

DESTINATION HOME:
Jackson's Ten-Year Strategic Plan
to End Chronic Homelessness

August 2, 2006

Jackson Task Force to End Homelessness
Jackson, Mississippi

Purposes

Our Strategic Plan to End Chronic Homelessness in Jackson is designed to bring together all available resources to address the long-standing problem of homelessness, as well as to respond to the new challenges of actual and potential homelessness caused by Hurricanes Katrina and Rita, past inadequate planning and future disasters.

Adoption of this Strategic Plan signifies the agreement of the City of Jackson and the colleagues to coordinate their activities, as outlined, to end chronic homelessness in Jackson and prevent long-term homelessness among hurricane evacuees.

Recognizing the autonomy of each entity, this Strategic Plan formalizes the leading role of the City government – elected and funded by the public for the efficiency of certain centralized and unduplicated roles – in carrying out and coordinating the Strategic Plan.

It also affirms the agreement of the parties to ongoing dialog to refine the strategies and actions in order to best fulfill or exceed the outcomes and benchmarks of the Strategic Plan.

Values

Recovery is a *basic value* that we embrace. Recovery is a process of restoring or developing a positive and meaningful sense of identity apart from one's condition and then rebuilding a life despite or within the limitations imposed by that condition. This includes recovery from substance use disorders, mental illness and homelessness.

Our Strategic Plan to End Chronic Homelessness is based on the *person-centered* values of:

- Choice
- Voice
- Empowerment
- Dignity and Respect
- Hope.

Guiding Principles

The following *Guiding Principles* will provide the framework for decision-making in this planning and implementation process:

- Open and inclusive; valuing the input of all those concerned with serving to address homelessness.
- A full continuum of services (to include advocacy), tailored to meet individual needs, and housing are needed to reduce, prevent, and eliminate homelessness. This planning process will be multi-disciplinary and collaborative to address the full range of needs and to develop an integrated, coordinated and accountable system.
- Respect for the mutual rights and responsibilities of participants, providers, funders of homeless services, and the public at large, is critical to the success of both the planning and implementation of the Plan.
- Services will be multi-cultural and multi-lingual.
- Consumers and recovering persons will be fully involved in the planning process.
- Long-term follow-up support will be offered.
- Equal access to services will be provided regardless of mental or physical disability, complexity of need, race, age, gender, social class, national origin, cultural background including preferred language, sexual orientation, religious identity, veteran status, immigration/residency status, or family status.
- Homeless people are equal members of our community, accorded the same civil and human rights and liberties, and are deserving of respect and assistance.
- Consideration of these rights and liberties will be adhered to throughout all aspects of the planning and implementation process, and a vehicle to address systemic and specific concerns will be provided.
- Community education aimed at changing public attitudes and behaviors regarding homeless people and the programs which serve them is vital to our effort to alleviate homelessness and will be an important part of the Plan.

Colleagues in Developing the Plan

A variety of people worked together to develop this Ten-Year Plan to End Chronic Homelessness. Colleagues include:

Geof Acker – Contact Crisis Line

Devon Adams – The Refiners House

Sheron Anderson – MS Development Authority

Chief Shirlene Anderson – Jackson Police Department

Louis Armstrong – Country Oaks Recovery Center

Gwen Bouie-Haynes – Catholic Charities Domestic
Violence Abuse Center

Dr. Lovetta Brown – MS State Department of Health

Thorne Butler – Mississippi College School of Law

Vera Butler – MS Department of Human Services

Holden Clarke – Common Bond Association

Tim Collins – Metro Jackson Housing Partnership

Patricia Colwell – Hinds County Human Resource Agency

Don Connolly – HUD

George Cricenti – Retired, Jackson Police Department

Jewreel Crisler – Stewpot, Matt's House

Patricia Curb – Institute for Disability Studies, USM

Daisy M. Davis – Precinct 2 Community Policing (COPS)

Claudine R. Ervin – HUD

Joseph Fernandez – Country Oaks Recovery Center

Brenda Gale – Mississippi Regional Housing Authority

Betty Garrett – MS Department of Human Services

David Hancock – Jackson Housing Authority
David Harding – Amos Network
Hazel Henderson – City of Jackson
Vanessa Henderson – City of Jackson
Dr. Randy Hendrix – MS Department of Mental Health
Linda Hill – United Way of the Capital Area
Jan Hillegas – Capitol Neighbors Association
Rev. Jo Hollman – Stewpot

Deborah Jefferson – Institute for Disability Studies, USM
Benetra Johnson – VA Medical Center, VA Healthcare for
Homeless Veterans
David Johnson, Sr. – BankPlus
Gail Johnson – Mississippi Development Authority

Rick Kanipe – LHMM
Father Brian Kaskie – St. Peter’s Catholic Cathedral
Charles King – MS Prison Industries Corp
Tib King – Country Oaks Recovery Center

Dunn Lampton – U.S. Attorney, Southern District of MS
Louis Lee – Daybreak Activist for the Homeless Coalition
Michael Lewis – homeless representative
Eugene Lockhart – Holistic Advocacy Group
Wilbert Logan – Stewpot/Billy Brumfield House
Dr. Jeffrey Lowe – Department of Urban and Regional
Planning, JSU

Paul Matens – G.V. Sonny Montgomery VA Medical Center,
VA Healthcare for Homeless Veterans

Roger McMurtry – MS Department of Mental Health
Mike McNelis – MS Department of Employment Security
Terri Micou-Smith – The Friendship Connection
Sheryl Mitchell – Hinds County Human Resource Agency
Ben Mokry – Mississippi Home Corporation
Linda Montgomery – Greater Jackson Community Foundation
Robert Moore – Former Chief, Jackson Police Department
Dr. Maria Morris – MS State Department of Medicaid
Sam Mozee – MS Urban Research Center, JSU

Belinda Palmer – E. J. Ivory Homeless Clinic
Larry Perry – Gateway Rescue Mission
Albertstein Pickett – MS Dept of Mental Health
Brenda Powell – Jackson Public Schools
Dr. Gwen Prater – Jackson State University

Karen Quay – Lutheran Episcopal Emergency Services

Linda Raff – Catholic Charities
Michael Raff – City of Jackson
Annette Randall – Salvation Army
Betty Robinson – Lizzie's House; New Dimensions
Development Foundation
Carol Todd Robinson – Jackson Public Schools
Helen Rushing – Helping Hands Restoration Home

Angela Sayles – Christians in Action
Hal Shop – St. Dominic-Jackson Memorial Hospital
Betsy Smith – Catholic Charities
Gail Smith – MS Department of Corrections

Cassandra Terry – HUD
Joe A. Thomas – Helping Hands Restoration Home

Mike Thomas – Daybreak
Nelma Thomas – Mississippi Regional Housing Authority
Sylvia Thomas – Mental Health Association of the
Capital Area
Mary Thompson – Stewpot
Linda Townes – MS State Hospital Community Services,
Stubbs Homeless Program
Dorothy Triplett – Contact Crisis Line, Linea de Crisis

Lee Vance – Jackson Police Department, Commander, Precinct 2
David Vincent – Common Bond Association

Royal Walker, Jr. – Institute for Disability Studies, USM
Rick Whitlow – City of Jackson
Bruce Winstead – JPD, Commander, Precinct 4

John Young – HUD

Dark Grey denotes strategies already completed.
Light Grey denotes strategies in progress.
White denotes strategies not yet accomplished.

Implementation/Operating Plan for Jackson, Mississippi Ten-Year Plan to End Chronic Homelessness

PRIORITY ONE: Provide Permanent Supportive Housing for Chronically Homeless People in Jackson, Mississippi					
STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 1.1 Prioritize “chronically homeless” people for placement in permanent supportive housing	Action 1.1.1 Assess the size and needs of the “chronically homeless” population	Outreach Committee and Gaps Analysis Committee of Partners to End Homelessness (PTEH)	<ol style="list-style-type: none"> 1. Number of chronically homeless by service needs 2. Consensus on criteria to prioritize client populations 3. Agreement re: units and services appropriate for highest priority populations 	<ol style="list-style-type: none"> 1. Results from 2007 Point in Time Survey 2. Consensus around number of permanent housing units and support services to be provided 	December 2007 and ongoing
	Action 1.1.2 Adopt HMIS to centralize tracking homeless people in the city of Jackson	City of Jackson, Task Force to End Homelessness (TFEH), PTEH	<ol style="list-style-type: none"> 1. Database to identify needs of homeless population 2. Funds identified to implement HMIS 	<ol style="list-style-type: none"> 1. Reduced duplication of services 2. Funding for implementation by all service providers 	December 2008 and ongoing
Strategy 1.2 Analyze costs of homelessness to public systems, as it is currently being addressed	Action 1.2.1 Identify resources in local university and colleges to conduct research	Urban Research Center, JSU; City of Jackson	<ol style="list-style-type: none"> 1. Budget and work plan 2. Data/analysis of costs for law enforcement, health, etc - major categories for chronic homelessness 	<ol style="list-style-type: none"> 1. Sources to fund the study are identified and committed 2. Final Report 	May 2009

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<p>Strategy 1.3 Develop a leadership structure to implement permanent supportive housing.</p>	<p>Action 1.3.1 Establish housing specialist task force with homeless representation to develop proposal for permanent supportive housing</p>	<p>City of Jackson staff, MHC, Jackson Housing Authority (HA), Reg VI HA, Hinds County Human Resource Agency (HCHRA), MS Home Corp., MS Development Authority, United Way Capital Area, PTEH</p>	<p>Proposal/presentation to Housing Working Group covering:</p> <ol style="list-style-type: none"> 1. Entities to provide services 2. Entities to develop and operate housing units 3. Plan for combining services with housing to meet needs of high priority target populations 	<ol style="list-style-type: none"> 1. Task Force established 2. Work plan 3. Report in time for 2007 PTEH CoC application to HUD 	<p>January 2009 and ongoing</p>
<p>Strategy 1.4 Develop a proposal of finance model for housing development, operations, and services</p>	<p>Action 1.4.1 Develop a model for financing of long-term permanent supportive housing and a method to select sponsor</p>	<p>City of Jackson staff, reps. from PTEH Outreach & Permanent Housing Committees, experienced rental housing developers, MHC, other appropriate entities</p>	<p>Proposal/presentation to Housing Working Group covering:</p> <ol style="list-style-type: none"> 1. Identify units and type facilities needed 2. Identification of potential partners and their responsibilities 	<ol style="list-style-type: none"> 1. Committee organizes 2. Needs analysis completed 3. Sources and Uses budgets – development and operating budgets – facilities and associated services 	<p>Spring 2009</p>
	<p>Action 1.4.2 Request that the State of Mississippi increase state funding to the City for the homeless population</p>	<p>City of Jackson staff, PTEH</p>	<ol style="list-style-type: none"> 1. Increased funding for services to homeless people in Jackson. 2. Reduction in numbers of chronically homeless people in Jackson 	<ol style="list-style-type: none"> 1. City Council adoption of resolution 2. Meeting with MS Development Authority staff 	<p>Spring 2009</p>

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 1.5 Increase involvement and interest of business and religious leaders - Downtown Jackson Partners - UMC Rehab - Chamber of Commerce - political groups	Action 1.5.1 Market Jackson priorities to PTEH members and committees and recruit additional entities located inside City of Jackson with homeless representation	City of Jackson staff and those who can connect with targets	1. Understanding of how Jackson and PTEH can work together on Jackson priorities 2. Broader number of private sector and religious entities working on homeless solutions	1. Number of organizations supporting homeless strategies 2. Formal agreements covering projects/services addressing Jackson's chronic homeless	December 2006 and ongoing
Strategy 1.6 Establish and use standardized definitions of types of permanent supportive housing	Action 1.6.1 Adopt City-wide definitions of rental assistance, Housing First, scattered site, safe havens, and Shelter Plus Care	City of Jackson staff, PTEH rep, HUD rep, Jackson Housing Authority	Homeless service agencies adopt a common terminology of definitions of types of permanent supportive housing	Homeless service agencies adopt a common terminology of definitions of types of permanent supportive housing	April 1, 2007
Strategy 1.7 Develop a plan for nonprofits to sponsor and manage housing using City-owned property for housing homeless people	Action 1.7.1 Identify City-owned property available for donation	City of Jackson staff, PTEH rep, HUD rep, Jackson Housing Authority	A list of City-owned options for housing development	List of available City-owned property for distribution to nonprofits	June 1, 2009
	Action 1.7.2 Obtain City Council approval of a plan for the City to donate property to nonprofits	City of Jackson staff	Additional housing for homeless people	Approval by City Council of plan for transfers of titles. Donation by City of 5 units per year for 10 years	January 1, 2009 and ongoing

PRIORITY TWO: Connect People who are Chronically Homeless and those At Risk of Homelessness with Appropriate Services to Assist Them to Access, Stabilize and Retain Permanent Housing.

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 2.1 Develop a seamless system of assessment and service provision for homeless, both for temporary and permanent housing	Action 2.1.1 Create clearinghouse of information about housing and service resources for homeless, including mainstream resources	City of Jackson staff, Task Force, PTEH Permanent Housing and Community Education Committees, HMIS, United Way 211	An improved, unified method for dissemination of information, including a directory, brochures, web site, etc.	An established flow-chart to direct homeless individuals to needed services	May 31, 2007
	Action 2.1.2 Review all agencies' current assessment instruments, create a uniform screening instrument to assess housing and service needs of homeless people, gain consensus of agencies	City of Jackson staff, PTEH, Task Force, HMIS	An improved screening process for referral to appropriate housing resources and services Identified housing proprieties for homeless people	75% of agencies trained and using the instrument 90% of intake personnel at all service agencies trained to administer the screening instrument	May 31, 2007
	Action 2.1.3 Configure HMIS to produce reports that show available capacity at each agency and contact information	HMIS, PTEH, Task Force	Easy reference for service providers to access available resources	75% participation of all agencies in the HMIS system Participant agencies maintain updated information	December 31, 2009

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<p>Strategy 2.2 Develop an outreach program to locate and assist people who are homeless or at risk of becoming homeless</p>	<p>Action 2.2.1 Seek more state funding for emergency shelter, mental health services, and other needed services</p>	<p>PTEH, City of Jackson staff, faith-based organizations, United Way, county, state federal gov'ts</p>	<p>Increased number of outreach contacts to homeless population</p>	<p>10% additional grants and commitments for outreach programs</p>	<p>ongoing</p>
	<p>Action 2.2.2 Establish a 24/7 Holistic Advocacy Center for information, referral and evaluation, centrally located, directed by homeless persons with the approval of law enforcement and the community at large</p>	<p>Holistic Advocacy Group, City, community volunteers, homeless people</p>	<p>Building renovated by homeless people</p> <p>Outreach program for early contact, individual profiles, referrals, and followup</p> <p>Respectful and collaborative program including individual profiles, referrals, monitoring, follow-up, advocacy, legal services, vocational and behavioral counseling, short-term onsite housing</p>	<p>An operational work plan completed by Holistic Advocacy Group (HAG)</p> <p>A Memorandum of Understanding between City and HAG written and signed</p> <p>An unused City-owned building identified, renovated, inspected and used as the Holistic Advocacy Center</p> <p>50% fewer new consumers needing long-term services from our Continuum of Care</p> <p>20% fewer chronically homeless people identified in Point-in-Time Survey</p>	<p>December 31, 2006</p> <p>Spring 2007</p> <p>Spring 2007</p>

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 2.3 Develop coordinating entity for case management for transitional and permanent housing	Action 2.3.1 Develop a system for centralized case management	Dept. of Mental Health, JSU School of Social Work	Centralized case management system with participation by all agencies concerned with homeless people.	A completed and published Case Management Work Plan available to all appropriate service providers.	June 30, 2009
	Action 2.3.2 Develop workshop(s) for training case managers	Dept. of Mental Health, JSU School of Social Work	Trained staff to make appropriate referrals for needed services applicable to transitional and permanent housing	A floating case management trainer or team for transitional and permanent housing providers	March 31, 2007
Strategy 2.4 Increase access to income through employment training and public benefits, as well as access to food assistance	Action 2.4.1 Facilitate access to state identification documents for homeless people by referral for background checks and picture IDs	Jackson Police Dept., MS Highway Patrol, Circuit and City Clerks for Voter Registration, Social Security Admin.	Fliers describing how and where to obtain identification documents	Fliers available in all shelters and agencies providing services to homeless people.	November 1, 2006 and ongoing
	Action 2.4.2 Develop and distribute information on GED and adult education programs, job training programs, job preparation, employment services, other employment and social support services	Hinds County Offices of DHS and City's Human and Cultural Services, WIN, MS Development Authority, MS Employment Commission	Comprehensive listing of entities that provide services to homeless people, training, employment skills and education on keeping jobs.	Publication available in all shelters and agencies providing services to homeless people.	December 31, 2006

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	Action 2.4.3 Work to create additional slots for basic education, job training in public and private programs	City Employment Opportunities Office and Human & Cultural Svcs, DHS, MS Dept. of Employment Security, JSU, Jackson Chamber of Commerce	Increased access to basic education, job training, and job preparation services	20% more chronically homeless people enrolled in education and training programs	Each calendar quarter
Strategy 2.5 Seek refunding of the Jackson Transitional Job Project	Action 2.5.1 Recruit owners of private businesses and managers of public agencies to hire homeless/formerly homeless workers	City Employment Opportunities Office and Human & Cultural Services, DHS, MS Dept. of Employment Security, Jackson Chamber of Commerce	More jobs and retention support for chronically homeless/formerly homeless people	Ten additional employers providing on-the-job training to chronically homeless people Ten additional employers providing support to maintain long-term employment of homeless/formerly homeless people	Each year
Strategy 2.6 Increase capacity for and quality of alcohol and drug, mental health, and medical services.	Action 2.6.1 Work to increase the number of medical detoxification beds and treatment beds available to homeless people	Department of Mental Health, Department of Health, MS State Hospital, VA Hospital	Additional beds at public and private detoxification facilities available to chronically homeless people.	20% additional capacity within three years	December 2009

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	Action 2.6.2 Develop more and better training for shelter staff in mental health, crisis intervention, and medications	Health Department, Stubbs House, State Hospital, Division of Medicaid	Shelter staffs well trained and provided periodic in-service training, as well as pre-service training for new employees.	First series of workshops provided to staffs Plans made for quarterly training for new employees and updates for all staffs of service providers.	June 30, 2007 ongoing
	Action 2.6.3 Increase education, prevention, and intervention about drugs and alcohol use through schools	Homeless Liaison for Jackson Public Schools, State Department of Education, local private and parochial schools	Gather information about current drug and alcohol education programs for school staff and students In-service programs for school counselors, social workers, educators, other employees about drugs/ alcohol Drug and alcohol education at age-appropriate levels for all Jackson children in public, private and parochial schools	Status report completed about current programs in JPS, private and parochial schools for students and personnel Increase of at least 10% in program delivery to staffs city-wide Increase of at least 10% in program delivery to students city-wide	December 31, 2006 3/31/07 and ongoing 3/31/07 and ongoing

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	Action 2.6.4 Increase dental and vision services available to chronically homeless people	Hinds County Health Department, St. Dominic (Stewpot Clinic), VA Homeless Program, Jackson-Hinds Comprehensive Health Center Clinic, Mission First, volunteer dentists, ophthalmologists, optometrists, oculists	Improved health and productive capacity for homeless people	Status report completed about current dental and vision services available to homeless people Responses to Point-in-Time Survey showing fewer dental and vision problems untreated Increase of at least 10% in needed service delivery	Spring 2009 Spring 2009 June 30, 2009
	Action 2.6.5 Provide access to annual TB skin test to all homeless people	Hinds County Health Department, Jackson-Hinds Comprehensive Health Center, VA, UMC North Clinic, HMIS	More prompt treatment and less spread of TB among homeless people	All homeless persons given opportunity for TB skin test annually	December 31, 2006 annually
	Action 2.6.6 Provide annual physical exam to all homeless people	Hinds County Health Dept., Jackson-Hinds Comprehensive Health Center, VA, Mission First	Improved health and productive capacity for homeless people	All homeless people given opportunity for annual physical exam.	December 31, 2006 annually

PRIORITY THREE: Provide Optimal Prevention/Discharge Planning for Chronically Homeless Individuals

*Note: Strategies for this priority are based on actual identified problems as presented by shelter operators and other homeless service providers.

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
<p>Strategy 3.1 Improve/prioritize (from time of admission) discharge planning for homeless mentally ill individuals in area hospitals.</p>	<p>Action 3.1.1 Conduct training for discharge planners in hospitals, particularly in psychiatric facilities/units, emphasizing knowledge of current homeless population, availability of existing resources, essential steps in discharge planning and initiatives to improve discharge planning.</p>	<p>Individual hospital staff development components with assistance/recommendations of MISSIONLinks as req. To request an in-service, contact MISSION Links facilitator Linda Townes at the Stubbs Homeless Program: (601) 351-8523.</p>	<p>Exhaustive efforts by appropriate hospital staff to identify and contact family members and other support systems in the individual's community to facilitate appropriate placement at discharge. Reduction of number of discharges to shelters/streets.</p>	<p>Participation by area hospitals in formal discharge planning training; decrease in number of homeless mentally ill individuals discharged to local shelters; increased participation by area hospital staff in MISSIONLinks alliance. Tracking by local shelters of # of discharged by hospitals + advance contact for placement.</p>	<p>Some components already in place. Full implementation September 2007</p>
<p>Strategy 3.2 Involve local agencies providing support services in the community in the hospital discharge planning process for homeless mentally ill persons.</p>	<p>Action 3.2.1 Encourage representation on hospital treatment teams by and/or consultation with Stubbs Homeless Program, Hinds Behavioral Health Services, VA Healthcare for Homeless Veterans staff, and other homeless service providers for expeditious linkage with area shelters and other community resources for homeless persons who cannot be placed with family members or other support systems.</p>	<p>Area hospitals, Stubbs Homeless Program, Hinds Behavioral Health Services, VA Healthcare for Homeless Veterans (VA/HCHV), Mental Health Association of the Capital Area (MHACA), and other homeless service providers</p>	<p>Improved continuity of care for homeless persons whose only option for community placement is discharge to area shelters or who choose shelter placement at time of discharge.</p>	<p>Increase by community mental health programs in numbers of actual assessments/intakes/psychiatric evaluations/admissions of homeless mentally ill individuals discharged to shelters.</p>	<p>Some components already in place. Full implementation September 2007.</p>

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	<p>Action 3.2.2 Provide education to shelter operators on mental illness, psychotropic medications, crisis management and other issues as needed/requested.</p>	<p>Stubbs Homeless Program, HBHS, VA/HCHV, MHACA and other homeless service providers</p>	<p>Improved communication/working relationships with area shelters.</p>	<p>Tracking by individual shelters of decrease in unmanageable crisis situations and need for assistance from emergency medical personnel and local police.</p>	<p>September 2007</p>
<p>Strategy 3.3 Develop/improve discharge procedures for community programs delivering support services to the homeless mentally ill in the community.</p>	<p>Action 3.3.1 Apply discharge criteria based on history of compliance with medication/attendance at psychiatric appointments, as well as stabilization of housing and viable income source.</p>	<p>Stubbs Homeless Program, Hinds Behavioral Health Services, VA/HCHV, MHACA and other homeless service providers</p>	<p>Improved planning and linkage toward financial stability, permanent housing and continuity of psychiatric and medication care.</p>	<p>Statistics/tracking by Stubbs Homeless Program, VA/HCHV, and other programs that document successful discharge/exit from homeless status.</p>	<p>September 2009</p>
<p>Strategy 3.4 Prioritize correctional facility re-entry release planning to prevent occurrence of homelessness.</p>	<p>Action 3.4.1 Identify if individual to be released has an established residence.</p>	<p>Correctional facility re-entry counselor</p>	<p>Submission of three possible established residences or identification of potentially homeless status.</p>	<p>Successful completion of correctional re-entry program without entry of participating individuals into homeless status.</p> <p>Tracking by correctional facility and homeless service providers to document numbers and outcome.</p>	<p>Some components already in place. Full implementation September 2010.</p>

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	<p>Action 3.4.2 Should an individual not have an established residence, contact and work with local shelters/transitional facilities for appropriate placement.</p>	Correctional facility re-entry counselor/area shelter/transitional facility operators	Expeditious and secure placement of re-entry individuals.	Same as above.	Some components already in place. Full implementation September 2010.
	<p>Action 3.4.3 A resource list of area homeless service providers will be given to re-entry individuals housed in local shelters/transitional facilities and assistance provided for linkage with these services.</p>	Partners to End Homelessness Community Education Committee (for resource list); area shelter/transitional operators; local homeless service providers	Improved linkage for overall homeless services for re-entry participants.	Same as above.	Some components already in place. Full implementation September 2010.
<p>Strategy 3.5 Prioritize identification/service linkage for potentially homeless children.*</p> <p>*“Homeless children and youth” as defined by the McKinney-Vento Act (Section 725). This is the definition used by Jackson Public Schools (JPS).</p>	<p>Action 3.5.1 Identify a range of risk/crisis indicators associated with children nearing homelessness.</p>	JPS; area homeless children/families service providers	Improved identification/determination of targeted population.	Tracking by JPS and service providers of reduction in # of children actually entering homeless status (by categories as defined by McKinney-Vento).	Some components already in place. Full implementation September 2007.
	<p>Action 3.5.2 Identify/ publicize community resources for referral of potentially homeless children. Hold JPS annual seminar on homeless children and partner to provide joint training/info sessions for general public.</p>	JPS; Partners to End Homelessness thru Community Education Committee; area homeless children /families services providers; area churches	Improved access to appropriate services.	Same as above.	Full implementation September 2010.

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	Action 3.5.3 Ensure linkage and follow-up for identified appropriate services.	JPS; area homeless children/families service providers; area shelters/transitional facilities; area churches	Improved accommodation/initiation of actual service plans.	Same as above.	Full implementation September 2007.
Strategy 3.6 Prioritize improved care for individuals living in area personal care homes.	Action 3.6.1 Encourage strict adherence to established standards for licensed personal care homes.	MS Dept. of Health; agencies with clients in such facilities; Partners to End Homelessness; MISSIONLinks; area churches	Improved quality of life for residents of personal care homes.	Reduction of number of personal care home residents entering homelessness.	Some components already in place. Full implementation September 2007.
	Action 3.6.2 Investigate establishment of a city entity for monitoring of licensed and un-licensed personal care homes. Explore establishment of city ordinance to fine PCHs for violation of standards.	City of Jackson	Improved quality of life for residents of personal care homes.	Same as above.	Full implementation September 2010.
	Action 3.6.3 Educate personal care home operators on issues of crisis management, health and dietary care, mental illness and psychotropic medications.	PTEH and MISSIONLinks members including Hinds Behavioral Health Services, Stubbs Homeless Program and the Mental Health Association of the Capital Area	Improved capability by personal care home operators of addressing and managing behaviors which could lead to homelessness.	Same as above.	Some components already in place. Full implementation September 2007.

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	<p>Action 3.6.4 Ensure linkage and follow-up for personal care home residents who need supportive services.</p>	<p>Personal care home operators; Stubbs Homeless Program; HBHS; MHACA; and other homeless service providers</p>	<p>Improved expedition of care for mentally and physically disabled or impaired personal care home residents.</p>	<p>Same as above.</p>	<p>Some components already in place. Full implementation September 2007.</p>
<p>Strategy 3.7 Develop a plan to prevent homelessness among disaster evacuees.</p>	<p>Action 3.7.1 Work with emergency management personnel on disaster planning to house evacuees appropriately and provide needed services to prevent long-term homelessness.</p>	<p>Priority 3 Working Group; Hinds County Emergency Management (includes Jackson) and MS Emergency Management personnel; Task Force colleagues and Partners</p>	<p>Written disaster housing and services plan.</p>	<p>Disaster housing and services plan distributed to Task Force, discussed and updated as needed.</p>	<p>September 2007</p>

PRIORITY FOUR: Engage the Community, Develop Infrastructure, Implement the Plan

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 4.1 Conduct media outreach and public education in support of the Plan.	Action 4.1.1 Develop media strategy and materials on Ten-Year Plan & annual implementation themes, action, need for support.	Task Force to End Homeless (TFEH) and Priority 4 Working Group, Downtown Jackson Partners	Increased public awareness and support from community leaders and media outlets.	Media package distributed.	Fall 2007 and ongoing
	Action 4.1.2 Create materials that can be used by Task Force members in community presentations to raise a “common voice” on issues of affordable housing and homelessness.	TFEH members, community leaders, public officials, Downtown Jackson Partners	Increased teaching about affordable housing projects	Reference package for speakers, City, Task Force and Partners to End Homelessness	Fall 2007 and ongoing
Strategy 4.2 Support sponsors of housing and service projects for homeless people in locating their facilities throughout City of Jackson to end homelessness.	Action 4.2.1 Assist project sponsors in targeting areas where opportunities exist for revitalizing neighborhoods by coordinating with public nonprofit agencies and groups.	TFEH, Downtown Jackson Partners	Increased involvement of public, nonprofit and neighborhood leadership in addressing homelessness issues. Increased number of housing providers for the chronically homeless	Neighborhood forums in each ward. CoC proposals reflect growing numbers of housing providers	ongoing
	Action 4.2.2 Identify actions that link to neighborhood associations, communicating the value of the projects, and conveying research information that debunks stereotypes of negative impacts.	TFEH members, Jackson Association of Neighborhoods	Increased awareness of homelessness issues and programs by the community.	Neighborhood plans for addressing homelessness in specific communities	ongoing

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	<p>Action 4.2.3 Lobby politicians at all levels to support projects to end homelessness and promote neighborhood acceptance of facilities.</p>	TFEH members	<p>Increased involvement of political leaders in addressing homelessness issues facing neighborhoods</p> <p>Active participation by government leaders in TFEH working groups</p>	<p>Proclamation supporting end of homelessness in Jackson</p> <p>Revitalized State Policy Academy</p>	ongoing
<p>Strategy 4.3 Structure ongoing collaboration to carry out this Plan, update it as needed, and enhance the capacities of colleagues to fulfill its purposes.</p>	<p>Action 4.3.1 Hold meetings at least quarterly of a working group for each of the four Priorities of this Plan and encourage each colleague to participate actively in at least one working group.</p>	Task Force colleagues	Regular evaluation and improvement of the Plan	<p>Working group meetings at least quarterly with conveners and recorders chosen by members.</p> <p>Updating of completion dates and other components of each Priority recommended to the Task Force as needed.</p>	<p>ongoing</p> <p>ongoing</p>
	<p>Action 4.3.2 Hold meetings at least quarterly of the Task Force to discuss colleagues' work, successes, challenges and concerns, and to consider revisions to the Plan and other recommendations of the working groups and colleagues</p>	Task Force colleagues	Regular evaluation and improvement of the Plan and results	<p>Task Force meetings at least quarterly convened by City coordinator, with minutes kept by volunteer recorder.</p> <p>Updating of completion dates and other components of each Priority as needed.</p>	ongoing

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
	<p>Action 4.3.3 Hire a full-time staff person in the City of Jackson's Department of Human and Cultural Services to coordinate the work of the Task Force.</p>	City of Jackson	Coordination and management of Task Force (TFEH) and Plan implementation	<ul style="list-style-type: none"> ◆ Meeting arrangements made; ◆ Meeting notices, agendas, recommendations, and other documents prepared and distributed as needed; ◆ TFEH meetings chaired; ◆ Networking among colleagues (inc. working group chairs), public officials, City dept. personnel, advocates, community orgs, Jackson Assoc. of Neighborhoods, Partners to End Homelessness Continuum of Care, MISSIONLinks, civic clubs, etc.; ◆ Maintenance of files of the current Plan, minutes of the TFEH and working groups, working group strategies, running list of expressed concerns and how they were handled; ◆ Timelines set and followed. 	October 1, 2006
	<p>Action 4.3.4 Hold at least 1 educational session per year for Task Force colleagues & other interested persons, bringing together best practices info and encouraging dialog.</p>	Coordinated by City staff	Continuous improvement in programs of agencies and skills of personnel	Annual educational session, about six months after Dept. of Mental Health (DMH) annual state conference on Homelessness	ongoing

STRATEGIES	Action(s)	Implementers	Expected Outcomes	Benchmarks	Completion Date (Estimated)
Strategy 4.4 Secure \$2.5 million in additional and new revenue per year for each of the next 10 years to implement the Ten-Year Plan.	Action 4.4.1 Explore sources of revenue.	TFEH staff, City departments, Downtown Jackson Partners	Meeting of experts with Task Force members on financing plan implementation.	Recommendations of meetings presented to Task Force	ongoing
	Action 4.4.2 Target donors by sector for community-wide fundraising effort; have speakers for presentations to various groups.	TFEH members, Downtown Jackson Partners	Annual fundraising campaign	Increased funding	ongoing
Strategy 4.5 Set up an advisory board to promote implementation of the Plan	Action 4.5.1 Work with City of Jackson and Hinds County officials to develop a structure and functions for an advisory board, and secure agreement of governing bodies and community groups	TFEH members, city and county officials	An advisory board with active and thoughtful members to provide ideas and feedback on the Plan and its implementation	A fully appointed and active advisory board	Spring 2009