



# Lee County

*Southwest Florida*

**Lee County Board of County Commissioner's Application**

**March 31, 2023**

**Criminal Justice, Mental Health and Substance Abuse  
Reinvestment Grant Program**

**Planning Grant**

**GRANT # DCF RFA 2223 062**

**Department of Children and Families  
Office of Substance Abuse and Mental Health**



# TAB 1: Appendix C – Cover Page for Grant Application

DCF RFA 2223 062

**APPENDIX C – COVER PAGE FOR GRANT APPLICATION**  
**Criminal Justice, Mental Health and Substance Abuse Reinvestment Grant**

PROPOSAL INFORMATION		
Type of Grant:	Planning Grant <input checked="" type="checkbox"/>	
Project Title:	CJMHSR Reinvestment Grant Program Planning Grant	
County(ies):	Lee	
Preferred Project Start Date:	7/1/2023	
APPLICANT INFORMATION		
Type of Applicant:	County Government <input checked="" type="checkbox"/> Consortium of County Governments <input type="checkbox"/> Managing Entity <input type="checkbox"/> NFP Community Provider <input type="checkbox"/> Law Enforcement Agency <input type="checkbox"/>	
Applicant Organization Name:	Lee County Human and Veteran Services	
Contact Name & Title:	Roger Mercado	
Street Address	2440 Thompson St	
City, State and Zip:	Fort Myers, FL 33901	
Email:	rmercado@leegov.com	
Phone:		
ADDITIONAL CONTACT		
Participating Organization Name:		
Contact Name & Title:		
Street Address		
City, State and Zip:		
Email:		
Phone:		
FUNDING REQUEST AND MATCHING FUNDS		
	Total Amount of Grant Funds Requested	Total Matching Funds
Program Year 1:	\$100,000	\$50,000
<b>Total Project Cost:</b>	<b>\$150,000</b>	
CERTIFYING OFFICIAL		
Certifying Official's Signature:		
Certifying Official's Name(printed):	Brian Hamman	
Title:	Chair, Lee County BoCC	
Date:	3/28/2023	

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### TAB 3: Appendix D – Statement of Mandatory Assurances

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#### APPENDIX D – STATEMENT OF MANDATORY ASSURANCES

		Initial
A.	<b>Infrastructure:</b> The Applicant shall possess equipment and Internet access necessary to participate fully in this solicitation.	BH
B.	<b>Site Visits:</b> The Applicant will cooperate fully with the Department in coordinating site visits, if desired by the Department.	BH
C.	<b>Non-discrimination:</b> The Applicant agrees that no person will, on the basis of race, color, national origin, creed or religion be excluded from participation in, be refused the benefits of, or be otherwise subjected to discrimination pursuant to the Act governing these funds or any project, program, activity or sub-grant supported by the requirements of, (a) Title VI of the Civil Rights Act of 1964 which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended which prohibits discrimination the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended which prohibits discrimination in employment or any program or activity that receives or benefits from federal financial assistance on the basis of handicaps; (d) Age Discrimination Act 1975, as amended which prohibits discrimination on the basis of age, (e) Equal Employment Opportunity Program (EEO) must meets the requirements of 28 CFR 42.301.	BH
D.	<b>Lobbying:</b> The Applicant is prohibited by Title 31, USC, Section 1352, entitled "Limitation on use of appropriated funds to influence certain Federal contracting and financial transactions," from using Federal funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific grant or cooperative agreement. Section 1352 also requires that each person who requests or receives a Federal grant or cooperative agreement must disclose lobbying undertaken with non-Federal funds if grants and/or cooperative agreements exceed \$100,000 in total costs (45 CFR Part 93).	BH
E.	<b>Drug-Free Workplace Requirements:</b> The Applicant agrees that it will, or will continue to, provide a drug-free workplace in accordance with 45 CFR Part 76.	BH
F.	<b>Smoke-Free Workplace Requirements:</b> Public Law 103-227, Part C-Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, education, or library projects to children under the age of 18, if the projects are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law does not apply to children's projects provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for Inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1,000 per day and/or the imposition of an administrative compliance order on the responsible entity.	BH
G.	<b>Certification of Non-Supplanting:</b> The Applicant certifies that funds awarded under this solicitation will not be used for programs currently being paid for by other funds or programs where the funding has been committed.	BH
H.	<b>Submission of Data:</b> The Applicant agrees to provide data and other information requested by the TA Center at FMHI to enable the TA Center to perform the statutory duties established in the authorizing legislation.	BH
I.	<b>Submission of Reports:</b> The Applicant agrees to submit quarterly progress reports and quarterly fiscal reports, signed by the County Administrator, to the Department.	BH

By signing and submitting this agreement, the Applicant certifies that it will comply with all the above requirements.

  
Applicant Signature

Chair, Lee County BoCC  
Title

3/28/23  
Date



**TAB 4: Appendix I – Match Summary**

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**Appendix I - MATCH COLLECTION SUMMARY REPORT  
(for the entire grant period)**

Date - 3/8/2023

County - Lee

Type of Grant - Planning Grant

Match Requirement Percentage - 50%

Total Match Required for the Grant \$ 50,000

**Match Committed:**

Cash	\$	<u>          </u>
In-Kind	\$	<u>50,000</u>
<b>Total</b>	<b>\$</b>	<b><u>50,000</u></b>

Comments: Match funding consists of staff salaries funded through Lee County's opioid settlement.

No Federal or State funding will be used as match.

Prepared By Tim Gilmore, Lee County Human and Veteran Services

Approved By 

## TAB 5: Statement of the Problem

### 3.6.5.1 Description of the Problem in Lee County

The geographic area is Lee County which is in southwest Florida along the Gulf of Mexico. According to the 2020 Census, this area was home to 760,822 individuals. It is estimated that the population in Lee County is currently around 803,443. This is a 5.35% increase in 3 years. Lee County is ranked as the 2<sup>nd</sup> fastest growing county in Florida (U.S. Census). Supportive housing opportunities are limited across the state and housing is unaffordable to many individuals in Lee County due to rapid inflation. The median rent in Lee County in January 2023 was \$2,271, an increase of 63% over the past three years (Zillow.com). (Chart 1) The median household income in 2020 for Lee County was \$63,235 which is lower than the nation’s median at \$69,021 (U.S. Census).

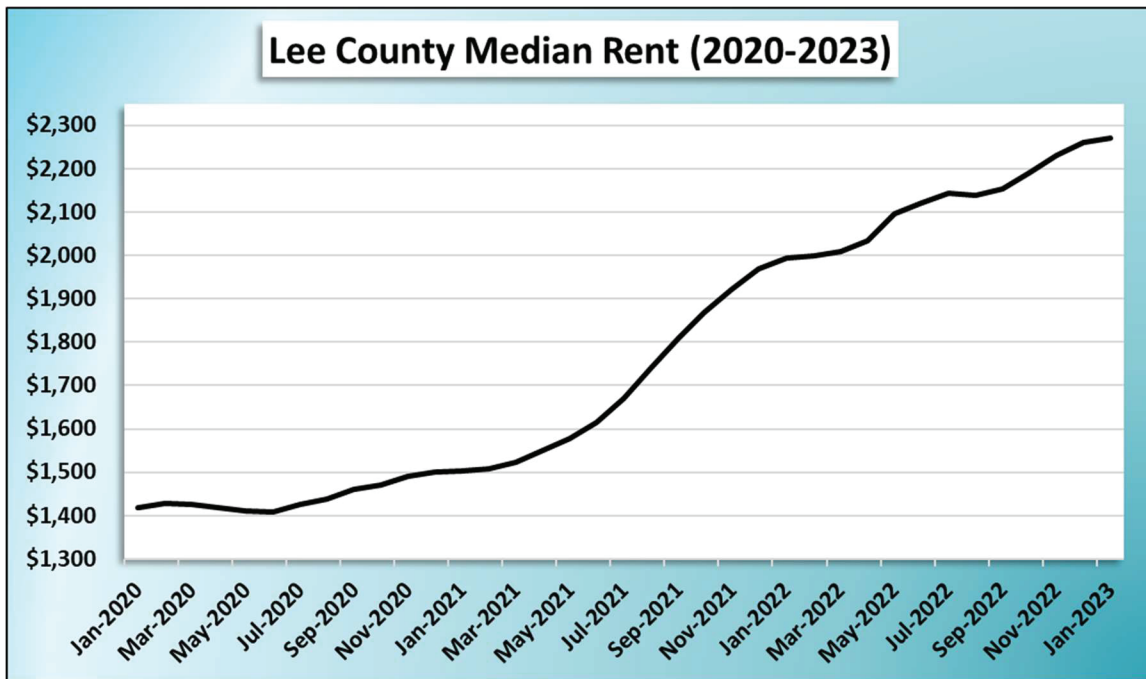


Chart 1: Zillow Observed Rent Index

In addition, Lee County adults experience other socioeconomic health disparities, such as poverty (14%), unemployment (2.7%) educational attainment (12% with no high school diploma), health care access barriers (19.3% are uninsured), poor or fair health (15.2%) food insecurity (25.2%), and disabilities (8.2%) (U.S. Census, 2021; Lee CHA, 2020). Homelessness, physical



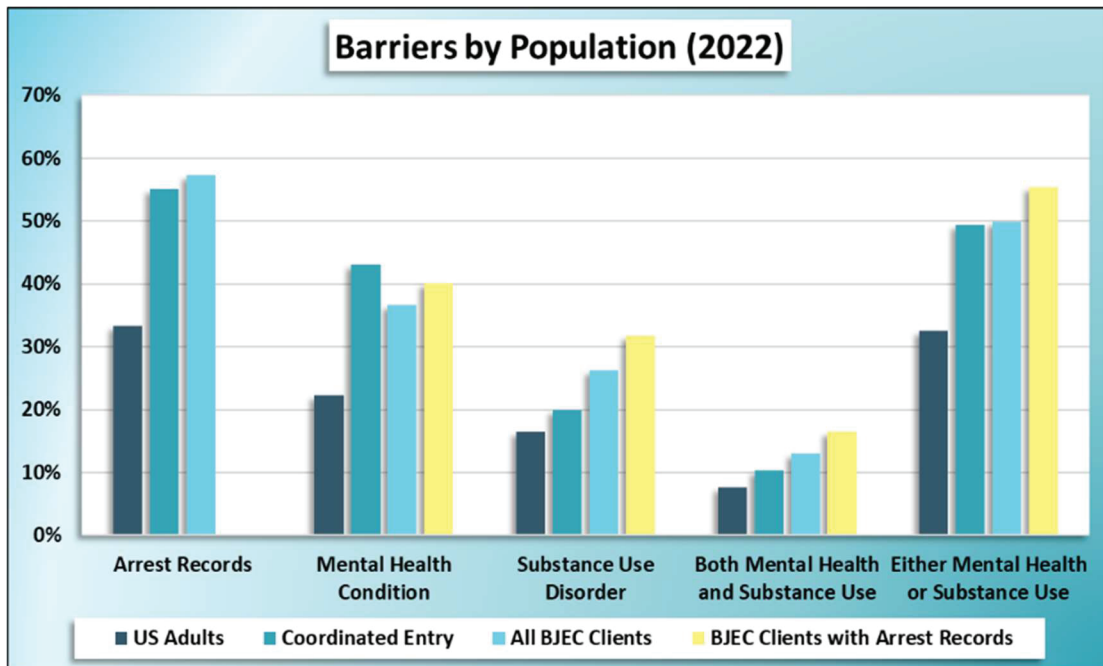
and behavioral health issues put individuals at increased risk for criminal justice involvement, substance use and higher potential for drug overdose fatalities.

Lee County Board of County Commissioners (BoCC) is the designated applicant to apply for the Criminal Justice, Mental Health, and Substance Abuse (CJMHS) Planning Grant. Lee County will use the planning grant for initiatives that increase public safety, avert increased spending on criminal justice systems, and improve the accessibility and effectiveness of treatment services for the target population. This population consists of adults who experience homelessness with a mental health, substance use, or co-occurring disorders, and who are in, or at-risk of entering, the criminal justice system. These barriers are disproportionately faced by individuals served at the Bob Janes Empowerment Center (BJEC), which is Lee County's sole homeless shelter for adults and a key diversion intercept for local law enforcement.

Economic challenges and a shortage of treatment services are reflected in Lee County's homeless population. A total of 3,105 distinct heads of household entered Lee County's Coordinated Entry System (CES) seeking rehousing services in 2022, a 67% increase since 2020. A disproportionately high percentage of heads of household reported having an arrest history. While nationwide estimates suggest that about 33% of all adults in the United States have an arrest record, over 55% of heads of household entering Lee County's CES self-reported having been arrested at least once. Further, nearly half of respondents (49.3%) reported having either a mental health condition (43%), substance use disorder (20%), or both simultaneously (10.2%). These totals almost certainly underestimate the severity of the issue because the data is based on self-reporting, and clients are often fearful that admitting to having an arrest record or a substance abuse issue may disqualify them for housing services.

A population analysis of clients served by Lee County's sole publicly funded homeless shelter tells the same story. More than half (57.3%) of clients served in 2022 have an arrest record that could be documented via the Lee County Sheriff's Office arrest record search. Half of the guests at the Bob Janes Empowerment Center (BJEC) in 2022 (49.9%) reported having either a mental health condition (36.6%), substance use disorder (26.3%) or both (13%). Guests with arrest records were more likely to report challenges in every one of those categories. Among guests with arrest records, 55.5% reported having either a mental health condition (40.1%), substance use disorder (31.7%), or both (16.4%). (Chart 2)

Despite the specific challenges of serving the target population, the sheer volume of the issue at the shelter intercept is larger than ever. The Bob Janes Empowerment Center (BJEC) was on pace to serve more individuals last year than in any other on record, until water damage from Hurricane Ian rendered the facility temporarily uninhabitable. All told, BJEC provided shelter for 871 distinct individuals in 2022, the second highest total in its history. Nearly a quarter of the referrals for those clients came from the Justice System, including jail diversions from Law Enforcement, Drug Court, Veterans Court, Mental Health Court and the Public Defender's Office.



Source: SAMHSA & Science Advances

**Chart 2: Arrest History, Mental Health Disorder and Substance Use Disorders among US Population, Lee County Coordinated Entry Clients, and Bob Janes Empowerment Center Clients (All Guests and Only Guests with Arrest Records)**

Between January 1, 2022 and June 30, 2022, a total of 7,555 individuals were booked in the Lee County Jail and screened for mental health and substance use disorders. Approximately 3,782 (50.05%) were placed on the jail detoxification protocol, which is not inclusive of all individuals who reported or have substance use problems in the jail. The specific factors that put the identified inmates at risk for reoffending or re-entering the criminal system include a lack of mental health facilities, homeless shelters (which would accept the clients with their history), recovery housing, knowing where they can and cannot frequent, and inability to obtain employment or housing.

The demographics and other characteristics of the individuals served at the Bob Janes Empowerment Center (BJEC) are similar to the identified factors associated with individuals with repeated involvement with the criminal justice system. Lee County’s Public Safety Coordinating Council (PSCC) was formed in 2006 as a task force to address the increasing needs of adults with mental health, substance use and co-occurring disorders who were being arrested and jailed for non-violent minor offenses. The PSCC focused on individuals were also unnecessarily utilizing detoxification, acute crisis stabilization units, and emergency rooms in ways they were not intended. Local facilities were often at capacity resulting in increased stress and expenses on an already overburdened system. The task force met from 2006 to 2008, participated in sequential intercept mapping, and received funding for the Planning Grant from Criminal Justice, Mental Health Substance Abuse Reinvestment Grant. The work of the PSCC was instrumental in the founding of the Bob Janes Triage and Low Demand Shelter in 2008 (later





renamed the Bob Janes Empowerment Center) which has been operating continuously since. At the time, the goal of the shelter was to provide a more suitable and less costly alternative to incarceration by individuals who are homeless; to more efficiently utilize existing resources such as residential treatment and supportive housing; and to allow individuals to seek help immediately when they are motivated to do so by providing a safe place to stay while accessing services.

The PSCC's second sequential intercept mapping in 2016 identified the continual need for diversion from arrest/incarceration and inappropriate hospitalization, as well as the need to expand the traditional referral sources to include referrals from the court system to alleviate unnecessary prolonged incarceration for those who have already been arrested and jailed and the need for supportive housing. The referral expansion included individuals from specialty courts (mental health, veterans, and drug) and during the first appearance process for those individuals identified as repeat offenders with multiple arrests and prolonged jail stays. The number of distinct individuals served annually at the Bob Janes Empowerment Center (BJEC) nearly doubled between 2015 and 2018, reaching an all-time high of 921 individuals served in a calendar year before the health challenges presented by COVID-19 began to limit the number of individuals who could be safely housed in close proximity.

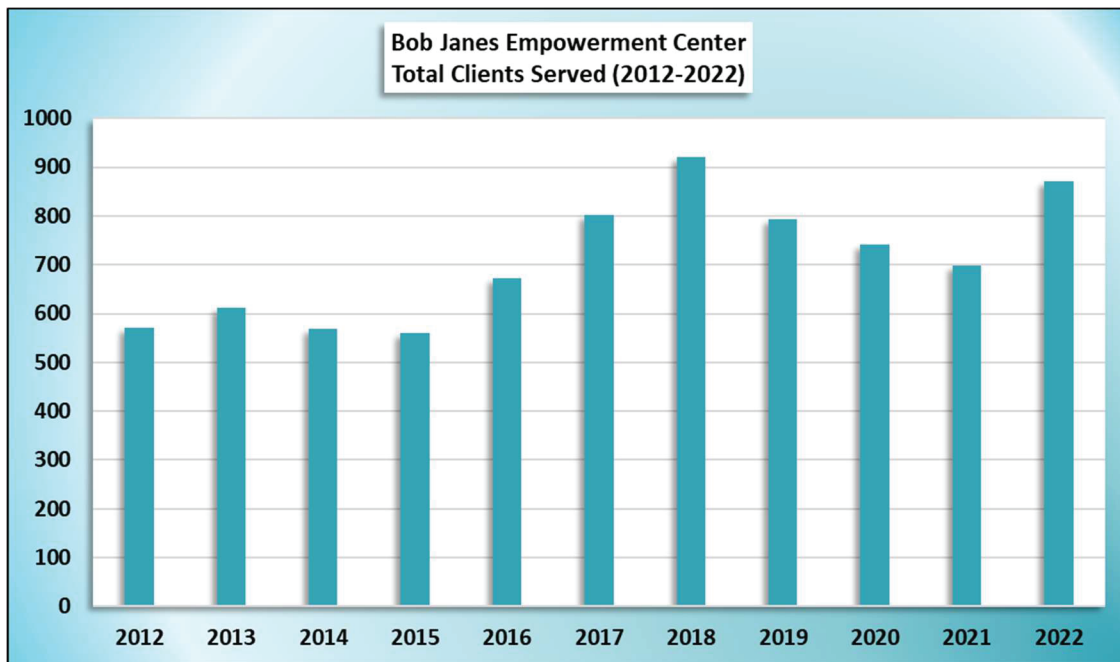
The target population was severely impacted by the health and economic damages caused by the COVID-19 pandemic. Thousands of Lee County residents lost their jobs and faced difficulty paying for basic needs such as food, clothing and shelter. These challenges affected individuals' health and well-being. Due to the large impact that COVID-19 had on mental health and substance use issues, SAMHSA released \$3 billion in ARPA funding nationwide to address these on-going impacts. A public survey conducted as part of Lee County's Recovery and Resilience plan ranked struggles with mental health or substance abuse as the second most common impact on households caused the COVID-19 pandemic, outranked only by housing concerns. Lee County allocated \$9 million of those ARPA funds towards mental health funding to address staffing needs for youth and adult behavioral health services.

Service to the target population was further improved in the fall of 2020 with the creation of the Lee County Housing, Outreach and Treatment (HOT) Team. The initiative paired dedicated law enforcement officers and a behavioral health professional who would conduct street outreach with individuals and families experiencing homelessness and divert the population away from the justice system whenever possible. The team conducts assessments, provides referrals for housing and shelter, and provides connections to behavioral health and other supportive services. The goal is to reduce unnecessary incarceration, homelessness, and hospitalizations by addressing behavioral health needs. The Lee County HOT Team and the Bob Janes Empowerment Center (BJEC) work in collaboration during inclement weather outreach events to provide additional cots for 24 hours surrounding an event. The HOT Team became a large referral source to the Empowerment Center outside of these events as well as many other community agencies working with individuals experiencing homelessness.

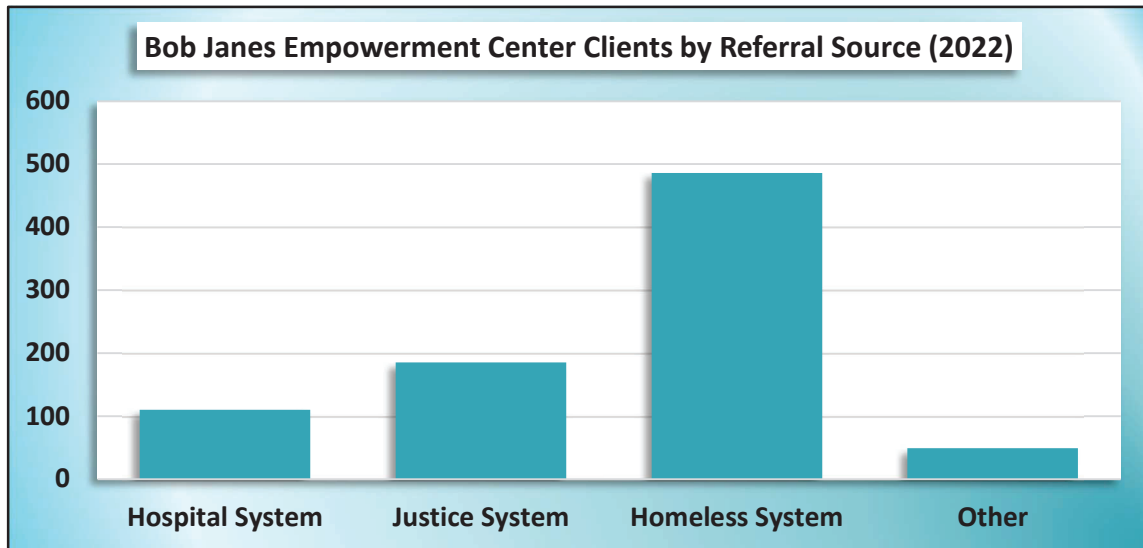
In February 2022, the Bob Janes Empowerment Center (BJEC) expanded their service model to increase the focus on addressing the mental health needs of their guests, as well as their

housing needs. The Empowerment Center currently provides mental health assessments, case management, peer support, and linkages/transition to permanent housing and other critical recovery support services for individuals who would have otherwise been left on the streets. The Empowerment Center hired a part-time master’s level therapist to provide individual and group therapy. In addition, a psychiatrist conducts assessments and provides medication management on site.

The need for shelter in Lee County regularly exceeds capacity. Over the ten-year period from 2012 to 2022, the number of individuals served annually at the Bob Janes Empowerment Center (BJEC) increased by 65%, from 571 individuals to 871 individuals (Chart 3). Approximately 9% of clients are referred by the local hospital system, while a majority of clients served at the BJEC (66%) are referred by partners in Lee County’s homeless system of care, including referrals from the Lee HOT Team, Veterans Affairs, and local charitable organizations (Chart 4). The Lee HOT Team alone refers nearly 1 in 4 clients that utilize the Empowerment Center. Approximately 20% of referrals come from sources closely connected with the justice system, including specialty courts, pre-trial services, and the Reentry Task Force. Law enforcement officers from the Lee County Sherriff’s Office, the Fort Myers Police Department, the Cape Coral Police Department, and other law enforcement partners have diverted low level offenders from the local jail to the Empowerment Center 1,671 times since 2008. The flexibility of the program makes it possible to intercept the target population at the earliest point possible, promote public safety and reduce the strain on the criminal justice system.



**Chart 3: Unduplicated Individuals Served by Year at Bob Janes Empowerment Center**



**Chart 4: Bob Janes Empowerment Center Referral Sources**

A third Sequential Intercept Mapping was facilitated by the CJMHSA TAC at Florida Mental Health Institute on August 11 -12, 2022. The top five community priorities that resulted from the mapping were address/breakdown barriers to housing access, expand resource awareness among community and individuals seeking services, expand service provider awareness and capacity, explore transportation solutions and explore co-response models.

On September 23, 2022, Hurricane Ian made landfall in Lee County as the 5<sup>th</sup> strongest storm in United States history, and the strongest to hit Florida since Hurricane Michael in 2018. The destruction caused by Hurricane Ian was unprecedented. Much of the damage remains six months after the storm and can be expected to continue for years to come. Catastrophic winds damaged hospitals, businesses and homes. Areas of the county are still uninhabitable after much of the housing was destroyed thus further impacting affordable housing in the area. Research has shown that between a third and half of those who survive a disaster develop some type of mental distress stated by Jennifer Horney, an epidemiology professor at the University of Delaware. Due to the storm’s impacts, Lee County and the CJMHSA TAC convened a virtual meeting to ensure that realities of natural disaster recovery were reflected in the SIM Action Plan timeline and its associated priorities.

Florida was also the epicenter of the nation’s ongoing prescription drug epidemic, and Lee County residents were severely impacted by the over prescribing of opioids and unregulated pain clinics. According to Lee Health, the County’s largest healthcare provider, Opioid overdoses in Lee County rose 800 percent between 2013 and 2017. In the first quarter of 2018,



the Florida Department of Health reported 909 fatal opioid overdoses in Florida. That number increased to 1,487 in the last quarter of 2021, totaling 6,442 for the year. Data from the Florida Department of Health reported overdose deaths from 2019 to 2021 increased 66.8%.

On May 15, 2018, the Florida Attorney General's Office filed action in state court against some of the nation's largest opioid manufacturers and distributors for their role in the opioid crisis. In 2019, Lee County filed its own complaint against pharmaceutical companies in federal court, and joined the State of Florida's lawsuit as an additional Plaintiff. The litigation resulted in a large settlement agreement, and in April 2021 County Administration submitted the Florida Allocation and Statewide Response Agreement to the Florida Office of the Attorney General and designated the Public Safety Coordinating Council as the local task force to address the opioid epidemic. The Opioid Abatement Strategy Summary was created to develop implementation strategies for substance abuse prevention, treatment and recovery throughout the community; and funding from the settlement will be an integral part of the strategic plan to serve the target population.

The factors of rapid population growth, rapid inflation, COVID-19, Hurricane Ian and the Opioid Epidemic have increased the need for behavioral health services and shelter in Lee County. Funding under this proposal will further the goal and mission of the recent Sequential Intercept Mapping. This goal is to reduce the number of homeless individuals with a mental health, substance use or co-occurring disorder from being arrested or from prolonged incarceration and recidivism for low level, nonviolent offenses by addressing their behavioral health needs and preventing future and persistent involvement with the criminal justice center or inappropriate usage of emergency rooms.

Lee County's Sequential Intercept Mapping has identified five priorities of community concern that showed gaps within multiple intercepts throughout Lee County's systems of care for criminal justice and behavioral health. Specifically, the focus of this planning grant will be to address the needs of individuals at the Bob Janes Empowerment Center (BJEC) by expanding the strategic plan for Goal 3: Expand service provider awareness and capacity and Goal 5: Explore Co-Responder Models by creating a collaborative strategy for coordination, communication and data sharing with stakeholders, incorporating opioid strategies to adapt existing service capacity to better address unique recovery-oriented needs of the target population, and incorporate evidence-based treatment practices to improve outcomes and quality assurance initiatives.



## TAB 6: Project Design and Implementation

### 3.6.6.1.1 Description of the Composition of the Planning Council

The Lee County Public Safety Coordinating Council (PSCC) will serve as the Planning Council for the CJMHSa Planning Grant. The Lee County Public Safety Coordinating Council (PSCC) was established in accordance with Florida Statute 951.26. The council consists of the state attorney, the public defender, the chief circuit judge, chief county judge, chief correctional officer, sheriff, state probation circuit administrator, chairperson of the county commissioners, county probation or pretrial director, director of a local substance abuse treatment provider and a representative from county and state job programs who work with offenders and victims. Table 1 below list the members of the PSCC council:

**Table 1: Lee County Public Safety Coordinating Council Members**

Lee County Public Safety Coordinating Council (PSCC)	
Meeting Chair:	Honorable Judge Tara P. Paluck
Facilitator:	Ashlee Whitewood
Notetaker:	Iris McDonald
Chairperson & Chief County Judge:	Honorable Tara P. Paluck
Chief Circuit Judge:	Honorable Frank Porter
Chief Correctional Officer:	Chief Eric Smith
Clerk of Court:	Kevin Karnes
County Commissioner Chair:	Brian Hamman
County Manager:	Roger Desjarlais
Court Administrator:	Scott Wilsker
Department of Children and Families Representative:	Nekesha Nash
Director of a Community Mental Health Agency:	Stacey Cook Hawk
Director of County Probation or Pretrial Program:	Amy Kinsey
Director of Department of Juvenile Justice Facility:	Director Bill Naylor
Department of Juvenile Justice Chief Probation Officer:	Margaret LaMarca
Director of a Local Substance Abuse Treatment Program:	Tanya Slater
Lee County Sheriff:	Sheriff Carmine Marceno
Police Chief Cape Coral:	Anthony Sizemore
Community Based Treatment Family Member:	Daleen O'Dell
Primary Consumer of Mental Health Services:	Dana Foglesong
Primary Consumer of Substance Abuse Services:	Kari Anne Spiller
Public Defender:	Kathy Smith
Representatives from County and State Jobs Programs and Other Community Groups:	Kate Geist & Roger Mercado
Representative from Lee County Homeless Coalition	Michael Overway
State Attorney:	Amira Fox
State Probation Circuit Administrator (DOC):	Brad Rouskey



### **3.6.6.1.2 Planning Council's Activities and Frequency of Meetings**

The Public Safety Coordinating Council (PSCC) convenes quarterly, and last met in March 2023. The council assesses the population status of the county jail and formulating recommendations to ensure that the capacities of the facility are not exceeded. PSCC meetings also provide progress updates related to current initiatives such as specialty courts (mental health, veterans, and drug), the Lee County Sheriff's Offices reentry initiative, pre-trial release programs, substance abuse and behavioral health programs, the Bob Janes Empowerment Center (a jail diversion shelter), as well as other activities aimed at reducing the number of individuals with mental health, substance use and co-occurring disorders involved in the criminal justice system.

Recently, the Florida Opioid Allocation and Statewide Response Agreement required that County's establish an opioid taskforce or other similar board, commission, council or entity, including some existing sub-unit of the County's government responsible for substance abuse prevention, treatment, or recovery of which it is a member, or it operates in connection with its municipalities or others on a local or regional basis. For this purpose, Lee County has designated the PSCC as the local task force to address the opioid epidemic in April 2021.

Making significant reductions in the use and abuse of opioids in Lee County requires a community-wide collaboration and capacity to identify, implement, and sustain strategies that address outreach, engagement, assessment, prevention, diversion, treatment, discharge planning, and long-term recovery to reduce recidivism for individuals impacted by opioid use disorder. This community-based approach includes partnerships with local substance abuse and mental health providers, education and prevention groups, persons with lived experience, law enforcement, health systems, justice systems, homelessness response systems, and emergency medical services. The Opioid Abatement Strategy Summary was created to outline action steps to achieve these goals and was approved by the PSCC.

Previously, numerous members of the PSCC participated in a Sequential Intercept Mapping (SIM) project facilitated by the Criminal Justice, Mental Health, and Substance Abuse Technical Assistance Center (CJMHSATAC) at Florida Mental Health Institute in 2016. The mapping identified the continual need for diversion from arrest/incarceration and inappropriate hospitalization, the need to expand the traditional referral sources to include referrals from the court system to alleviate unnecessarily prolonged incarceration for those who have already been arrested and jailed, and the need for supportive housing. The PSCC is committed to diverting individuals from arrest and incarceration or continued incarceration to resources such as the Bob Janes Empowerment Center (BJEC), which can provide more appropriate shelter and access to mental health services.

Lee County, the PSCC and the Governing Board of the Bob Janes Empowerment Center participated in another Sequential Intercept Mapping project facilitated by the CJMHSATAC at Florida Mental Health Institute on August 11 -12, 2022 and updated on January 24, 2023 due to community impacts of Hurricane Ian. This mapping identified the priorities of community concern which will be outlined in the next section.



### **3.6.6.2 Description and Timeline for Planning Activities**

This grant application proposes to hire a consultant or state university to complete this task in collaboration with CJMHSA TAC, Bob Janes Empowerment Center and Lee County BoCC. The planning activities will start on July 1, 2023 and conclude on June 30, 2024. Quarterly updates toward progress and financial reports will be provided to the Board of County Commissioners as well as submission for the purpose of the grant. The final strategic plan will be submitted to both the PSCC and the Board of County Commissioners in open public meetings for approval. By the end of the 12-month planning grant, Lee County will use the established Sequential Intercept Mapping as a basis to improve the system of care and community resources available for those adults experiencing homelessness who have a mental health, substance use, or co-occurring disorders, and who are in, or at-risk of entering, the criminal justice system.

#### ***Objective 1 – Strategic Plan Development***

The previous mentioned factors such as rapid population growth, inflation, COVID-19, Hurricane Ian and the Opioid Epidemic have increased the need for behavioral health services and shelter in Lee County. Due to these growing community concerns, another Sequential Intercept Mapping project was requested by Lee County to the CJMHSA TAC. CJMHSA TAC facilitated the Sequential Intercept Mapping at Florida Mental Health Institute on August 11 - 12, 2022 and updated virtually on January 24, 2023 due to community impacts of Hurricane Ian.

The Sequential Intercept Mapping project's goal was to conduct a community wide needs assessment and develop a strategic plan that will reduce the number of homeless individuals with a mental health, substance use or co-occurring disorder from being arrested or from prolonged incarceration for low level, nonviolent offenses by addressing the behavioral health needs of the individuals and preventing future and persistent involvement with the criminal justice center or inappropriate usage of emergency rooms. The resulting SIM indicated points of intercept in the current criminal justice system where jail diversion strategies and programs for individuals with mental health, substance use or co-occurring disorder can be developed and implemented. Next, resources, gaps in services, and opportunities within the existing behavioral healthcare system, law enforcement, and the judicial system were identified. Lastly, a strategic action plan was created to implement identified priorities that address the needs of the target population. There were five priorities of community concern identified in the process. The priority goals, objectives and tasks are outlined in the Lee County Action Plan in Table 2.

**Table 2: Lee County Action Plan**

**Goal 1: Address/breakdown barriers to housing access.**

Task	Performance Measure	Lead Person/ Organization	Completion Date	
<b>Objective 1.1: Enhance community education on the need for housing.</b>				
1.1a	Develop strategic plan for housing.	<ul style="list-style-type: none"> <li>• To assess current housing options</li> <li>• To conduct inventory of funding sources</li> </ul>	<ul style="list-style-type: none"> <li>• John Romine (Collaboratory)</li> <li>• Jeannie Sutton (HVS)</li> </ul>	Within 6 months
1.2b	Create a work group to address housing need.	<ul style="list-style-type: none"> <li>• To consolidate the existing stakeholder groups and address housing</li> </ul>	<ul style="list-style-type: none"> <li>• John Romine (Collaboratory)</li> <li>• Jeannie Sutton (HVS)</li> </ul>	Within 6 months
<b>Objective 1.2: Reduce wait list for affordable housing.</b>				
1.2a	Conduct focus groups to inform need for housing and associated services.	<ul style="list-style-type: none"> <li>• To enhance lived experience group (quarterly)</li> <li>• To convene landlord focus groups (ongoing, quarterly)</li> <li>• Enhance wraparound services (November 2022)</li> </ul>	<ul style="list-style-type: none"> <li>• H.C.</li> <li>• AHF</li> <li>• MH providers</li> </ul>	Ongoing
<b>Objective 1.3: Increase bed availability.</b>				
1.3a	Explore various funding opportunities.	<ul style="list-style-type: none"> <li>• To lobby elected individuals (ongoing)</li> <li>• To explore expansion of Medicaid housing pilot (within 1+ years)</li> <li>• To expand Empowerment Center (within 1+ years)</li> </ul>	<ul style="list-style-type: none"> <li>• Community members</li> <li>• CPE</li> </ul>	Ongoing



**Goal 2: Expand resource awareness among community and individuals seeking services.**

Task	Performance Measure	Lead Person/ Organization	Completion Date	
<b>Objective 2.1: Assess current resources for individuals with lived experiences and their families.</b>				
2.1a	Identify individuals with lived experience in the community to engage in awareness building activities.	<ul style="list-style-type: none"> <li>To invite community partners to join</li> </ul>	<ul style="list-style-type: none"> <li>United Way</li> </ul>	February 1, 2023
2.1b	Identify resources.	<ul style="list-style-type: none"> <li>To review existing resource lists and inventory services among providers</li> </ul>	<ul style="list-style-type: none"> <li>United Way</li> <li>Lee County Homeless Coalition</li> <li>HVS</li> </ul>	February 1, 2023
<b>Objective 2.2: Share and promote resources among individuals with lived experience.</b>				
2.2a	Identify how to share resources.	<ul style="list-style-type: none"> <li>To schedule and plan community outreach events</li> <li>To leverage awareness building through existing events hosted by partners such as HOPE Clubhouse, Kimmie's Recovery Zone, and NAMI</li> </ul>	<ul style="list-style-type: none"> <li>United Way</li> </ul>	Ongoing
2.2b	Share/stream information in public settings (e.g. DMV, The Collaboratory, courthouse)	<ul style="list-style-type: none"> <li>To conduct public surveys on where community members find local information</li> <li>To share info on local television (e.g. NBC1)</li> <li>To explore feasibility of creating YouTube video with resources (example MH)</li> <li>To develop QR codes on treatment pamphlets or other brochures</li> <li>To develop advertisements</li> </ul>	<ul style="list-style-type: none"> <li>All community partners</li> </ul>	Ongoing
2.2c	Create a campaign to engage community members to help with resource promotion.	<ul style="list-style-type: none"> <li>To determine if United Way has existing data base of contacts to build upon or create a list of contacts who would like to remain engaged</li> <li>To collect click counts on digital marketing campaigns</li> </ul>	<ul style="list-style-type: none"> <li>United Way</li> <li>All community partners</li> </ul>	Ongoing
2.2d	Utilize current marketing departments in community organizations	<ul style="list-style-type: none"> <li>To create a meeting with marketing teams from each organization</li> </ul>	<ul style="list-style-type: none"> <li>All community partners</li> </ul>	Ongoing
<b>Objective 2.3: Identify current marketing campaigns.</b>				
2.3c	Engage Lee County Human and Veteran Services app development team (Reach)	<ul style="list-style-type: none"> <li>To explore app and propose additional features and information relating to promotion of behavioral health resources</li> <li>To leverage CFBHN marketing funding</li> </ul>	<ul style="list-style-type: none"> <li>Lee County</li> <li>HVS</li> <li>CFBHN</li> </ul>	October 2022

**Goal 3: Expand service provider awareness and capacity.**

Task	Performance Measure	Lead Person/ Organization	Completion Date	
<b>Objective 3.1: Conduct inventory of existing meetings.</b>				
3.1a	Create a committee of stakeholder meeting hosts to conduct meeting inventory to eliminate duplicity	<ul style="list-style-type: none"> <li>• To provide list of attendees and scope of each meeting</li> <li>• To create buy-in to combine and merge meetings with similar goals/scopes</li> </ul>	<ul style="list-style-type: none"> <li>• Jessica Plazewski (SalusCare)</li> <li>• Collaboratory</li> </ul>	December 31, 2022
<b>Objective 3.2: Identify current program capacity.</b>				
3.2a	Evaluate 211 data.	<ul style="list-style-type: none"> <li>• To review 211 data warehouse and definitions</li> </ul>	<ul style="list-style-type: none"> <li>• United Way</li> </ul>	June 1, 2023
3.2b	Ensure private agencies are included in current program inventories.	<ul style="list-style-type: none"> <li>• To review public membership boards</li> <li>• To review licensing board list</li> </ul>	<ul style="list-style-type: none"> <li>• USF and Reinvestment grant partners</li> </ul>	June 1, 2023
<b>Objective 3.3: Promote advocacy.</b>				
3.3a	Leverage funding opportunities to enhance engagement among private practices to serve target population.	<ul style="list-style-type: none"> <li>• To create/locate funding stream</li> <li>• To enhance buy-in and incentives for private practice</li> <li>• To review “Pay for Success” models.</li> <li>• To explore workforce initiative grant opportunities</li> <li>• To sustain provider summit</li> </ul>	<ul style="list-style-type: none"> <li>• Lee Health</li> <li>• Private providers</li> </ul>	Ongoing

**Goal 4: Explore transportation solutions.**

Task	Performance Measure	Lead Person/ Organization	Completion Date	
<b>Objective 4.1: Review transportation plans from counties across the State of Florida.</b>				
4.1a	Convene group to review Baker Act transportation plans from other counties across the State of Florida to brainstorm alternative transportation options for involuntary (and voluntary) examinations.	<ul style="list-style-type: none"> <li>To add September agenda item to acute care management to discuss getting the plans</li> <li>To conduct outreach to other counties for transportation plans</li> <li>To review plans and provide feedback</li> </ul>	<ul style="list-style-type: none"> <li>Jessica Plazewski (SalusCare)</li> <li>Transportation subcommittee</li> </ul>	3-4 months
4.1b	Present summary of recommendations	<ul style="list-style-type: none"> <li>Present/provide update to transportation exception plan</li> </ul>	<ul style="list-style-type: none"> <li>Transportation subcommittee</li> </ul>	6 months
<b>Objective 4.2: Identify resources and ability of MRT to transport for involuntary examinations.</b>				
4.2	Determine barriers for MRT to provide transport.	<ul style="list-style-type: none"> <li>To review current grants and other funding sources to cover costs if the primary barrier is funding</li> <li>To schedule a meeting with CPE to discuss other barriers</li> </ul>	<ul style="list-style-type: none"> <li>CPE</li> <li>CFBHN</li> <li>Jessica Plazewski (SalusCare)</li> <li>Kari Ann (FL Treatment)</li> <li>HVS</li> </ul>	3-6 months
<b>Objective 4.3: Engage transportation providers (private).</b>				
4.3a	Research providers that can provide transportation.	<ul style="list-style-type: none"> <li>To gather list of possible transportation providers (both in the community and possible contracted providers)</li> </ul>	<ul style="list-style-type: none"> <li>Terryn Street (Salvation Army)</li> </ul>	2 weeks
4.3b	Schedule meeting with providers.	<ul style="list-style-type: none"> <li>To schedule a meeting to gather community and provider feedback and buy-in</li> </ul>	<ul style="list-style-type: none"> <li>Transportation subcommittee</li> <li>Terryn Streets (Salvation Army)</li> </ul>	7 months
4.3c	Examine DART on demand transportation pilot.	<ul style="list-style-type: none"> <li>To examine DART pilot data in south county area upon completion</li> </ul>	<ul style="list-style-type: none"> <li>Transportation subcommittee</li> </ul>	Ongoing

**Goal 5: Explore Co-Responder Models.**

Task	Performance Measure	Lead Person/ Organization	Completion Date	
<b>Objective 5.1: Pilot and Best practices.</b>				
5.1a	Explore co-response best practice model and examples of programs across Florida.	<ul style="list-style-type: none"> <li>To examine if this model would be feasible in the Lee County system</li> <li>To connect with other Florida Counties who have implemented the co-response model (e.g., Alachua County, Polk County, Orange County, Duval County)</li> <li>To examine how this model can be deployed on larger scale to impact calls to emergency services for mental health crisis</li> </ul>	<ul style="list-style-type: none"> <li>Lee County</li> </ul>	Ongoing
5.1b	Review the HOT Team protocol to expand services.	<ul style="list-style-type: none"> <li>To review data relating to reductions in calls, HOT Team interactions</li> <li>To examine how HOT Team may align with co-response</li> </ul>	<ul style="list-style-type: none"> <li>Lee County</li> </ul>	March 2023
5.2c	Formalize the pilot program for Co-Response.	<ul style="list-style-type: none"> <li>To utilize Charlotte County's model as a pilot experiment</li> <li>To review data for reduction of 911 calls for non-emergency calls</li> </ul>	<ul style="list-style-type: none"> <li>Lee County</li> </ul>	September 2023
<b>Objective 5.2: Conduct mapping exercise to identify access points.</b>				
5.2	Convene a group of key stakeholders for a mapping county-wide behavioral health services to identify access points.	<ul style="list-style-type: none"> <li>To gather county-wide data and information on providers programs (including specialty care and available benefit programs)</li> </ul>	<ul style="list-style-type: none"> <li>Behavioral Health Collective</li> </ul>	March 2023
<b>Objective 5.3: Review emergency response protocols</b>				
5.3	Review protocol between LE, EMS, and Behavioral Health providers, and physicians.	<ul style="list-style-type: none"> <li>To gather data of first interaction with individuals reporting mental health problems and assess for areas of collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Behavioral Health Collective</li> <li>Lee County</li> </ul>	March 2023

Funding under this planning grant will further the goals of the current Sequential Intercept Mapping project. The focus will be to address the needs of individuals at the Bob Janes Empowerment Center (BJEC) by expanding the strategic plan for Goal 3: Expand service provider awareness and capacity and Goal 5: Explore Co-Responder Models; create a collaborative strategy for coordination, communication and data sharing with stakeholders; incorporate opioid abatement strategies to adapt existing service capacity to better address unique recovery-oriented needs of the target population; and incorporate evidence based treatment practices to improve outcomes and quality assurance initiatives.



**Goal 3: Expand Service Provider Awareness and Capacity**

Consultants and Lee County staff will conduct an evaluation of current capacity and service delivery models at the Bob Janes Empowerment Center and will research evidence-based models and best practices to address Goal 3. A comparison between current service delivery and capacity will be conducted to develop a strategic plan to expand BJEC capacity and align service delivery with the most appropriate evidence-based practices. The group will work collaboratively with staff at the BJEC to find opportunities to expand services to guests with substance use disorders, specifically leveraging the resources of Lee County’s Opioid Abatement Strategy.

**Goal 5: Explore Co-Responder Models**

In Table 3, Lee County has examined Baker Act data from 2021 and 2022. This analysis was conducted to demonstrate the need for a co-response model. A co-response model consists of an officer and mental health professional who attend a crisis situation to provide support. This team approach ensures that individuals are connected to effective services that promote recovery rather than incarceration or Baker Acts.

**Table 3: Lee County Baker Acts**

Agency	2021	2022
Lee Health	4,100	2,000
Park Royal	2,390	2,695
SalusCare	7,469	2,872
LCSO Baker Acts	3,450	3,036
LCSO Marchman Acts	566	287
EMS 911 Resulting in BH*	4,831	5,637
<b>Total</b>	<b>22,806</b>	<b>16,527</b>

\*Includes but not limited to intoxication, depression, overdose, substance use, suicidal ideation, suicide attempts, etc.

State reporting also found that involuntary examinations under the Baker Act were more likely to be initiated by law enforcement agencies in Lee County than the state of Florida on average. According to Florida’s Annual Report, 52.9% of involuntary examinations were initiated by law enforcement statewide, compared to 66.7% in Lee County.

The Pinellas County Sheriff’s Office engages in the Back-End Co-Response Model where a co-response team follows up on mental health calls and refers to the PIC Team. The PIC Team are service navigators who engage clients and refer to appropriate services where clients receive ongoing treatment. The outcomes from this model are 41.5% decrease in arrests (short-term), 10% decrease in arrests after the entire year, 44.4% decrease in Baker Act exams, 44% improved in substance use and 42% improve in mental health (Abella & Landers, 2021). Implementing this type of program would reduce arrests, Baker Acts, substance use and mental health in Lee County.



## **Objective 2 - Collaboration Strategy for Coordination, Communication and Data Sharing with Stakeholders**

Lee County has a strong foundation of cross-system collaboration between agencies involved with the target population. The project will continue to encourage and emphasize collaboration among key stakeholders in both implementation and in providing ongoing oversight to ensure delivery of all goals, objectives and tasks for this project.

### **2.2.4.1 Subject Matter Experts**

The Lee County Public Safety Coordinating Council (PSCC) will serve as the Planning Council for the CJMHSA Planning Grant. The council consists of the state attorney, the public defender, the chief circuit judge, chief county judge, chief correctional officer, sheriff, state probation circuit administrator, chairperson of the county commissioners, county probation or pretrial director, director of a local substance abuse treatment provider and a representative from county and state job programs. Many of these same members attend other local community meetings and/or committees that promote collaborative efforts through problem solving and resource sharing as well. In addition, virtual meetings will be scheduled with subject matter experts to discuss best practices to address the needs of the target population.

### **2.2.4.2 Education on Mental Health, Substance Use, Diversion and Recovery-Orientated Services**

The CJMHSA Planning Council will identify evidence-based treatments (EBT) that divert individuals in the target population from jails and homelessness. Local community agencies will be encouraged to include these EBTs in their current practices and future grant funding opportunities. Local trainings, seminars, webinars and/or conferences will be explored as well and shared with the stakeholders.

### **2.2.4.3 Legally Binding Agreements to Provide and Coordinate Services**

Community-wide reporting initiatives have been hindered due to 1.) lack of tracking ability for individuals with mental health, substance use or co-occurring use disorders across systems; 2.) lack of coordinated process for data collection within and across the criminal justice and behavioral health systems. The partnering agencies will develop formal agreements to address successful data sharing and reporting activities. An objective of this grant is to establish formal partnerships with three or more agencies through legally binding agreements within 60 days of grant execution.

### **2.2.4.4 Methodologies for Sharing Data and Information**

The Project Manager will be the primary point of contact and communication for this grant. They will work closely with the Lee County's designated project point of contact on a regular basis. Both will attend all community meetings related to behavioral health, criminal justice and homelessness such as the Acute Care Meeting, Reentry Task Force and Lee Homeless Coalition to spread awareness of grant efforts. The Project Manager will present at the quarterly PSCC meeting to discuss the project progress and deliverables. Feedback and public comment will be encouraged at all meetings. Evidence of efforts will include quarterly reports, meeting agendas and minutes.



In addition, research will be conducted regarding the Frequent User System Engagement (FUSE) program used in Multnomah County. FUSE is a proven model that uses data to determine how highly impacted people who often cycle through and are over-represented in jails, shelters, hospitals, and other crisis services benefit from supportive housing. Research of this model would allow investigation into the HIPAA barriers when sharing data and how that framework can be applied to Lee County's systems for service coordination.

***Objective 3 - Incorporating Opioid Abatement Strategies to Adapt Existing Service Capacity to Better Address Unique Recovery-Oriented Needs of Target Population***

As a result of the funding from the Opioid Settlement, Lee County created the Opioid Abatement Strategy Summary. Making significant reductions in the use and abuse of opioids in Lee County requires a communitywide collaboration and capacity to identify, implement, and sustain strategies that address outreach, engagement, and assessment, prevention, diversion, treatment, discharge planning, and long-term recovery to prevent recidivism for individuals impacted by opioid use disorder. The strategic plan will incorporate the Opioid Abatement Strategies with upcoming service programs such as Kimmie's Recovery Zone and Centerstone's WISH program. The Bob Janes Empowerment Center lacks adequate services to address substance use disorders. Integrating these programs within the BJEC will better address the unique recovery-oriented needs of the target population and divert them from the judicial system to community-based service programs.

The five core abatement strategies of the Opioid Abatement Strategy Summary include:

- 1.) Update Sequential Intercept Mapping (SIM) and Improved Behavioral Health System Design
- 2.) Expand Prevention and Education Programs
- 3.) Increase Use of Overdose Reversal Medications
- 4.) Increase Access to Medication Assisted Treatment (MAT)
- 5.) Develop and Implement Harm Reduction Programs

Strategy 1: Update SIM and Improved Behavioral Health System Design

This strategy is currently in progress. The recently conducted SIM takes a broader approach to evaluating the mental health and substance abuse treatment system, focusing on the development of a plan for the integration of all Core Elements of a Behavioral Health Continuum of Care Model such as outreach, engagement, and assessment; prevention and diversion strategies; treatment; discharge planning; and long-term recovery to prevent recidivism.

Strategy 2: Expand Prevention and Education Programs

This strategy will be accomplished through expanding school-based programs that provide youth with decision-making skills and methods of controlling their moods and impulses; expanding community-based programs for adults and youth with substance abuse, mental health and co-occurring disorders, specifically those programs which are evidence based and supported with the Substance Abuse and Mental Health Services Administration; and expanding



programs that provides education and opportunities for the proper disposal of unused and expired prescription drugs.

Strategy 3: Increase Use of Overdose Reversal Medications

This strategy will be accomplished by expanding training for first responders, schools, community support groups and families; increase distribution to individuals who are at risk or residing with someone who is at risk of overdose.

Strategy 4: Increase Access to Medication Assisted Treatment (MAT)

This strategy will be accomplished by expanding training for first responders, schools, community support groups and families; and increasing distribution to individuals who are uninsured or whose insurance does not cover the needed service.

Strategy 5: Develop and Implement Harm Reduction Programs

This strategy will be accomplished by providing comprehensive syringe services programs with more wrap-around services, including linkage to Opioid Use Disorder treatment, access to sterile syringes and linkage to care and treatment of infectious diseases.

*Kimmie's Recovery Zone (KRZ)*

KRZ is one of two projects that will be funded with the Opioid Abatement funding. The new program will expand its capacity to deliver Certified Recovery Peer Support programming in Lee County by hiring a full time Program Director/Peer Recovery Trainer with the responsibilities of increasing partnerships, recruiting, and training an increased number of qualified Certified Recovery Peer Specialists (CRPS) available to serve throughout Lee County; and establish a Mobile Outreach Program to provide harm reduction, peer support, and information/referral services for recovery treatment and support where people are living and gathering.

This grant will provide the community with:

- 1.) Harm Reduction Programs
- 2.) Access and referral to Medication Assisted Treatment Programs
- 3.) Community-based treatment, prevention, and recovery programs for those at-risk of or experiencing substance misuse or co-occurring disorders
- 4.) Education and opportunities for the distribution of overdose reversal medications (NARCAN) and the disposal of unused and expired prescription drugs
- 5.) Safe spaces through an open door, community-based approach for individual and/or group peer support services, mutual-aid support group meetings, and case management
- 6.) Mobile, community-based strategies to reduce the barriers of transportation, physical location, or income that may inhibit an individual from accessing services
- 7.) Local Certified Recovery Peer Specialist training to increase the availability and quality of Peer Specialists available to serve the region

*Centerstone: Wellness Intervention for Substance and Harm Abatement (WISH)*

The WISH program is the second project that will be funded with the Opioid Abatement funding. The new program will develop and implement a comprehensive continuum of harm reduction, outreach, prevention, education, evidence-based treatment, recovery services and linkages to





medical, social services and peer supports to engage and empower adults and youth who use or are at-risk of using drugs to make positive changes in their lives. It is a wraparound program in partnership with Lee Health, McGregor Clinic, and Lee County Coalition for a Drug-Free SWFL. The program will support a syringe exchange program, peer specialists to be housed in the emergency department, substance use navigators employed by Lee Health, and community-based Medication-Assisted Treatment (MAT). The program intends to target individuals who are not engaging in traditional office visits for treatment. Furthermore, the program will prevent overdose, infectious disease transmission, improve the physical, mental and social wellbeing of those served, and offer low-threshold treatment and harm reduction options to individual's whose lack of income, transportation, or other resources are barriers for treatment access.

This grant will provide the community with:

- 1.) Harm Reduction Programs
- 2.) Medication Assisted Treatment
- 3.) Education and reduction/prevention campaign
- 4.) Community Based assessments, treatment and recovery programs
- 5.) Targeted education and distribution of overdose reversal medications
- 6.) Education and opportunities for disposal of unused/expired prescription drugs

***Objective 4 - Incorporating Evidence-Based Treatment Practices to Improve Outcomes and Quality Assurance Initiatives***

Recommendations for evidence-based treatment (EBT) practices will be made and structured around the needs addressed in the Sequential Intercept Mapping regarding priorities for the target population. These practices must focus on diverting the target population from arrest, prosecution or incarceration to treatment and support services. Further research on EBTs will need to be conducted by reviewing the Criminal Justice Mental Health Consensus Project, GAINS Center, Criminal Justice, Mental Health, Substance Abuse Technical Assistance Center (TA Center), and National Institute of Justice. Telehealth EBTs will be considered when researching initiatives for the target population. In addition, in person research will be conducted at facilities in Florida currently using EBTs. This includes traveling to those locations to interview and assess current systems in place such as Tampa Bay Thrives, First Step of Sarasota (CCBHC) and Camillus House.

**3.6.6.3 Performance Measures**

The grant performance measures will be used to monitor progress and completion for the CJMHSA Planning Grant. These measures are outlined below in Table 4.



**Table 4: Grant Performance Measures and Completion Dates**

Performance Measures	Completion Date
Execute formal partnerships by creating legally binding agreements with at least three agencies	Within 60 days of grant execution
Implement data sharing, collecting and reporting methodologies between partners	Within 90 days of grant execution
Further define strategic plan for Goal 3: Expand service provider awareness and capacity and Goal 5: Explore Co-Responder Models from the August 2022 SIM for the target population	Within 180 days of grant execution
Travel to at least one facility in Florida currently using EBT for target population	Within 270 days of grant execution
Schedule two EBT trainings, webinar or seminar for stakeholders in the community	Within 270 days of grant execution
Develop plan to further incorporate Opioid Abatement Funding projects with target population	Within 365 days of grant execution
Finalize strategic plan and release to local stakeholders	Within 365 days of grant execution

**3.6.6.4 Capability and Experience**

The PSCC members have extensive experience in projects that support the identify target population. They will serve as subject matter experts for the CJMHSA planning council. Many members work for agencies involved in the criminal justice system and understand the process and importance of working with agencies in the behavioral health system to meet the needs of the community. Furthermore, Lee County designated the PSCC as the local task force to address the opioid epidemic. All of these factors make this council ideal for the planning grant activities.

The Lee County Board of County Commissioners (BoCC) is the applicant and serves as the lead agency. Human & Veterans Services (HVS) provides direct client services as well as manages County, State and Federal contracts with community not-for-profit organizations. As part of the direct client services, case managers work with individuals experiencing homelessness as part of the local homeless continuum of care to provide rapid re-housing and supportive services through a variety of funding sources and provides life skills training/classes. County funds that support a local initiative to end homelessness have been allocated to the Bob Janes Empowerment Center since 2009. The BoCC funds community mental health, substance use and co-occurring disorder treatment in excess of the state mandated local match requirement, and Lee County HVS directly administers over \$3.8MM in housing and homelessness prevention programs annually.

Lee County HVS also serves as the lead agency for the Continuum of Care and manages the community’s Homeless Management Information System. Data entered into this database by HVS and community partners such as BJEC are vital to Lee County’s planning process. Lee County HVS will oversee grant functions to ensure goals are accomplished. Tara Martinson will



be Lee County's designated project point of contact for the planning grant. She will participate in all aspects of the grant activities. This includes attending all PSCC meetings and other community meetings relating to homelessness, criminal justice and behavioral health. All meetings related to partnership agreements, data sharing/reporting activities, EBT travel/training presentations and strategic plan development. Tara has considerable working knowledge of the behavioral health and criminal justice systems in Lee County. Her experience includes 9 years in the behavioral health field as an operations manager at a co-occurring inpatient facility, quality manager at an inpatient crisis hospital and program manager for five community based mental health programs. She is already an active participant of local stakeholder and committee and taskforces.

Lee County BoCC will enter into an agreement with a consultant who will have the responsibility for implementing and project managing to ensure the goals are achieved. The Project Manager/Consultant will be the primary point of contact and communication for this grant. They will work closely with the Lee County's designated project point of contact on a regular basis. This individual will have full responsibility for coordinating all project activities, ensuring all contracted deliverables are met, community collaboration among agencies and data collection, sharing and reporting. The contract will be for 12-month period coinciding with the planning grant time frame. The consultant identified will have experience with consulting activities for strategic plan development and knowledge of the Lee County behavioral health and criminal justice system.

Heather Cross is the CEO of Center for Progress and Excellence which manages the Bob Janes Empowerment Center. She has worked in the behavioral health field for over 20 years in various clinical and administrative positions. Heather has also taught at the college level regarding corrections, criminal justice and substance use. She obtained her Bachelor of Science Degree from Ball State University in Psychology. She also earned a double Master's Degree in Adult Continuing Higher Education and Executive Development in Public Service. Through her years of experience in substance use, Heather received her CAP (Certified Addiction Professional) certification in the state of Florida. She worked as the Program Director of a Re-entry prison in Gadsden Florida, Director of a Medical Assisted Treatment (MAT) program in Southwest Florida and Program Manager of The Bob Jane Empowerment Center when it was known as Triage.

The Empowerment Center operates a 72-bed emergency shelter that individuals experiencing homelessness can go to in order to receive support toward their goals of permanent housing. Within 24 hours of entering the center they are assigned a trained case manager that works with them to design a case plan that is individualized to meet their unique needs and is tailored specifically so that their goals can be met. They are also paired with a peer specialist who has had experience in the field of substance use disorders, mental health, and/or physical health conditions that can be a support person for them while they are working toward housing stability.

During the time the individual is at the center, they can work on increasing their income through employment, social security benefits, state benefits such as temporary cash assistance, starting a training program at a school, and other options depending on what the person is eligible for

and interested in doing. Their other needs are also addressed such as getting connected with medical and mental health professionals and substance use treatment as it is needed and desired. Oftentimes healthcare has been neglected due to not having insurance coverage, moving, and not having the ability to stay connected with healthcare professionals. The case manager supports the individual in getting established with the healthcare they need and ensures they are able to start taking any medications they need as well. In addition to the case management support while they are at the shelter, individuals are provided with all of their meals and any hygiene products that they may need during their stay. The program is two-tiered to work them through getting their own housing with a goal of within 90 days.

**3.6.6.5.1 Evaluation**

The projects effectiveness will be evaluated based on assessment of planning and implementation outcomes, stakeholder support and service coordination efforts, and collecting performance data, sharing and reporting for the target population.

**Assessment of Planning and Implementation Outcomes**

A consultant or local university will be hired as the Project Manager to facilitate the project and evaluation. The project will be monitored to ensure that all key deliverables have been met. These efforts are outlined below in Table 5.

**Table 5: Grant Planning Efforts and Outcomes Analysis**

Planning Efforts	Outcomes Analysis
Organize meetings to begin planning efforts of legally binding agreements with at least three agencies	Date of meetings, progress of planning from meeting minute notes and execution of agreements
Organize meetings to establish data sharing, collecting and reporting methodologies between partners	Date of meetings, progress of planning from meeting minute notes and review methodologies created from meetings
Collaborate with community partners on strategic plan for Goal 3: Expand service provider awareness and capacity and Goal 5: Explore Co-Responder Models from the August 2022 SIM for the target population	Date of meetings, progress of planning from meeting minute notes and creation of strategic plan relating to Goal 3 and Goal 5
Research facilities in Florida using EBTs and schedule trip to travel to facility	Travel date of trip, synopsis of visit and summary of how EBTs can be used in Lee County
Planning and execution of two EBT trainings, webinar or seminar for stakeholders	Dates of trainings, webinar or seminar, list of attendees and synopsis of topic
Meet with two organizations funded under the Opioid Abatement Strategic Summary	Date of meetings, summary of plan to incorporate target population with funding efforts
Organize meeting to finalize strategic plan	Date of meetings, progress of planning from meeting minute notes, creation of final strategic plan



### **Stakeholder Support and Service Coordination Efforts**

The project will continue to encourage and emphasize collaboration among key stakeholders in both implementation and in providing ongoing oversight to the project. An objective of this grant is to establish formal partnerships with three or more agencies through legally binding agreements within 60 days of grant execution. CJMHSA Planning Council will meet quarterly to discuss the project and results of collaborative efforts between community agencies. The council will provide qualitative feedback on the process and results of the efforts. Evidence of efforts will include meeting agendas and minutes, quarterly reports and MOUs between agencies.

### **Collecting Performance Data, Sharing and Reporting**

The partnering agencies will develop formal agreements to address successful data sharing, collecting and reporting activities within 90 days of grant execution. The Project Manager will be the primary point of contact and communication for this grant. They will work closely with the Lee County's designated project point of contact on a regular basis. In addition, they will attend all community meetings related to behavioral health, criminal justice and homelessness such as the Acute Care Meeting, Reentry Task Force and Lee Homeless Coalition to spread awareness of grant efforts. The Project Manager will present at the quarterly PSCC meeting to discuss the project progress and deliverables. Feedback and public comment will be encouraged at all meetings. Evidence of efforts will include quarterly reports, meeting agendas and minutes.

#### **3.6.6.5.2 Sustainability**

Lee County stakeholders are motivated to address the growing concerns of public safety, increasing criminal justice costs and the impacts on the community when underlying behavioral health concerns are not addressed. The framework has been started with the Sequential Intercept Mapping project created in August of 2022. The community stakeholders are confident and willing to take the next steps to improve items outlined in the Sequential Intercept Mapping. The key elements of sustainability are clearly identified in the goals of this project, measuring the projects performance in comparison to the goals and adjusting if necessary, and regularly reporting on the findings to potential supporters. This plan will initiate systemic change for the identification, intervention and treatment of the target population.

This planning grant will allow Lee County to establish a sustainability plan to include identification of local, state and federal grants to develop capacity and enhance services using identified evidence-based practices for the target population. The use of identified EBTs will be maintained by holding on-going training opportunities. A system wide data collection plan will be developed to monitor the effectiveness of services throughout the county.

The next steps will be to apply for the CJMHSA Reinvestment Implementation and Expansion Grant following the conclusion of this planning grant. The goal of this community effort is to improve and expand upon initiatives that increase public safety, avert increased spending on criminal justice systems, and improve the accessibility and effectiveness of treatment services for adults who have a mental health, substance use, or co-occurring disorders, and who are in, or at-risk of entering, the criminal justice systems

## TAB 7: Project Timeline

Time Frame	Activity	Responsibility Party
July	Hire Project Manager to Oversee Grant Activities	Lee County BoCC
End of 1 <sup>st</sup> Quarter	<p>Schedule and hold meeting with CJMHSА Planning Council</p> <p>Execute formal partnerships by creating legally binding agreements with at least three agencies</p> <p>Implement data sharing, collecting and reporting methodologies between partners</p>	<p>Project Manager</p> <p>Lee County BoCC</p> <p>Bob Janes Empowerment Center</p> <p>Planning Council Members</p>
End of 2 <sup>nd</sup> Quarter	Further define strategic plan for Goal 3: Expand service provider awareness and capacity and Goal 5: Explore Co-Responder Models from the August 2022 SIM for the target population	<p>Project Manager</p> <p>Lee County BoCC</p> <p>Bob Janes Empowerment Center</p> <p>Planning Council Members</p>
End of 3 <sup>rd</sup> Quarter	<p>Schedule two EBT trainings, webinar or seminar for stakeholders in the community</p> <p>Travel to at least one facility in Florida currently using EBT for target population</p>	<p>Project Manager</p> <p>Lee County BoCC</p> <p>Bob Janes Empowerment Center</p> <p>Planning Council Members</p>
End of Planning Grant	<p>Develop plan to further incorporate Opioid Abatement Funding projects with target population</p> <p>Finalize strategic plan and release to local stakeholders</p>	<p>Project Manager</p> <p>Lee County BoCC</p> <p>Bob Janes Empowerment Center</p> <p>Planning Council Members</p>

**TAB 8: Letters of Commitment**

3.6.8 <u>Letters of Commitment</u>
Center for Progress and Excellence
Centerstone of Florida
CoC Governing Board
Criminal Justice Mental Health and Substance Abuse TAC
Florida Gulf Coast University
Kimmie's Recovery Zone
Lee County Homeless Coalition
Lee County Sheriff's Office
Office of Public Defender
Park Royal
SalusCare, Inc



The Center for Progress and Excellence Inc.  
Lee, Collier, Charlotte, Hendry & Glades County

• Mobile Crisis Response Team  
• The Empowerment Center  
Adult Homeless Shelter

• Department of Juvenile  
Justice Counseling and Case  
Management

• Outpatient Counseling for  
the Uninsured

March 17, 2023

Dear Grant Selection Committee,

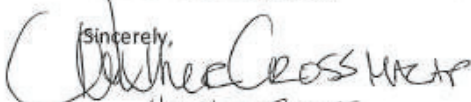
*Organizations name* supports Lee County Board of County Commissioner's application in partnership with the Bob Jane Empowerment Center for the Criminal Justice, Mental Health and Substance Abuse Planning Grant, RFA 2223 062. A strategic plan will be developed to increase community collaboration toward efforts to address the needs of individuals who have a mental illness, substance use disorder, or co-occurring disorders who are in, or at risk of entering, the criminal justice system.

Our organization agrees to participate in *one or more* of the following ways:

- Further expand on initiatives developed in Sequential Intercept Model (SIM) created on August 11-12, 2022 and January 24, 2023 to initiate systemic change for the identification, intervention and treatment of the target population with other community stakeholders;
- Provide subject matter expertise and education on specific approaches and linkage to best practices for the target population;
- Participate in quarterly evaluation of the proposed planning activities to determine if grant milestones are being met;
- Participate in data sharing and information gathering efforts to support planning activities; and
- Participate in planning council to provide input and recommendations of program implementations, as appropriate.

We support the proposed efforts to develop a strategic plan to increase public safety, avert increased spending on criminal and juvenile justice systems, and improve the accessibility and effectiveness of treatment services for adults and juveniles who have a mental illness, substance use disorder, or co-occurring mental health and substance use disorders, and who are in, or at-risk of entering, the criminal or juvenile justice systems.

Sincerely,



Name Heather Cross  
Title CEO

Main Office  
1500 Colonial Blvd.  
Suite 233  
Fort Myers, FL 33907  
(239) 689-8490

[www.progressandexcellence.com](http://www.progressandexcellence.com)

Empowerment Center  
2789 Ortiz Ave  
Building K  
Fort Myers, FL 33905  
(239) 791-0110





March 17, 2023

Dear Grant Selection Committee,

Centerstone supports Lee County Board of County Commissioner's application in partnership with the Bob Jane Empowerment Center for the Criminal Justice, Mental Health and Substance Abuse Planning Grant, RFA 2223 062. A strategic plan will be developed to increase community collaboration toward efforts to address the needs of individuals who have a mental illness, substance use disorder, or co-occurring disorders who are in, or at risk of entering, the criminal justice system.

Our organization agrees to participate in *one or more* of the following ways:

- Further expand on initiatives developed in Sequential Intercept Model (SIM) created on August 11-12, 2022 and January 24, 2023 to initiate systemic change for the identification, intervention and treatment of the target population with other community stakeholders;
- Provide subject matter expertise and education on specific approaches and linkage to best practices for the target population;
- Participate in quarterly evaluation of the proposed planning activities to determine if grant milestones are being met;
- Participate in data sharing and information gathering efforts to support planning activities; and
- Participate in planning council to provide input and recommendations of program implementations, as appropriate.

We support the proposed efforts to develop a strategic plan to increase public safety, avert increased spending on criminal and juvenile justice systems, and improve the accessibility and effectiveness of treatment services for adults and juveniles who have a mental illness, substance use disorder, or co-occurring mental health and substance use disorders, and who are in, or at-risk of entering, the criminal or juvenile justice systems.

Sincerely,

A handwritten signature in blue ink, appearing to read "Sean Gingras".

Sean Gingras  
CFO

---

*Delivering care that changes people's lives.*

391 6TH AVENUE WEST . BRADENTON, FLORIDA 34205 . (941) 782-4299  
[www.centerstone.org](http://www.centerstone.org)



March 17, 2023

Dear Grant Selection Committee,

*Lee County Continuum of Care* supports Lee County Board of County Commissioner's application in partnership with the Bob Jane Empowerment Center for the Criminal Justice, Mental Health and Substance Abuse Planning Grant, RFA 2223 062. A strategic plan will be developed to increase community collaboration toward efforts to address the needs of individuals who have a mental illness, substance use disorder, or co-occurring disorders who are in, or at risk of entering, the criminal justice system.

Our organization agrees to participate in *one or more* of the following ways:

- Further expand on initiatives developed in Sequential Intercept Model (SIM) created on August 11-12, 2022 and January 24, 2023 to initiate systemic change for the identification, intervention and treatment of the target population with other community stakeholders;
- Provide subject matter expertise and education on specific approaches and linkage to best practices for the target population;
- Participate in quarterly evaluation of the proposed planning activities to determine if grant milestones are being met;
- Participate in data sharing and information gathering efforts to support planning activities; and
- Participate in planning council to provide input and recommendations of program implementations, as appropriate.

We support the proposed efforts to develop a strategic plan to increase public safety, avert increased spending on criminal and juvenile justice systems, and improve the accessibility and effectiveness of treatment services for adults and juveniles who have a mental illness, substance use disorder, or co-occurring mental health and substance use disorders, and who are in, or at-risk of entering, the criminal or juvenile justice systems.

Sincerely,

A handwritten signature in black ink that reads "Carolyn Johnson".

Carolyn Johnson  
Sr. Vice President of Mission Services & Development  
Chair - Lee County Continuum of Care



March 20, 2023

Dear Grant Selection Committee,

The Criminal Justice, Mental Health, and Substance Abuse Technical Assistance Center (CJMHSATAC) supports Lee County Board of County Commissioner's application in partnership with the Bob Janes Empowerment Center for the Criminal Justice, Mental Health and Substance Abuse Planning Grant, RFA 2223 062. A strategic plan will be developed to increase community collaboration toward efforts to address the needs of individuals who have a mental illness, substance use disorder, or co-occurring disorders who are in, or at risk of entering, the criminal justice system.

Our organization agrees to participate in *one or more* of the following ways:

- Further expand on initiatives developed in Sequential Intercept Model (SIM) created on August 11-12, 2022 and January 24, 2023 to initiate systemic change for the identification, intervention and treatment of the target population with other community stakeholders;
- Provide subject matter expertise and education on specific approaches and linkage to best practices for the target population;
- Participate in quarterly evaluation of the proposed planning activities to determine if grant milestones are being met;
- Participate in data sharing and information gathering efforts to support planning activities; and
- Participate in planning council to provide input and recommendations of program implementations, as appropriate.

The TAC is committed to working with Lee County in meeting technical assistance needs as related to this planning grant proposal. We support the proposed efforts to develop a strategic plan to increase public safety, avert increased spending on criminal and juvenile justice systems, and improve the accessibility and effectiveness of treatment services for adults and juveniles who have a mental illness, substance use disorder, or co-occurring mental health and substance use disorders, and who are in, or at-risk of entering, the criminal or juvenile justice systems. You can contact me at [ashockley1@usf.edu](mailto:ashockley1@usf.edu) or call directly at 813-974-2330.

Sincerely,

A handwritten signature in black ink, appearing to read "Abby Shockley".

Abby Shockley, MPH, CPH  
Director, USF CJMHSATAC Technical Assistance Center  
[www.floridatatac.org](http://www.floridatatac.org)

# FGCU | Marieb College of Health & Human Services

March 30, 2023

To the Grant Selection Committee,

The Marieb College of Health & Human Services at Florida Gulf Coast University supports Lee County Board of County Commissioner's application in partnership with the Bob Jane Empowerment Center for the Criminal Justice, Mental Health and Substance Abuse Planning Grant, RFA 2223 062. A strategic plan will be developed to increase community collaboration toward efforts to address the needs of individuals who have a mental illness, substance use disorder, or co-occurring disorders who are in, or at risk of entering, the criminal justice system.

Our organization agrees to participate in one or more of the following ways:

- Further expand on initiatives developed in Sequential Intercept Model (SIM) created on August 11-12, 2022 and January 24, 2023 to initiate systemic change for the identification, intervention and treatment of the target population with other community stakeholders;
- Provide subject matter expertise and education on specific approaches and linkage to best practices for the target population;
- Participate in quarterly evaluation of the proposed planning activities to determine if grant milestones are being met;
- Participate in data sharing and information gathering efforts to support planning activities; and
- Participate in planning council to provide input and recommendations of program implementations, as appropriate.

We support the proposed efforts to develop a strategic plan to increase public safety, avert increased spending on criminal and juvenile justice systems, and improve the accessibility and effectiveness of treatment services for adults and juveniles who have a mental illness, substance use disorder, or co-occurring mental health and substance use disorders, and who are in, or at-risk of entering, the criminal or juvenile justice systems.

We look forward to FGCU having the opportunity to build long term, collaborative relationships with local, regional, and county-wide organizations to improve health and social outcomes for individuals who have a mental illness, substance use disorder, or co-occurring disorders who are in, or at risk of entering, the criminal justice system. We are committed to participate in this opportunity with Lee County and offer our full support.

Sincerely,



Thomas P. Felke, Ph.D., MSW  
Associate Dean for Academics



507 Center Road  
Fort Myers, FL 33907  
1 (844) KRZ-PEER  
1 (844) 579-7337

[info@kimmiesrecoveryzone.org](mailto:info@kimmiesrecoveryzone.org)  
<https://www.kimmiesrecoveryzone.org/>  
<https://www.facebook.com/kimmiesrecoveryzone>

March 23, 2023

*Re: Criminal Justice, Mental Health and Substance Abuse (CJMHTA) Planning Grant*

Dear Grant Selection Committee,

Kimmie's Recovery Zone supports Lee County Board of County Commissioner's application in partnership with the Bob Jane Empowerment Center for the Criminal Justice, Mental Health and Substance Abuse Planning Grant, RFA 2223 062. A strategic plan will be developed to increase community collaboration toward efforts to address the needs of individuals who have a mental illness, substance use disorder, or co-occurring disorders who are in, or at risk of entering, the criminal justice system.

Our organization agrees to participate in *one or more* of the following ways:

- Further expand on initiatives developed in Sequential Intercept Model (SIM) created on August 11-12, 2022 and January 24, 2023 to initiate systemic change for the identification, intervention and treatment of the target population with other community stakeholders;
- Provide subject matter expertise and education on specific approaches and linkage to best practices for the target population;
- Participate in quarterly evaluation of the proposed planning activities to determine if grant milestones are being met;
- Participate in data sharing and information gathering efforts to support planning activities; and
- Participate in planning council to provide input and recommendations of program implementations, as appropriate.

We support the proposed efforts to develop a strategic plan to increase public safety, avert increased spending on criminal and juvenile justice systems, and improve the accessibility and effectiveness of treatment services for adults and juveniles who have a mental illness, substance use disorder, or co-occurring mental health and substance use disorders, and who are in, or at-risk of entering, the criminal or juvenile justice systems.

Sincerely,

A handwritten signature in black ink that reads "Al Kinkle".

Al Kinkle  
Founder/President



# Lee County Homeless Coalition

To advocate, educate, and promote awareness of issues and obstacles facing homeless individuals in Lee County through community collaboration, planning, and implementing solutions.

## Board of Directors

**Chair:**  
**Johnny Limbaugh**  
Director  
Wright Construction

**Vice Chair:**  
**Lt. Dion Freeman**  
City of Fort Myers Police  
Department

**Treasurer:**  
**William Rodriguez**  
Advocate  
Attorney

**Secretary**  
**Pat Epifanio**  
Lee Health Parish Nurse  
All Souls Church

**Robert Parimore**  
President  
Fine Mark National  
Bank & Trust

**Hon. Kathy Smith**  
Public Defender 20th Judicial  
Circuit

March 20, 2023

Dear Grant Selection Committee,

The Lee County Homeless Coalition supports Lee County Board of County Commissioner's application in partnership with the Bob Jane Empowerment Center for the Criminal Justice, Mental Health and Substance Abuse Planning Grant, RFA 2223 062. A strategic plan will be developed to increase community collaboration toward efforts to address the needs of individuals who have a mental illness, substance use disorder, or co-occurring disorders who are in, or at risk of entering, the criminal justice system.

Our organization agrees to participate in one or more of the following ways:

Further expand on initiatives developed in Sequential Intercept Model (SIM) created on August 11-12, 2022 and January 24, 2023 to initiate systemic change for the identification, intervention and treatment of the target population with other community stakeholders;

Provide subject matter expertise and education on specific approaches and linkage to best practices for the target population;

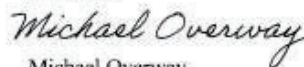
Participate in quarterly evaluation of the proposed planning activities to determine if grant milestones are being met;

Participate in data sharing and information gathering efforts to support planning activities; and

Participate in planning council to provide input and recommendations of program implementations, as appropriate.

We support the proposed efforts to develop a strategic plan to increase public safety, avert increased spending on criminal and juvenile justice systems, and improve the accessibility and effectiveness of treatment services for adults and juveniles who have a mental illness, substance use disorder, or co-occurring mental health and substance use disorders, and who are in, or at-risk of entering, the criminal or juvenile justice systems.

Sincerely,



Michael Overway,

Executive Director

Lee County Homeless Coalition

1500 Colonial Boulevard, Suite #201

Ft. Myers, FL 33907

Compassion | Commitment | Community

1500 Colonial Blvd, Suite #201 Ft. Myers, FL 33907 | (239)322-6600 | website: leehomeless.org | email: [ExecutiveDirector@leehomeless.org](mailto:ExecutiveDirector@leehomeless.org)  
Funding for the Lee County Homeless Coalition is provided in part by the state of Florida, Department of Children and Families and the Lee County Board of County Commissioners.



***Carmine Marceno***  
**Office of the Sheriff**



*"Proud to Serve"*

**State of Florida**  
**County of Lee**

March 24, 2023

Dear Grant Selection Committee,

The Lee County Sheriff's Office supports the Lee County Board of County Commissioner's application in partnership with the Bob Jane Empowerment Center for the Criminal Justice, Mental Health and Substance Abuse Planning Grant, RFA 2223 062. A strategic plan will be developed to increase community collaboration toward efforts to address the needs of individuals who have a mental illness, substance use disorder, or co-occurring disorders who are in, or at risk of entering, the criminal justice system.

Our Corrections Bureau Command Staff will continue to attend Public Safety Coordinating Council meetings with our great State Attorney, Amira Fox, the Public Defender's Office, and representatives of the 20th Judicial Circuit Court to share data from our jails and collaborate on how to better rehabilitate inmates and prevent recidivism. With the help of the County and this grant, the Sheriff's Office could potentially expand substance abuse programs and resources for mental health disorders in our jails to make those programs even more successful.

We will always support proposed efforts to increase public safety, avert increased spending on criminal and juvenile justice systems, and improve the accessibility and effectiveness of treatment services for adults and juveniles who have a mental illness, substance use disorder, or co-occurring mental health and substance use disorders, and who are in, or at-risk of entering, the criminal or juvenile justice systems.

Respectfully,

Carmine Marceno, Sheriff  
Lee County, Florida



*"The Lee County Sheriff's Office is an Equal Opportunity Employer"*  
14750 Six Mile Cypress Parkway • Fort Myers, Florida 33912-4406 • (239) 477-1000



KATHLEEN A. SMITH  
PUBLIC DEFENDER

Law Offices of the  
**Public Defender**

Twentieth Judicial Circuit of Florida  
Lee, Collier, Charlotte, Hendry & Glades Counties

Lee County (Main Office) -  
Mailing Address:  
P.O. Drawer 1980  
Fort Myers, Florida 33902  
Physical Address:  
2000 Main Street, 3<sup>rd</sup> Floor  
Fort Myers, Florida 33901  
Phone: (239) 533-2911  
Fax: (239) 483-2525

March 29, 2023

Dear Grant Selection Committee,

The Office of the Public Defender, 20<sup>th</sup> Judicial Circuit, supports Lee County Board of County Commissioner's application in partnership with the Bob Jane Empowerment Center for the Criminal Justice, Mental Health and Substance Abuse Planning Grant, RFA 2223 062. A strategic plan will be developed to increase community collaboration toward efforts to address the needs of individuals who have a mental illness, substance use disorder, or co-occurring disorders who are in, or at risk of entering, the criminal justice system.

Our organization agrees to participate in *all* of the following ways:

- Further expand on initiatives developed in Sequential Intercept Model (SIM) created on August 11-12, 2022 and January 24, 2023 to initiate systemic change for the identification, intervention and treatment of the target population with other community stakeholders;
- Provide subject matter expertise and education on specific approaches and linkage to best practices for the target population;
- Participate in quarterly evaluation of the proposed planning activities to determine if grant milestones are being met;
- Participate in information gathering efforts to support planning activities; and
- Participate in planning council to provide input and recommendations of program implementations, as appropriate.

We support the proposed efforts to develop a strategic plan to increase public safety, avert increased spending on criminal and juvenile justice systems, and improve the accessibility and effectiveness of treatment services for adults and juveniles who have a mental illness, substance use disorder, or co-occurring mental health and substance use disorders, and who are in, or at-risk of entering, the criminal or juvenile justice systems.

Sincerely,

Kathleen A. Smith  
Public Defender for the Twentieth Judicial Circuit of Florida





March 29, 2023

Dear Grant Selection Committee,

Park Royal supports Lee County Board of County Commissioner's application in partnership with the Bob Jane Empowerment Center for the Criminal Justice, Mental Health and Substance Abuse Planning Grant, RFA 2223 062. A strategic plan will be developed to increase community collaboration toward efforts to address the needs of individuals who have a mental illness, substance use disorder, or co-occurring disorders who are in, or at risk of entering, the criminal justice system.

Our organization agrees to participate in *one or more* of the following ways:

- Further expand on initiatives developed in Sequential Intercept Model (SIM) created on August 11-12, 2022 and January 24, 2023 to initiate systemic change for the identification, intervention and treatment of the target population with other community stakeholders;
- Provide subject matter expertise and education on specific approaches and linkage to best practices for the target population;
- Participate in quarterly evaluation of the proposed planning activities to determine if grant milestones are being met;
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- Participate in planning council to provide input and recommendations of program implementations, as appropriate.

We support the proposed efforts to develop a strategic plan to increase public safety, avert increased spending on criminal and juvenile justice systems, and improve the accessibility and effectiveness of treatment services for adults and juveniles who have a mental illness, substance use disorder, or co-occurring mental health and substance use disorders, and who are in, or at-risk of entering, the criminal or juvenile justice systems.

Sincerely,

A handwritten signature in black ink, appearing to read 'Amber Hentz'.

Amber Hentz  
Chief Executive Officer



March 17, 2023

Dear Grant Selection Committee,

SalusCare, Inc. is pleased to support the Lee County Board of County Commissioner's application in partnership with the Bob Jane Empowerment Center for the Criminal Justice, Mental Health and Substance Abuse Planning Grant, RFA 2223 062. A strategic plan will be developed to increase community collaboration toward efforts to address the needs of individuals who have a mental illness, substance use disorder, or co-occurring disorders who are in, or at risk of entering, the criminal justice system.

Our organization agrees to participate in *one or more* of the following ways:

- Further expand on initiatives developed in Sequential Intercept Model (SIM) created on August 11-12, 2022 and January 24, 2023 to initiate systemic change for the identification, intervention and treatment of the target population with other community stakeholders;
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- Participate in planning council to provide input and recommendations of program implementations, as appropriate.

We support the proposed efforts to develop a strategic plan to increase public safety, avert increased spending on criminal and juvenile justice systems, and improve the accessibility and effectiveness of treatment services for adults and juveniles who have a mental illness, substance use disorder, or co-occurring mental health and substance use disorders, and who are in, or at-risk of entering, the criminal or juvenile justice systems.

Sincerely,

A handwritten signature in black ink that reads "Stacey Cook".

Stacey Cook, MSW, LCSW, CPNLP  
Chief Executive Officer

3763 Evans Avenue · Fort Myers · Florida · 33901  
239-275-3222 [www.saluscareflorida.org](http://www.saluscareflorida.org)

## Citations

- Abella, A., Landers, M. (2021, June). Police Mental Health Co-Responder Programs in Florida: Consideration for Different Models. CJMHSA TAC at University of South Florida. Retrieved March 28, 2023, from <https://www.usf.edu/cbcs/mhlp/tac/documents/florida-main/cjmhsa-tac-quarterly-conf-calls/cjmhsa-tac-webinar-june-2021-abella-landers-pmhc.pdf>
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- Division of Public Statistics and Performance Management. (n.d.). Substance Use Dashboard. Substance Use Dashboard: Report. Retrieved March 27, 2023, from <https://www.flhealthcharts.gov/ChartsDashboards/rdPage.aspx?rdReport=SubstanceUse.Report>
- Lee County Board of Commissioners. (n.d.). ARPA. Lee County Government 2022 American Rescue Plan Act Recovery & Resilience Plan. Retrieved March 27, 2023, from [https://www.leegov.com/ARPA/Documents/LeeCountyFL\\_ARPARecoveryandResiliencePlan\\_2022\\_07\\_31.pdf](https://www.leegov.com/ARPA/Documents/LeeCountyFL_ARPARecoveryandResiliencePlan_2022_07_31.pdf)
- Lee Health & Florida Department of Health in Lee County. (2020, October). 2020 Community Health Needs Assessment. Retrieved March 28, 2023, from [https://lee.floridahealth.gov/programs-and-services/community-health-planning-and-statistics/chp-cha/\\_documents/chna-2020.pdf](https://lee.floridahealth.gov/programs-and-services/community-health-planning-and-statistics/chp-cha/_documents/chna-2020.pdf)
- Rental market trends & average rent in Fort Myers, FL | Rent. Rental Market Trends in Fort Myers, FL. (n.d.). Retrieved March 27, 2023, from <https://www.rent.com/florida/fort-myers-apartments/rent-trends>



## Citations

SAMHSA. (2022, December). Key Substance Use and Mental Health Indicators in the United States: Results from the 2021 National Survey on Drug Use and Health. Retrieved March 30, 2023, from <https://www.samhsa.gov/data/sites/default/files/reports/rpt39443/2021NSDUHFFRRev010323.pdf>

University of South Florida. (n.d.). *The Baker Act Florida Mental Health Act Fiscal Year 2020/2021 Annual Report*. Retrieved March 2023, from [https://www.usf.edu/cbcs/baker-act/documents/usf\\_baract\\_fy\\_20\\_21\\_annual\\_report.pdf](https://www.usf.edu/cbcs/baker-act/documents/usf_baract_fy_20_21_annual_report.pdf)