals ready to meet Polk County's current and emerging industry workforce needs.

The Team is creating a multi-faceted tactical plan which includes:

- Creating and deepening partnerships between post-secondary advisors and high school college & career advisors.
- Establishing an inventory of existing and creating additional opportunities for apprenticeships, mentoring and internships that align the needs of students and industry.
- Promoting broad community understanding of the steps leading to career and college readiness.
- Communicating to businesses and members of the community the positive elements of Polk County educational opportunities.



"Polk Vision is focused on the biggest challenges in our community. I'm personally involved with Polk Vision because it is an opportunity to collaborate with other leaders and speak collectively as one voice to work towards solutions. Each participant strives to make Polk County a better place to live and succeed."

– Sean Malott, CEO, Central Florida Development Council



"I have been honored to serve as the chair of the Talent Pipeline Team, facilitating alignment through the merging of the Central Florida Development Council Education Committee with the Polk Vision framework, to address the wicked problem of improving educational attainment to impact the economic vitality of the region."

– Naomi Boyer, Ph.D., Polk State College



ECONOMIC DEVELOPMENT LEAD TEAM

The Economic Development Team is committed to seeking adjustments to area economic development incentives to improve the balance between the needs of the Polk County community and the needs of companies making location and expansion decisions.

The Team is actively engaged in formulating a tactical plan in aligning resources to:

- Develop and maintain a competitively funded, forward-thinking economic development program that is focused on targeted sectors with high-skill, high-wage jobs.
- Develop a progressive countywide economic development image for internal and external marketing.
- Create an environment that attracts and retains diverse talent.
- Expand opportunities for tourism, sports, and cultural arts which make Polk County a destination of choice.
- Support regional and super-regional partnerships to advance Polk County's economic development efforts.

Vision

Before 2030, Polk County will have an economic development environment that attracts quality businesses with higher paying jobs, improves productivity and retains our youth.

Rob Clancey, Bartow EDC

Betsy Cleveland, Haines City Chamber of Commerce

Steve Elias, Envisors

Gene Fultz, City of Lake Wales

Nicole Irby, BB&T Bank

Cyndi Jantomaso, Haines City EDC

Cedric Joseph, BoCC

Kevin Kieft, Lake Wales Chamber & EDC

Joe LaCascia, City of Polk City

Bruce Lyon, Winter Haven EDC

Sean Malott, Central Florida Development Council

Jerry Miller, Duke Energy

Amy Palmer, City of Auburndale

William Roll, Kimley-Horn

Cory Skeates, Lakeland Chamber of Commerce

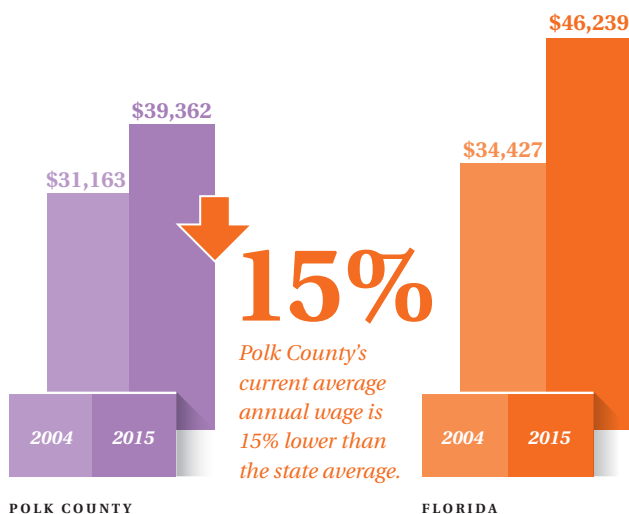
James Slaton, City of Lake Wales

Michael Spake, MHA, JD, Lakeland Regional Health

BENCHMARK

Increase the average earnings per job to an annual rate that is at least 0.5% above the State of Florida.

Average Annual Wages

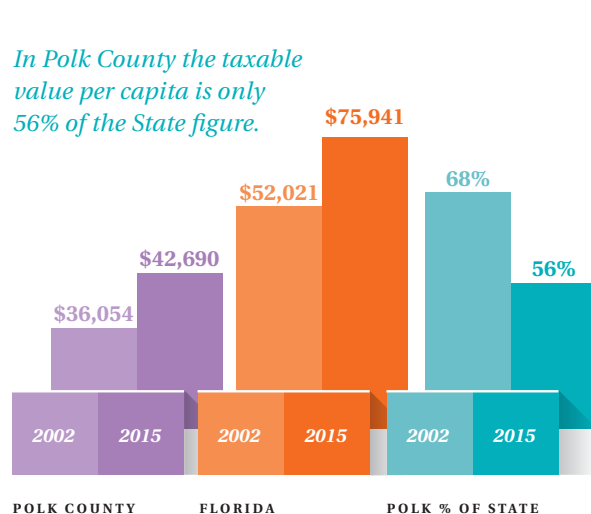


Source: Florida Department of Economic Opportunity

BENCHMARK

Narrow the gap between the Polk County and the State of Florida taxable value ad valorem per resident on annual basis.

Taxable Value per Capita



Source: Florida Department of Revenue



INFRASTRUCTURE



Vision

Before 2030, Polk County will have growth management and infrastructure that protect the environment, enhance quality of life, promote education and economic development, and are economically sustainable.

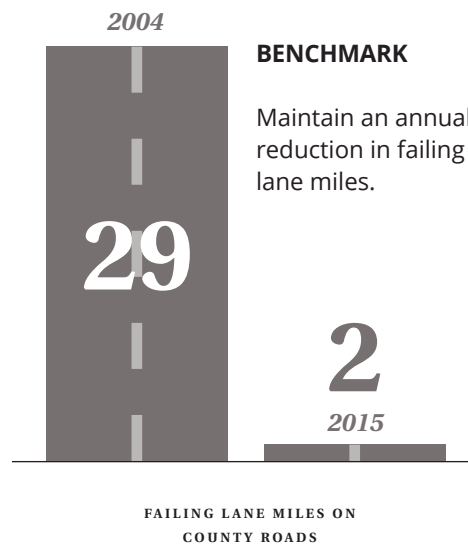


INFRASTRUCTURE LEAD TEAM

As the word cloud above suggests, the topics that fall under the umbrella of the Polk Vision Infrastructure Team are varied, ranging from multi-modal transportation to water. The Team has addressed issues such as land conservation, failing lane miles, affordable housing, growth management and broadband. While committed to continuing to monitor these issues, the Team now has an eye on the growing concern for safe routes to school. They have chosen to conduct a comprehensive gap analysis to identify needs for sidewalk improvements on collector roads within a 2 mile radius of Polk County schools.

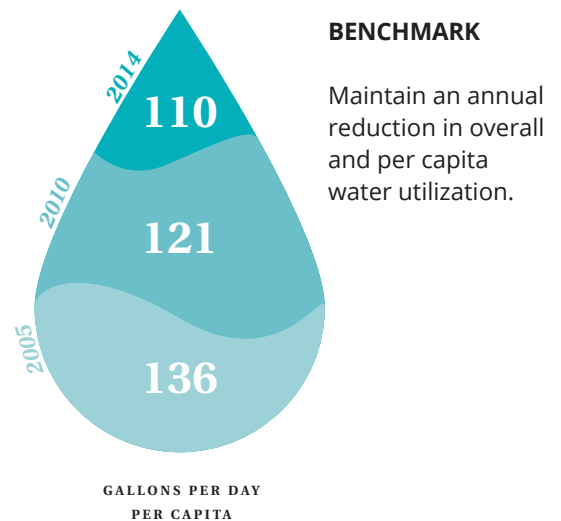
John Bohde, Polk County BoCC
Terry Brigman, City of Lakeland
Mike Britt, City of Winter Haven
Tom Deardorff, Polk County BoCC
Danielle Drummond, Lakeland Regional Health
Tracy Garcia, Polk County Tourism & Sports Marketing
Gordon Greene, Patel, Greene, & Associates
Kevin Ingle, Florida Department of Transportation
Cyndi Jantomaso, Haines City EDC
Jeff Kincart, ACT Environmental & Infrastructure
Ryan Kordek, Polk Transportation Planning Organization
Eric Labbe, City of Winter Haven
Brent Lacy, VHB
Jason Lewis, Kimley-Horn
Pam Luce, Polk County Public Schools
Nick Nicholas, DSM
Andy Palmer, City of Winter Haven
Tom Phillips, Citrus Connection, Polk Transportation Planning Organization
Steven Shealey, Envisors
Pat Steed, Central Florida Regional Planning Council
Kimberly Warren, Atkins Global
Phil Wegman, Furr & Wegman Architects P.A.

Failing Lane Miles



Source: Florida Department of Revenue

Water Use per Capita



Source: Florida Department of Revenue



"Polk Vision serves as a platform for me to work with other leading industry professionals so that we may collectively make Polk County a better place to live, work and play! It also allows me to make lasting personal connections and friends with other leaders throughout Polk County who I may not otherwise have come in contact with."

—John Bohde, AICP, Director, Polk County BoCC, Land Development Division

INTERNET QUICK FACTS

One minute on the internet...

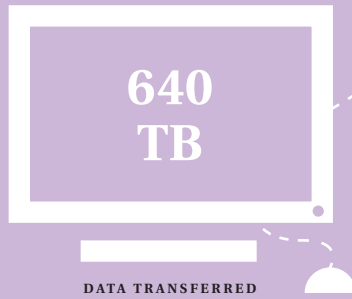


1.7 MILLION

PHOTOS LIKED ON
INSTAGRAM

There are 3.26 billion internet users as of December 2015; that's over 40% of the world population.

Source: <http://www.visualcapitalist.com/what-happens-internet-minute-2016/>



38,052

HOURS OF MUSIC
LISTENED TO ON PANDORA

By 2017, there will be more internet traffic than all prior internet years combined.



\$203,596

SALES ON AMAZON



2.78 MILLION

VIDEO CLIPS VIEWED
ON YOUTUBE

As of now, there are 13.4 billion "things" or devices connected to the Internet. By 2020, this is expected to go up to a massive 38.5 billion.



SMART COMMUNITIES
POLK



Vision

All of Polk County will have high speed, affordable internet access by 2030.

Tina Barrios, Polk County Public Schools

Cliff Bennett, Polk State College

Naomi Boyer, Ph.D., Polk State College

Terry Brigman, City of Lakeland

Frank Canovaca, City of Bartow

Teri-Anne Crawford, Polk County Tax Collector's Office

William DeWitt, Polk State College

Tom Hull, Florida Polytechnic University

Shauna Jones, Polk County Sheriff's Office

Elizabeth Kerns, Lakeland Regional Health

Eric Labbe, City of Winter Haven

Keith Merritt, City of Lakeland

Theresa Nelson, Polk County Sheriff's Office

Hiep Nguyen, City of Winter Haven

Nick Nicholas, DSM

Gladys Roberts, Polk County Library Cooperative

David Robinson, DSM

Tom Rowles, Polk County Sheriff's Office

Chris Rudolph, Polk County Tax Collector's Office

Steve Sowards, Inland Fiber

Pat Steed, Central Florida Regional Planning Council

Abdu Taguri, NAPC

Bill Ward, Polk County Sheriff's Office

Jason Willey, City of Lakeland

Ed Wolf, Polk County BoCC



*Smart Communities Broadband Summit,
February 2016*

SMART COMMUNITIES POLK LEAD TEAM

Broadband is high speed internet access that facilitates many critical activities, from online classes and research for students to managing household finances. It allows for small businesses to compete in a global marketplace and supports research and training opportunities at our schools, colleges and universities. Broadband means better, faster, and more effective healthcare and safer streets and communities.

A Broadband Advisory Team, convened by Polk Vision and the Central Florida Regional Planning Council, produced a comprehensive Broadband Plan in 2013 that identified current areas of need and projected areas of broadband demand up to the year 2020. The Broadband Team, recently renamed Smart Communities Polk, continues its work in educating and building community consensus around the vital importance of a robust broadband network to support Polk County's economic growth and prosperity.



"Sustainable economic development, growth, opportunity and innovation are dependent on affordable high speed internet access. And nothing is more important to sustainability than the public education of our future leaders."

—Terry Brigman, CIO, City of Lakeland



GOVERNMENT

Vision

Before 2030, Polk County will have a comprehensive system of government that is effective, efficient, diverse and responsive to the basic needs of its citizens.

Melony Bell, Polk County BoCC

Taylor Benson, Polk County Clerk of Courts

Stacy Butterfield, Polk County Clerk of Courts

Meagin Colson, Polk County Sheriff's Office

Suzanne Crowder, Polk County Tax Collector's Office

Tony Delgado, City of Lakeland

Marsha Faux, Polk County Property Appraiser

Deric Feacher, City of Winter Haven

Christine Goding, Polk County Supervisor of Elections Office

Yadira Holmes, Community Volunteer

Gwynnell Jarvis, Polk County Sheriff's Office

Joe LaCascia, City of Polk City

Maggie Mariucci, Florida Polytechnic University

Donna Sheehan, City of Winter Haven

LeaAnn Thomas, Polk County BoCC

GOVERNMENT LEAD TEAM

In a large area that includes 17 municipalities and a county government, it is important to have opportunities for leaders to discuss current issues, share best practices and find commonalities that bond them to the community as a whole. The Polk Vision Government Team works to bring together all levels of government operating on behalf of Polk County to create more cooperation and teamwork in support of LEAD Team initiatives.



MAYORS ROUNDTABLE

For the 5th year in a row, the Polk Vision Government Team hosted a half-day roundtable discussion for the mayors of Polk County. This unique event allows the mayors to discuss topics critical to their communities and the county as a whole. Mayors from 12 of the county's 17 municipalities attended the 2015 event which was moderated by Pat Steed, Executive Director of the Central Florida Regional Development Council. Topics covered included economic development, infrastructure, mass transit, fire fees and a strong mayor form of government.

The Roundtable allows mayors to highlight their city's strengths and to share challenges, solutions and best practices. The participating mayors have repeatedly expressed their feeling that the relationships formed through connecting with their counterparts will benefit their community and in turn, our county as a whole.



"The City of Lakeland has always seen our partnership with Polk Vision to be a vital conduit to creating a community led partnership of many different organizations, businesses, government entities building synergies to develop solutions to key and critical issues impacting our County. I am proud to have been a part of these efforts since Polk Vision's inception"

— Tony Delgado, City Manager, City of Lakeland

Elected Leadership Summit, 2015



ELECTED LEADERSHIP SUMMIT

In 2004, Polk Vision's Government Team hosted an Elected Leadership Summit to bring together leaders to pledge their support for a shared vision of cooperation and efficiency among each Governmental Entity to ensure that Polk County will continue to be a premiere place to live, learn, work, and play.

For the 10 year anniversary of that event, the Polk Vision Government Team once again gathered elected leaders of the county to learn how Polk Vision is using the alignment process to strategically align and leverage Polk resources to create solutions for the overall advancement of Polk County. Leaders affirmed their pledge to support a shared vision of collaboration that fortifies community support and aligns resources that benefit shared interests.

Constitutional "Thank You" Breakfast, 2016



2016 CONSTITUTIONAL "THANK YOU" BREAKFAST

In March of 2016, the Government Team hosted a breakfast in honor of the constitutional officers serving Polk County. Sheriff Grady Judd, Clerk of Courts Stacy Butterfield, Property Appraiser Marsha Faux, Tax Collector Joe Tedder and Supervisor of

Elections Lori Edwards were all recognized for their contributions to Polk County and their service through leadership roles on state-wide boards.



"Involved with Polk Vision since its inception, I am amazed when I see what it has evolved into today – an inclusive community working together to improve the quality of life in Polk County. Community improvement, I believe, begins with education. That's why I am so passionate about the Align Polk initiative, and am pleased to be a member of the Align Polk Executive Committee."

– Melony Bell, Polk County Commissioner, District 2



"Polk Vision is an organization of which I am proud to be a part. Bringing together leaders from throughout Polk County and working collectively to advance common goals. Focusing on economic development and quality of life for our community is one of the most important initiatives we can be involved in, and Polk Vision does this very well."

– Maggie M. Mariucci, Florida Polytechnic University



QUALITY OF LIFE



Vision

Before 2030, Polk County will have a quality of life that encourages diverse backgrounds to live in harmony while developing physically, spiritually, mentally and culturally within a healthy and safe environment.

Marcia Andresen, Polk County BoCC

Jeff Bachelder, Warner University

Brad Beatty, Heart for Winter Haven

Penny Borgia, United Way of Central Florida

Marquinea Butts-Fisher, Healthy Start Coalition

Steve Chapman, Read Polk

Wilma Daniels, Polk County BoCC

Carol Fox, Lakeland Regional Health

Taylor Freeman, Florida Department of Health in Polk

Whitney Fung, UF/IFAS

Daniel Haight, M.D., Lakeland Regional Health

Schatzie Haines, Lanier Upshaw

Corlis Johnson, My Nature's Delight

Joy Johnson, Polk County BoCC

Gabrielle Knight, Lakeland Regional Health

Rosemarie Lamm, Community Volunteer

Kim Long, Community Volunteer

Colleen Mangan, Florida Department of Health in Polk County

Tim Mitchell, Parker Street Ministries

Rob Quam, Lake Wales Care Center

Erica Serrine, Southeastern University

Steve Thompson, Red Cross

Nat West, Community Volunteer



QUALITY OF LIFE LEAD TEAM

LEAD Team members at Poverty Simulation

In 2015, the number of individuals in Polk County living in poverty was 18.5% - 2% higher than the state average and over 3% higher than the national average. Poverty or a lack of income can have a profound effect on access to basic needs and services and there is often a trade-off or

choice made to meet one need versus another. There is a diminished quality of life for those living in poverty with the detrimental effects ranging from poor nutrition and health to substandard housing and lower academic achievement.

Over the past two years, the Quality of Life Team focused its efforts on deepening their understanding of the contributing factors to poverty and the resources that are available in the community, as well as access gaps that low-income individuals and families are likely to encounter on the road to self-sufficiency. Specifically the Team hosted focus groups and LEAD forums on a variety of topics including Housing, Health, Hunger, and Elderly Services. The Team assisted in coordinating a "Poverty Simulation" along with eight other agencies in a UF/IFAS led educational event, to help policy makers from around the county better relate to obstacles families face in addressing daily needs.

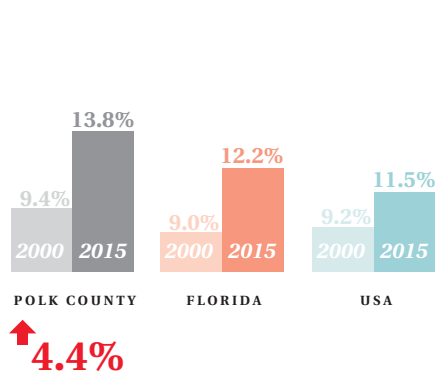
Moving forward, the Team will continue to build awareness in the community of poverty and related issues impacting our citizens quality of life. Plans are underway for a series of focus groups and LEAD forums on additional topics beginning with Behavioral Health.

BENCHMARK

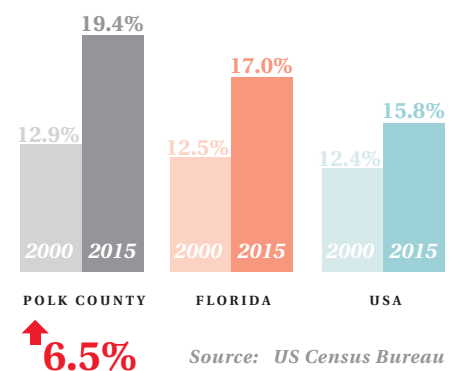
By 2030, decrease the percentage of individuals in poverty to consistently be below the State of Florida average.

In 2015, the number of individuals in Polk County living in poverty was around 2% higher than the State average and over 3% higher than the national average. This gap has widened in the last ten years.

Families Below Poverty Level



Individuals Below Poverty Level



Source: US Census Bureau



"It is refreshing to network, collaborate and build relationships with other professionals from such a diverse background and areas of service. The mutual encouragement to provide for a better quality of life for all Polk County residents is revitalizing. I am inspired to know of the vast array of folks who truly CARE for our neighbors."

— Rob Quam, MSW, Executive Director, Lake Wales Care Center

3 YEAR HIGHLIGHTS



School Age

- Fitnessgram Assessments implemented and conducted in all Polk Schools
- Established 90 School Based Wellness Councils
- Worked with the school district to implement health education into the high school curriculum. The HOPE course (Health Opportunities through Physical Education) was implemented in all high schools and is a graduation requirement.
- 5-2-1-0 Campaign: The Polk County School Board created a proclamation to support 5-2-1-0 education throughout schools. Strategy members assisted with the implementation of messaging in cafeterias, education in health and physical education curriculum, and outreach to parents.



Community Based

- Three local governments, Polk County, the City of Winter Haven and the City of Lakeland, were recognized as Healthiest Weight Community Champions.
- Three communities established free opportunities for physical activity for residents
- Hosted a 2-day Health Impact Assessment workshop attended by a number of local planners, public health and other government officials. Attendees learned how to include health as one of the assessment criteria for community projects.



Primary Care Physician

- Surveyed 353 Primary Care Providers to determine if patients were counseled on Body Mass Index (BMI.)
- Conducted 28 interviews of primary care providers to assess provider's challenges addressing obesity, perceptions of their patients' attitudes towards weight discussions and the impact obesity has on patient care.
- 24 pediatric providers participated in the 5-2-1-0 prescription project. Between March 1 & August 31, 2015 a total of 339 prescriptions were issued identifying a total of 383 commitments.



Worksite Wellness

- Surveyed 87 businesses across Polk County to collect information on wellness programming.
- 45 businesses requested assistance from this strategy throughout the 3 year initiative.
- 36 new wellness initiatives have been implemented in Polk County.



Higher Education

- Three Polk County Institutions of Higher Education have collaborated to improve wellness offerings to students on their campuses.
- One university established its own wellness committee based on the influence of this Initiative.



BUILDING A HEALTHIER POLK



A comprehensive 3 year report has been compiled and published detailing the work of the Building a Healthier Polk initiative.



For the complete report and full listing of the 90 member Building a Healthier Polk Team visit

polkvision.com



PRIMARY CARE



Penny Borgia, United Way of Central Florida

Ermelinda Centeno, Central Florida Health Care

Sheryl Cooper, Florida Department of Health in Polk County

Tammy Durden, Florida Department of Health in Polk County

Kim Eubanks, Polk County BoCC

Carol Fox, Lakeland Regional Health

Joy Jackson, M.D., Florida Department of Health in Polk County

Colleen Mangan, Florida Department of Health in Polk County

Paula McGhee, Polk County BoCC

Holly Vida, Bartow Regional Medical Center

Suzanne Wright, Florida Department of Health in Polk County

BUILDING A HEALTHIER POLK

Building a Healthier Polk is a group of community partners brought together by Polk Vision who have been working on the goal of reducing the obesity rate in Polk County. Primary Care, School Health and Worksite Wellness Teams are all



5-2-1-0 launch

currently creating and implementing tactical plans to improve the health of Polk County residents and are working towards the long-term goal of reducing the obesity (BMI >30) rate in Polk County to < the state average (36.9% to 26.4% in 2013.)

PRIMARY CARE LEAD TEAM

Pediatricians and other primary care providers play an important role in educating families about healthy lifestyle choices. They are in a position to assist families with identifying risk factors such as being overweight or obese that can adversely affect health.

The Primary Care Team is focused on preventing and reducing childhood obesity by partnering with pediatric practices across Polk County in a healthy habits campaign. Physicians are provided with literature and prescription pads used to facilitate conversation with patients and families regarding healthy eating and active living. These prescriptions include a place for the child to designate which healthy habits they will commit to work on and a place for the physician to document the age and BMI percentile of the child. At intervals the prescription data will be collected and compiled for tracking and comparison.



"The Florida Department of Health has enjoyed a strong partnership with Polk Vision. Over the years. Our agency has been able to connect and collaborate with a strong cross-section of professions throughout Polk County. We have furthered our mission to improve health through active engagement with new partners on health and quality of life efforts."

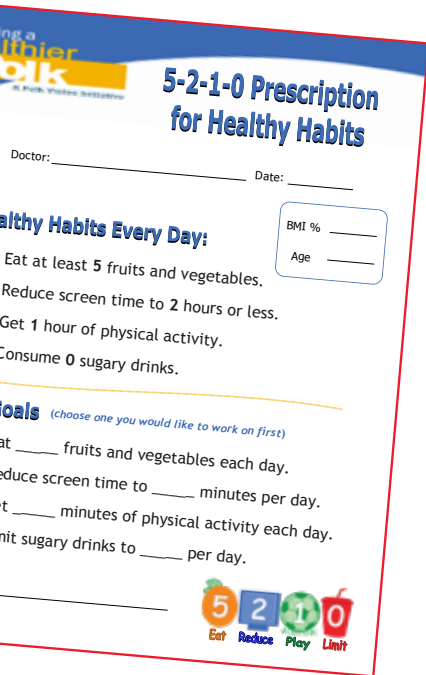
—Joy Jackson, M.D., Florida Department of Health in Polk County



"We are grateful to have wonderful Polk Vision partners from many different industries and organizations who share our commitment to strengthen this community. Together, we are sharing resources and insights in order to make positive, long-lasting changes in the health and wellbeing of the citizens of Polk County."

—Elaine Thompson, Ph.D., CEO, Lakeland Regional Health





Sample 5-2-1-0 Prescription Pad for Physicians

WORKSITE WELLNESS LEAD TEAM

Overarching Team Strategy: Improve the quality of life through the utilization of accessible, high quality, comprehensive, prevention-based community health services designed to promote total well being.

The Worksite Wellness Team works to expand existing and establish new Worksite Wellness programs in area businesses. With leadership and resources provided through Polk Wellness Professionals, these programs offer unique opportunities for promoting healthy behaviors and preventing health problems. Americans spend the majority of their waking hours in the workplace, so the work environment and business productivity are strongly linked to employee health.

The Worksite Wellness Team encourages business to adopt evidence-based programs designed to support employees as they adopt and sustain behaviors that reduce health risks, improve quality of life, enhance personal effectiveness, and benefit the employer's financial success.



WORKSITE WELLNESS



Kelly Andrews, Florida Southern College

Liz Antaya, Stahl & Associates Insurance

Bethany Brown, Lakeland Regional Health

Juli Davis, Florida Department of Health in Polk County

Daniel Haight, M.D., Lakeland Regional Health

Schatzie Haines, Lanier Upshaw

Allison Kennedy, Public Health Institute

Colleen Mangan, Florida Department of Health in Polk County

Leah Millette, BayCare Health System

Karen Moore, Peace River Center

Belinda Rieger, Heart of Florida Regional Medical Center

Michelle Shiver, Citizen CPR, Inc.

Laurel Smith, Polk State College

Stevie Sweet, Florida Department of Health in Polk County

Debbie Zimmerman, Polk County BoCC



SCHOOL HEALTH



Tammy Durden, Florida Department of Health in Polk

Mindi Fitch, City of Lakeland

Whitney Fung, UF/IFAS

Jenna Kaczmarzski, Polk County Public Schools

Audrey Kelley, Polk County BoCC

Gabrielle Knight, Lakeland Regional Health

Megan Leary, City of Winter Haven

Colleen Mangan, Florida Department of Health in Polk County

Kalee McGee, Polk County BoCC

Lauren Shinholster, All Children's Hospital Safe Routes to School

Kathleen Wright, Polk County Public Schools

SCHOOL HEALTH LEAD TEAM

Pledged to implement preventative practices that will aid in decreasing obesity rates among school age children, the School Health Team is currently in the planning stages for a program they intend to pilot in 5 Polk County Public Schools. The program is based on the Whole School, Whole Community, Whole Child model which was developed by ASCD and the U.S. Centers for Disease Control and Prevention (CDC), to establish greater alignment, integration, and collaboration between health and education across the school setting. This means aligning and integrating not just policies, but processes and practices that provide for long-term student success.

Phase one of the pilot will consist of two components: Physical Activity and Nutrition. Some of the issues these two components will address include nutrition education for students and families, low cost sources for fresh fruits and vegetables, and safe on-campus facilities that promote physical activity throughout the school day and beyond.



CIVIC ENGAGEMENT



Vision

Before 2030, Polk County will have leadership that drives the partnership with government and citizens to ensure that Polk County is a premier place to live, learn, work and play.



Leadership Polk Class IX

LEADERSHIP POLK

Leadership Polk is a Polk Vision program started in 2007 that brings together current and emerging leaders from across Polk County to develop a diverse network of resourceful, informed and proactive leaders who will contribute to building a more vibrant community.

Leadership Polk Class I graduated in May 2008 and Leadership Polk Class X will convene in August 2016. The ten-month program immerses participants in an inspiring and enlightening curriculum that examines critical issues that impact Polk County. Leadership Polk is topically relevant, dynamic, and exposes participants to a broad range of perspectives through location tours, facilitated conversation and experiential learning.

LEADERSHIP POLK QUICK FACTS

- 243 participants have graduated program
- 12 of the 17 municipalities have been represented
- 20 business categories have been represented
- 13% of participants represent a diverse group of minority population
- 44% of program participants have been female



"As an active Polk County resident since 1998, I was unsure of what "new" information or experiences would come from joining a Leadership Polk class. I can now attest that the "journey" exceeded my wildest expectations after being immersed in a great variety of wonderfully planned day trips. My eyes have now been opened to the special variety of services, communities and most importantly - people - that reside and serve with us in our Polk County home."

– Phil Wegman, Furr and Wegman , Class VIII



"For me, the Leadership Polk experience was about two things – building awareness of challenges and successes across the county and building relationships with leaders that I would otherwise never have the opportunity to meet. It is the one organization that brings concerned people together from every part of the county to begin meaningful conversations that lead to making Polk County a better place."

– Jerry Miller, Government and Community Relations Manager, Duke Energy, Class I

LEADERSHIP POLK ALUMNI TEAM

Pam Craven, Ph.D., *Chair,
Class II*

Donna Sheehan, *Immediate
Past Chair, Class IV*

Sara Roberts, *Polk Vision
Executive Director, Class VI*

Linda Pilkington, *Vice Chair,
Class I*

Deena Ware, *Secretary, Class IV*

John Bohde, *Treasurer, Class VI*

Cindy Price, *Program and Events
Chair, Class IV*

Lori Martini, *Membership,
Class VI*

Sarah Case, *At Large, Class V*

Stacy Butterfield, *At Large,
Class III*

Patricia Jones, *At Large, Class VI*

Alan Rayl, *At Large, Class VII*

Ed Lunz, *At Large, Class IV*

Dan Fowler, *At Large, Class V*



above

First Annual Leadership Polk Alumni Class Day

left

Leadership Polk Alumni Event

LEADERSHIP POLK ALUMNI

Leadership Polk Alumni is committed to connecting and engaging alumni for the advancement of Polk County through learning opportunities, potential service projects and social events.

Alumni members are encouraged to uphold the purpose of Polk Vision and through their actions have a positive impact on the economic health, leadership and quality of life in the community.



“Leadership Polk is about creating and building relationships with other leaders in the region, immersing yourself in Polk County’s unique assets, and learning more about yourself, your peers and the place we all call home. In a nutshell, Leadership Polk is about each of us and how we can work collaboratively to engage and grow as we enhance Polk County and its future.”

— Donna Sheehan, City of Winter Haven, Class IV



“Leadership Polk’s program takes a holistic look at all the municipalities, assets and challenges facing our beloved county. My classmates were a crucial part of the experience as we came away with new friends and a better understanding of the power of collaboration.”

— Callie Neslund, Mosaic, Class VII



CULTURE



Vision

Polk County will become a cultural destination by aligning opportunities that transform community through creativity, diversity and identity.

Craig Collins, Ph.D.,
Southeastern University

Elizabeth Hults,
Community Volunteer

Meri Mass, Polk Arts
Alliance

Tracy Mullins, BoCC

Claire Orologas, Polk
Museum of Art

Tina Peak, City of Lake
Wales

Trish Pfeiffer, City of
Bartow

Harriet Rust, Community
Volunteer

Anita Strang, Main Street
Winter Haven

Daryl Ward, Ph.D.,
Harrison School for the
Arts

Chelsea Young, City of
Mulberry

Myrtice Young, Polk
County History Center

CULTURAL LEAD TEAM

In the spring of 2016, leaders from various arts, culture and heritage organizations convened to discuss ways in which the variety of cultural experiences available in Polk County could be leveraged to make Polk County a cultural destination. Cultural experiences can range from visual & performing arts to parks and historic preservation sites.

The Team recently conducted a limited scope analysis of Polk's inventory with regards to image, young artist development, resource availability, collaboration, economic impact, and market awareness of the cultural opportunities in our county. At this time, the Team is developing a survey to gauge what types of cultural events Polk County residents attend and with what frequency. They will use the information gathered to develop strategies to create and promote diverse cultural, artistic and recreational opportunities in the county.

Complementing the Team's work, the Polk Arts Alliance is participating in the national America for the Arts (AFTA) Economic Impact Study, "the Prosperity Report 5," on behalf of the non profit arts organizations in the County. Polk Arts has asked each art organization to conduct surveys on their events. Polk Arts Alliance will report the survey data to AFTA. The study will run from January to December 2016. The national report, to be published mid 2017, will show the economic impact of the arts in Polk County.



"Polk Vision is important to Polk County as it provides a countywide collaboration of leadership, programs, and resources working together to build and sustain a desirable, preferred community. As Polk County's Historic Preservation Manager for the Polk County History Center, I am devoutly committed to preserving the county's rich and fascinating history so that our heritage can serve as a gateway for our future. As a long-time resident of Polk County, I am fervently interested in participating with Polk Vision as we work to achieve key community benchmarks."

– Myrtice Young, Polk County Historic Preservation Manager



"Polk Vision has galvanized some of the best minds in our county to address the most pressing and complex issues that affect the lives of our citizens. It is inspiring to witness and participate in real collaboration, and to see real progress."

– Claire Orologas, Executive Director, Polk Museum of Art

Additional reflections from members of our Board of Directors



"Polk Vision is the one place where all stakeholders can come together for the betterment of Polk County. The alignment process will bring awareness to the priorities and needs of our communities and will bring resources together that will improve the quality of life for all."

– Hunt Berryman, School Board Member, Polk County School Board



"As County Manager, I am engaged because Polk Vision and the Board of County Commissioners are both countywide organizations strongly focused on developing effective, long-term strategies to enhance the quality of life and economic prosperity in all areas of Polk County."

– Jim Freeman, Polk County BoCC



"I am involved in Polk Vision because my personal strategy in life and my profession is "Making a difference!" Polk County is my place of birth and I am a fourth generation native. Polk County is where I live, work and play! The Strategies of Polk Vision, created by Polk Citizens, impact all of us! Especially, the future of our children and grandchildren. We have to make changes to create a better Polk! You cannot make a difference if you are not involved!"

– Marsha Faux, CFA, ASA, Polk County Property Appraiser

**SARA ROBERTS**

Executive Director, 2012 - 2016
Polk Vision, Inc.

Polk Vision is much more than a vision document or an alignment process, it is people power. The topics and issues we tackle not only make us uncomfortable, they are the issues that can uplift or bog down a society. This is hard work. However, with your commitment and that of so many more, Polk Vision is the catalyst for generational change.

**COLLEEN BURTON**

Founding Executive Director
State Representative, District 40

Over thirteen years ago, volunteer community leaders from across Polk County met at United Way of Central Florida to discuss the results of a comprehensive countywide quality of life study. The results were troubling but the volunteers' resolve was strong. They believed in order for Polk County's quality of life to improve a coordinated countywide initiative was necessary.

Today, Polk Vision continues to be the driving force behind important conversations across Polk. Thirteen years since its inception and twelve years since the first community roundtable, Polk Vision tackles countywide issues by systematically identifying issues affecting the lives of all Polk County residents and forging solutions-oriented partnerships. The key to Polk Vision's success has always been the commitment of hundreds of volunteers who share a common "vision" of a brighter tomorrow for our county. Under consistently superb volunteer leadership, Polk Vision has deftly evolved, adapted to shifting community priorities, and embraced organizational change to ensure continued progress.

As the Executive Director of Polk Vision during its first 8 ½ years, I was delighted to facilitate the Smart Communities Summit on June 10th and witness firsthand its continued impact. Congratulations, Polk Vision, on another successful year!

PRESSING FORWARD

The comprehensive and multi-faceted strategic plans created by Polk Vision LEAD Teams are designed to harness all of Polk County's resources to achieve the overarching priority of improved community prosperity.

THANK YOU TO OUR PARTNERS

<i>A-C-T Environmental & Infrastructure</i>	<i>Coca-Cola Beverages Florida</i>	<i>Lake Wales Economic Development Council</i>	<i>Polk State College</i>
<i>All Children's Hospital</i>	<i>College 4 Everyone Network</i>	<i>Lakeland Area Chamber of Commerce</i>	<i>Polk State College Foundation</i>
<i>Allen & Company Investments</i>	<i>Cypress Junction Montessori</i>	<i>Lakeland North Rotary Club</i>	<i>Polk Transportation Planning Organization</i>
<i>Allstate Insurance</i>	<i>Darby Law Group</i>	<i>Lakeland Regional Health</i>	<i>Publix Super Markets</i>
<i>American Cancer Society</i>	<i>Drummond Company, Inc</i>	<i>Lanier Upshaw</i>	<i>Read Polk, Inc.</i>
<i>Arts Ensemble Education Foundation</i>	<i>DSM Technology Consultants</i>	<i>Leap Ahead Professional Development</i>	<i>Red Cross</i>
<i>AT&T</i>	<i>Duke Energy</i>	<i>Learning Resource Center</i>	<i>Reed, Mawhinney & Link P.L.</i>
<i>Atkins Global</i>	<i>Early Learning Coalition of Polk</i>	<i>LEGOLAND Florida Resort</i>	<i>Rich Kids Project</i>
<i>Bartow Regional Medical Center</i>	<i>Emily Rogers Coaching</i>	<i>Lets Move Health and Fitness</i>	<i>Ridge Professional Group</i>
<i>BayCare Health Systems</i>	<i>Envisors</i>	<i>Madden Brand Agency</i>	<i>Saddle Creek Logistics Services</i>
<i>BB&T Bank</i>	<i>Everest University - Lakeland</i>	<i>Madrid Engineering Group</i>	<i>Safe Routes to Schools</i>
<i>BeFly Bike Tours</i>	<i>FIPR Institute</i>	<i>Main Street Winter Haven</i>	<i>SHR Human Resources LLC</i>
<i>Better Bladder Center</i>	<i>Florida Communications and Development Group</i>	<i>Merritt Law Office</i>	<i>Southeastern University</i>
<i>BodySong Wellness</i>	<i>Florida Department of Health in Polk</i>	<i>Mosaic</i>	<i>Spherion</i>
<i>Bright House Networks</i>	<i>Florida Polytechnic University</i>	<i>My Health Coach</i>	<i>Stahl & Associates Insurance</i>
<i>Broadway Real Estate Services</i>	<i>Florida Prosperity Initiative</i>	<i>My Nature's Delight</i>	<i>State Farm</i>
<i>Career Source Polk</i>	<i>Florida Prosperity Partnership</i>	<i>NAPC</i>	<i>Straughn & Turner PA</i>
<i>Central Florida Development Council</i>	<i>Florida Southern College</i>	<i>Parker Street Ministries</i>	<i>Team Beach Body</i>
<i>Central Florida Health Care</i>	<i>Furr & Wegman Architects P.A.</i>	<i>Patel, Greene & Associates</i>	<i>TECO</i>
<i>Central Florida Media Group</i>	<i>Girls Inc.</i>	<i>Peace River Center</i>	<i>The Health Councils, Inc.</i>
<i>Central Florida Regional Planning Council</i>	<i>GiveWell Community Foundation</i>	<i>Peterson & Myers</i>	<i>The Ledger</i>
<i>Chastain Skillman</i>	<i>Grace Wellness</i>	<i>Polk Arts Alliance</i>	<i>Tom Wolfe Co</i>
<i>Chat & Chew Committee</i>	<i>Haines City Area Chamber of Commerce</i>	<i>Polk Career Academies</i>	<i>Town of Dundee</i>
<i>Citizens Bank & Trust</i>	<i>Haines City Economic Development Council</i>	<i>Polk County Board of County Commissioners</i>	<i>Town of Lake Hamilton</i>
<i>Citizens' Oversight Committee</i>	<i>Hamic, Jones, Hamic & Sturwold, P.A., CPA</i>	<i>Polk County Clerk of Courts</i>	<i>Tracy Mouncey and Associates</i>
<i>Citrus Connection</i>	<i>Harrell Nursery</i>	<i>Polk County Council PTA</i>	<i>Tri-County Human Services</i>
<i>Citrus World</i>	<i>Harrison School for the Arts</i>	<i>Polk County Farm Bureau</i>	<i>UF/IFAS Extension Polk County</i>
<i>City of Auburndale</i>	<i>Healthy Start Coalition</i>	<i>Polk County History Center</i>	<i>United Way of Central Florida</i>
<i>City of Bartow</i>	<i>Heart for Winter Haven</i>	<i>Polk County Library Cooperative</i>	<i>Vemma</i>
<i>City of Davenport</i>	<i>Heart of Florida Regional Medical Center</i>	<i>Polk County Long Range Planning (BoCC)</i>	<i>VHB</i>
<i>City of Fort Meade</i>	<i>Heartland for Children</i>	<i>Polk County Property Appraiser</i>	<i>Warner University</i>
<i>City of Haines City</i>	<i>Holistic Chamber of Commerce</i>	<i>Polk County Public Schools</i>	<i>Watson Clinic</i>
<i>City of Lake Alfred</i>	<i>Homeless Coalition of Polk County</i>	<i>Polk County School Board</i>	<i>Watson Clinic Foundation</i>
<i>City of Lake Wales</i>	<i>Huntington Learning Center</i>	<i>Polk County Sheriff's Office</i>	<i>Wauchula State Bank</i>
<i>City of Lakeland</i>	<i>Inland fiber</i>	<i>Polk County Supervisor of Elections</i>	<i>Webber International University</i>
<i>City of Mulberry</i>	<i>InnerAct Alliance</i>	<i>Polk County Tax Collector</i>	<i>Winter Haven Chamber of Commerce</i>
<i>City of Polk City</i>	<i>Keiser University</i>	<i>Polk Education Foundation</i>	<i>Winter Haven Economic Development Council</i>
<i>City of Winter Haven</i>	<i>Kimley-Horn</i>	<i>Polk Education Pathways</i>	<i>Winter Haven Hospital</i>
<i>City of Winter Haven Natural Resources Division</i>	<i>Lake Wales Area Chamber of Commerce</i>	<i>Polk Health Care Plan</i>	<i>Winter Haven Police Department</i>
<i>Clark Campbell Lancaster & Munson</i>	<i>Lake Wales Care Center</i>	<i>Polk Indigent Health Care</i>	<i>YMCA of West Central Florida</i>
<i>Clark/Nikdel/Powell</i>	<i>Lake Wales Charter District</i>	<i>Polk Museum of Art</i>	

Address

1035 Florida Ave S #208,
Lakeland, FL 33803

Phone

(863) 940-2888

Email

info@polkvision.com

Website

polkvision.com