

Lee County, Florida

Sequential Intercept Mapping Report

August 11-12, 2022



UNIVERSITY of
SOUTH FLORIDA

College of Behavioral & Community Sciences

Criminal Justice, Mental Health, and
Substance Abuse Technical Assistance Center

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Sponsored by Contract #LH816

Lee County SIM Report Abbreviations

Below is a list of abbreviations that may be helpful when reading the Lee County Sequential Intercept Mapping (SIM) narrative and map.

AA	Alcoholics Anonymous
ARF	Addictions Receiving Facility
ARNP	Advanced Registered Nurse Practitioner
AUDIT	Alcohol Use Disorders Identification Test
BA	Baker Act
BJA	Bureau of Justice Assistance
BJMHS	Brief Jail Mental Health Screen
CCC	Community Support Services
CIT	Crisis Intervention Team
CJMHTSA	Criminal Justice, Mental Health, and Substance Abuse
CJMHTSA TAC	University of South Florida Criminal Justice, Mental Health, and Substance Abuse Technical Assistance Center
COD	Co-occurring Disorders (substance use and mental health)
CPE	Center for Progress and Excellence
CRS	Central Receiving System
CRF	Central Receiving Facility
CRT	Co-responder Teams
CST	Centralized Screening Team
CSU	Crisis Stabilization Unit
DAST	Drug Abuse Screening Test
DCF	Florida Department of Children and Families
EMS	Emergency Medical Services
ER	Emergency Room
FDC	Florida Department of Corrections
FACT	Forensic Assertive Community Treatment Team
FICM	Forensic Intensive Case Management
JMHCP	Justice Mental Health Collaboration Program
JPM	Jail Population Management
IDD	Intellectual and Developmental Disabilities
ITP	Incompetent to Proceed
LE	Law Enforcement
LEO	Law Enforcement Officer
MA	Marchman Act
MAT	Medication-assisted Treatment
MH	Mental Health
MHC	Mental Health Court
MHFA	Mental Health First Aid
MOU	Memorandum of Understanding

MRT	Mobile Response Team
NA	Narcotics Anonymous
NAMI	National Alliance on Mental Illness
NGRI	Not Guilty by Reason of Insanity
ORAS	Ohio Risk Assessment System (series of screening tools)
PDO	Public Defender's Office
PSCC	Public Safety Coordinating Council
PSH	Permanent Supportive Housing
PTR	Pretrial Release
RIA	Florida Pretrial Risk Assessment
SAO	State Attorney's Office
SIM	Sequential Intercept Mapping
SMI	Serious Mental Illness
SUD	Substance Use Disorder
TBI	Traumatic Brain Injury
VA	U.S. Department of Veterans Affairs
VTC	Veteran's Treatment Court

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Lee County, Florida: Transforming Services for Persons with Mental Illness and Substance Use Disorders in Contact with the Criminal Justice System

Introduction

This report provides a summary of the *Sequential Intercept Mapping* (SIM) convened in Fort Myers, Florida on August 11-12, 2022. The SIM provided a strategic plan for a targeted population, namely adults with mental health and/or substance use disorders involved in the criminal justice system in Lee County, FL. The SIM is an integrated community planning tool that can facilitate collaboration related to behavioral healthcare, reducing homelessness, and diversion from the criminal justice system.

This report includes:

- A brief review of the background for the SIM
- A summary of the information gathered at the SIM, presented by intercept
- A sequential intercept map developed with input from participants during the SIM
- An action planning matrix (priorities in rank order) developed by the participants
- Recommendations to assist Lee County in achieving their goals

Background

The Criminal Justice, Mental Health, and Substance Abuse Technical Assistance Center (CJMHSATAC) provides training and technical assistance consultation to grantees of the Department of Children and Families CJMHSATAC Reinvestment Grant Program. This SIM was conducted as a technical assistance request from grantee Lee County. The SIM will serve to inform expansion of the reinvestment grant program in Lee County and present updated priorities of focus for Lee County, as the last Lee County SIM was conducted in 2016.

It is important to note that the Lee County SIM Report is a point in time snapshot of the behavioral health and justice systems for the target population of individuals with mental health and substance use disorders involved in the justice system. Shortly after this SIM was conducted, Lee County, Florida was devastated by the impact of Hurricane Ian in September 2022.

The SIM provided Lee County with the products listed below:

- Creation of a map of the current criminal justice system indicating points of “interception” where jail diversion strategies and programs for individuals with mental health and/or substance use disorders can be developed and implemented
- Identification of resources, gaps in services, and opportunities within the existing behavioral healthcare system, law enforcement, and the judicial system
- Development of a strategic action plan to implement identified priorities that address criminal justice diversion, reentry, and treatment needs of adults (18+) with mental health and/or substance use disorders involved with the criminal justice system

The Lee County SIM mapping was comprised of 40 participants representing cross-systems stakeholders including human and veteran services, court services, law enforcement, mental health and substance use treatment providers, advocates, and peers. A complete list of participants is available in Appendix A at the end of this report. Abby Shockley, Katelind Melendez, and Beth Holland representing the University of South Florida (USF) CJMHSATAC facilitated the mapping. Roger Mercado, Jeannie Sutton, Kim Usa, and Susan Sarazen of Lee County Human and Veteran Services organized the logistics of the mapping.

Keys to Success

Existing Cross-Systems Partnerships

Lee County's history of community collaboration between the behavioral healthcare and criminal justice systems is reflected in several existing local efforts that were identified prior to and during the SIM:

- Acute Care Meeting
- Reentry Taskforce
- Bob Janes Empowerment Center Governing Board
- Healthy Lee Behavioral Health Taskforce
- CIT Steering Committee
- CoC Governing Board
- Public Safety Coordinating Council
- FGCU/FMPD Reentry Taskforce (prison reentry)
- Lee Homeless Coalition Meeting
- CFBHN Meeting
- Quarterly FACT/AOT/CAT (Centerstone)
- CASL Advisory Committee
- Hanley Zero Suicide Initiative
- Ad hoc Strategic Planning Committee (consortium/coordinated SOC)
- Southwest Florida Planning Council (circuit wide opiate overdose prevention committee)
- Human Services Information Network Meeting hosted by United Way
- Mission United Stakeholders Meeting

Representation from Key Decision Makers

The SIM included broad, cross-systems representation and key decision-makers. Opening remarks by Mark Mora, Assistant County Manager and Roger Mercado, Director, Lee County Human and Veteran Services set the stage and established a clear message as to the importance of the mapping and the county's commitment to an action plan.

Lee County Data Collection

The SIM opened with a presentation on the general SIM process and history, as well as a brief review of existing Lee County data that contributes to understanding the needs and risk/protective factors associated with the target population. Prior to the mapping, the community pulled key indicator data that the TAC reviewed and utilized to inform discussions and drive conversations throughout the process. This data collection helps SIM facilitators to dedicate time during the mapping to validate information and explore the trends behind key indicators.

Lee County Sequential Intercept Map Narrative

This narrative reflects information gathered during the one-day modified mapping and often verbatim from the participants or local experts. This narrative is a reference guide to navigate the Lee County SIM map, especially with regard to acronyms used on the map.

Intercept 0—Community Services

Prevention Efforts

211 operated by [United Way of Lee, Hendry, and Glades Counties](#)

- 211 is a 24-hours-a-day, 7-days-a-week, information and support line for individuals to get information about financial assistance, health programs, and crisis support.
- Individuals can access 211 by phone, email, chat, or text (text your zip code to 898-211).
- 211 provides a warm transfer to Mobile Crisis Response Team (MCRT).

988 Hotline

- Local efforts for 988 are still in implementation phases. 988 will be operated by Tampa Bay Thrives.

Crisis Services

[Mobile Crisis Response Team \(MCRT\) operated by Center for Progress and Excellence \(CPE\)](#)

- The MCRT is available 24-hours-a-day, 7-days-a-week at 1-844-395-4432.
 - A licensed therapist answers the phone for MCRT. They will decide to dispatch the MCRT or resolve on the phone.
 - The response time is 60 minutes or less (except for Hendry/Glades with barriers related to travel time).
- There are three teams staffed during the day. Calls may be referred to law enforcement when teams are not available.
- Approximately 70% of MCRT calls are from youth population but MCRT services are not limited to youth.
- The MCRT serves individuals of all ages in Circuit 20 (including Lee, Collier, Charlotte, Hendry, and Glades Counties).
- The team is comprised of a master's level therapist/clinician, case manager, and peer specialist.
- If there is opportunity for a voluntary Baker Act in Lee County, CPE will contact SalusCare or Park Royal and law enforcement will transport to the appropriate Baker Act receiving facility.

Centerstone Careline

- Centerstone is available to provide support 24 hours a day and 7 days a week at (941) 782-4300 for individuals who are feeling stressed, confused, or anxious.

Narcan distribution sites in Lee County include: Lee Health, SalusCare, Centerstone, RCO, Hanley Foundation, and Drug Free Coalition.



Community Supports

Coordinated Entry System (CES) operated by Lee County Department of Human and Veteran Services

- The CES serves to ensure that all people experiencing a housing crisis have access to limited community resources. For 24/7/365, assistance call (239) 533-7996.

[Lee County Homeless Coalition](#) (Intercepts 0 & 5)

- The Lee County Homeless Coalition promotes and provides a number of resources on their webpage and also conducts outreach in the community to assist people experiencing homelessness.
- The [Lee County Homeless Coalition Homeless Services Guide](#) is available online.

Human and Veteran Services Housing Outreach and Treatment (HOT) Team

- The HOT Team was developed during the COVID-19 pandemic surge and is a group of law enforcement, behavioral health, and other professionals who conduct outreach in the community with the goal of connecting individuals to available services.

Bob Janes Empowerment Center operated by CPE (Intercepts 0 & 5)

- The Bob Janes Empowerment Center is a 72-bed unit for males and females & nine-bed Medical Respite unit for males and females located in Bldg. K on SalusCare's Ortiz Campus.
- The Empowerment Center is a referral-based shelter supported by DCF Reinvestment Grant funds for individuals who are at risk for committing minor non-violent crimes and suffer from a behavioral health (mental health and substance use) or physical health issue. Individuals are accepted 24 hours a day.
 - The only individuals that the Empowerment Center does not accept are those who have warrants. Residents with SUD are referred to a substance use treatment facility for outpatient, inpatient, and detoxification services. They may also be referred to a halfway house or "transitioned" to recovery housing.
- Services at the Empowerment Center include psychiatric and primary care, case management, AA/NA, job fairs, and recreational activities (sports), and a veteran's representative (2 days a week through United Way).
- Each resident receives mental health screening and has a case manager who conducts check-in at 30-, 60-, and 90-day benchmarks. The goal is transition individuals into the community after 90 days.
- CPE works with multiple agencies in a collaborative effort to assist individuals in transitioning back into the community.
- Community partners include SalusCare, Lee Health, Lee County Human & Veteran Services, United Way of Lee, Hendry, Glades & Okeechobee Counties, and Lee County Courts and local law enforcement agencies.

[Homeless Resource Day Center operated by Salvation Army](#) (Intercepts 0 & 5)

- The Homeless Resource Day Center provides respite for those experiencing homelessness and is open Monday-Friday between 9am-6pm and Saturdays 9am-12pm.
- Individuals have access to services such as laundry access, computer access, showers, food, clothing, and on-site case management.
- Lee County Department of Human and Veteran Services, Centerstone, and Providence Family Services are on-site to provide assistance.

NAMI of Lee, Charlotte, and Hendry Counties

- NAMI's local information line is (239) 337-9024 (Lee/Hendry).
- NAMI provides educational and support groups at no cost. Programs include peer-to-peer, family-to-family, and classes for parents and grandparents of individuals with mental illness.
- The National NAMI text line is 741741.

HOPE Clubhouse of SWFL, Inc. (Intercepts 0 & 5)

- HOPE Clubhouse is an accredited Clubhouse and provides a community of support for adults with mental illness. HOPE Clubhouse assists with access to education, housing, wellness, and employment.

Kimmmie's Recovery Zone Recovery Community Organization (RCO) (Intercepts 0 & 5)

- Kimmmie's Recovery Zone is a recently established RCO in Lee County.

Strengths

- The CPE MRT is available 24/7.
- MRT has plans to expand when funding is available and will have three teams, to include a team based in Hendry/Glades County to address current response time limitations.
- 211 facilitates warm hand-off to MRT.
- Human and Veteran Services HOT Teams connect with community members
- SalusCare conducts early intervention screening to address mental health needs (voluntary).
- Hope Clubhouse (Certified Clubhouse Model) is a resource in Lee County and able to assist with de-escalation before law enforcement is involved.
- Kimmmie's Recovery Zone RCO is in development in Lee County.
- Case managers have a strong sense of available community resources.
- Hanley Foundation provides training in suicide risk assessments and substance use disorder prevention, available to community providers.
- There is widespread Narcan distribution among Lee County organizations.
- HOT Team conducts outreach to support individuals and families experiencing homelessness.

Opportunities for Improvement

- The current MRT staffing does not meet the need. There is a need for additional teams to serve Circuit 20.
- At the time of the mapping, the MRT was not receiving as many calls for the adult population. For the adult population, it is likely law enforcement is the first option for those in the community.

Intercept 1—Law Enforcement & Emergency Services

Emergency Services and 911

911

- If an individual is experiencing an apparent behavioral health crisis, 911 is the first point of emergency contact and system response.
 - 911 dispatchers ask a series of questions to identify mental health concerns and if Narcan is requested/needed.

Law Enforcement

Crisis Intervention Teams (CIT) Training

- CIT training is conducted quarterly and began in 2003 in Lee County. There are separate trainings for law enforcement and school resource officers.
- NAMI has been coordinating and facilitating CIT Trainings since 2005. Since 2013, NAMI has facilitated the CIT Training at the SWFL Public Service Academy. NAMI has a certified CIT Coordinator on staff who is also an instructor at the police academy.
- Some CIT training is provided at the police academy and an advance training is offered for law enforcement in the community that includes tours (e.g., jail, SalusCare, Centerstone).
- There is an active CIT Steering Committee in Lee County that includes the Police Chiefs for all five counties that is working with CIT International.
- CIT ambassadors are recognized internally within agencies.
- All LCSO deputies and correctional officers are required to receive CIT training.
- Pretrial Services officers and county probation officers also attend CIT training.

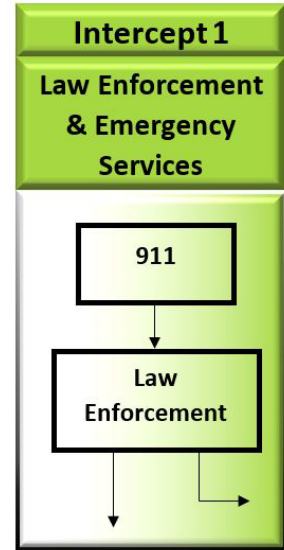


Table 1.

Summary of CIT Trained Officers

Law Enforcement Agency	% / # of Officers Trained
Fort Myers Police Department (FMPD)	80% trained
Lee County Sheriff's Office (LCSO)	200 deputies trained

Additional municipalities include Cape Coral Police Department, Florida Gulf Coast University Police Department, Sanibel Police Department, Lee County Port Authority Police Department, and Florida Southwestern State College Department of Public Safety.

Crisis Services

Baker Act

- When law enforcement arrives to the scene of an incident, the officer must determine if the individual in crisis appears to meet the criteria for involuntary examination in accordance with the Baker Act (Chapter 394, F.S.) or Marchman Act (Chapter 397, F.S.). This is often at the discretion of the officer. The use of restraints for Baker Act transports is policy. It is up to the discretion of the officer if they want to handcuff in the front or back.
- According to the *Lee County Designated Receiving System and Transportation Plan 2020-2023*, law enforcement agencies in Lee County transport adults to SalusCare or Park Royal CSU. According to the *Lee County Designated Receiving System and Transportation Plan*

2020-2023, law enforcement agencies in Lee County transport adults to SalusCare or Park Royal CSU.

- Hospitals in Lee County are not designated receiving facilities. The only designated receiving facilities for Baker Act are SalusCare CSU (receiving center for adults and youth) and Park Royal CSU (adult only).
- Between January and June 2022, LCSO transported 720 individuals (duplicated 893) who were admitted to a receiving facility under the Baker Act.
- According to the Baker Act Reporting Center (2022), there were 5,392 involuntary examinations for residents (youth and adults) in FY2019-20.
 - The majority of Lee County residents who received an involuntary exam were seen at:
 - SalusCare (62.48%)
 - Park Royal (23.94%)

Marchman Act

- After an individual is medically cleared, individuals under a Marchman Act Order may be transported by law enforcement to a safe environment where the individual can be stabilized and assessed for treatment. Based on availability, an individual will be transported to home, SalusCare Residential Detoxification Center, CPE Empowerment Center or Lee County Jail. There is not a secure Marchman Act facility for adults in Lee.

Crisis & Detoxification Services

SalusCare Crisis Stabilization Unit (CSU)

- The CSU has 30 adult beds and 16 children's beds.
 - The CSU has been operating at capacity for the last 1.5 years.
 - SalusCare collaborates with Lee Health and Park Royal CSU when they need additional capacity for Baker Act admissions.
 - Clients work with a discharge planner who may assist with transition back into the community including arranging housing, outpatient appointments, or other identified needs.
- SalusCare offers a continuum of care inclusive of outpatient, community-based, residential and acute care.

Park Royal CSU

- Park Royal is a private 114-bed psychiatric hospital, primarily serving the older adult demographic (ages 65+).
- In January 2023, Park Royal will have an additional 12 beds.
- Park Royal provides outpatient services and risk screening (Columbia Suicide Risk Screening).

Centerstone

- Centerstone provides outpatient treatment, conducts housing outreach and assistance, and transports Lee County clients to Sarasota County to engage in Medication-Assisted Treatment (MAT) through SAMHSA grant funding.

Assisted Outpatient Treatment (AOT) Program operated by Centerstone (Intercepts 1 & 3)

- The Centerstone AOT program is supported by a SAMHSA grant and is in the third year (of a four-year grant).
- At the time of the mapping, there were 17 clients enrolled in the AOT program, with capacity to serve up to 45 clients.
- There are barriers to program enrollment because of the strict eligibility criteria necessary to participate in AOT; it is a voluntary program but requires a petition with a treatment plan

from the Baker Act facility for an individual to be eligible.

- Individuals may volunteer to participate in the program but may not want to accept recommended treatment regimens.
- The AOT program is working with peer specialists to help encourage clients to engage.
- There are currently four hearings a month for the AOT program.

Strengths

- CIT is widely saturated in Lee County, with goal to have all law enforcement CIT-trained.
- 911 dispatch is CIT-trained.
- There is an active CIT Steering Committee.
- FMPD celebrates “officer of the month.”
- Law enforcement is responsive/sensitive to all MH/SUD calls for service.
- There is an AOT program in the county with additional capacity

Opportunities for Improvement

- Expand awareness of Narcan distribution sites among community members.
- Review Charlotte County IRIS Model (David Lawrence Center).
- Explore Police Mental Health Co-response Models.
- CSU is typically at capacity and may at time have to divert voluntary admissions due to capacity.
- Strong CIT expertise through NAMI that would be able to champion transition from CIT training to formal CIT program
- Transportation for voluntary Baker Act admissions are a challenge.
- Review transportation plans for counties across Florida to explore alternatives to transporting individuals in restraints when corrections is engaged to provide Baker Act transports.
- Explore opportunities to address workforce challenges in Lee County.
- Centerstone is interested in working with partners to identify opportunities to modify approaches to AOT to increase utilization and sustain grant funding for the program.

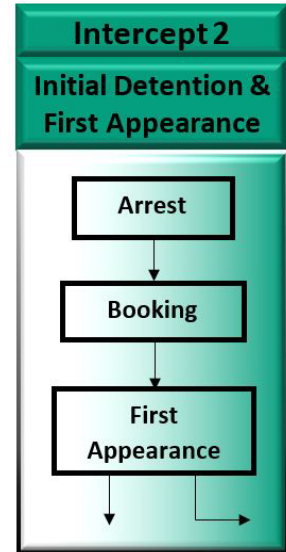
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Intercept 2—Initial Detention & First Appearance

Lee County Jail Booking

Booking and Intake

- The jail intake process begins when the arresting officer drops off the individual to the jail. After drop-off, the dress out process begins, and booking assessments are conducted.
- An Armor registered nursing assistant performs the medical screening.
- Between January 1, 2022 and June 30, 2022, there were 7,555 jail bookings.
 - At booking all individuals receive a mental health and substance use screening.
 - Approximately 576 (7.26%) individuals screened positive for mental health problems. This data is based on self-disclosed mental health information provided at booking.
 - Approximately 3,782 (50.05%) were placed on the jail detoxification protocol. This number is not inclusive of all individuals who reported or have substance use problems in the jail.
- Medication status is reviewed during the initial screening and medications are provided if the jail is able to verify prescription. At times, the Public Defender's Office or private attorney may email the mental health team with prescription records.
- If the mental health screen indicates that an individual is at risk to themselves or others, they will be placed in direct observation.
- There is also a mental health step-down unit, with a nurse on the unit.



Pretrial Release (PTR)

- The Pretrial Release rate is 5.86% (1482 individuals on PTR between January-June 2022).
- The Administrative Office of the Courts (AOC) PTR is housed in the jail.
- The AOC intake unit conducts screening 24-hours-a-day, 7-days-a-week.
- Mental Health screening will be provided to the judge.
 - Pretrial supervisor can rescreen the individual as well.
- At this time, eligibility for treatment courts is reviewed.
 - If a possibly candidate, then attorneys and judges will provide referrals.
 - Must be voluntary by the individual.

First Appearance

- The first appearance hearing occurs within 24 hours of arrest by way of video conference.
- The judge receives PTR risk assessment results, demographics, charges, employment, and background information at this time.

Strengths

- CPE can provide mental health services and medications when there is a gap in treatment or a wait time for services/appointments.
- Pretrial release screening is conducted 24/7 and housed within the Lee County Jail.
- Identification of clients for problem-solving courts may occur during pretrial screening.

Opportunities for Improvement

- There is an opportunity to crosswalk booking screening (medical and mental health) and PTR screening in an effort to avoid duplicative screenings or add to their workload.
- There is an need for additional family support services for families of individuals released from a Baker Act facility.

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Intercept 3—Jails & Courts

Lee County Jail

(Intercept 2 presents the jail booking and intake information)

- The average length of stay for the sentenced population is 77.39 days (for all individuals, not specific to individuals with mental health problems).
- For individuals with mental health problems (housed in MH step-down or special housing), the average length of stay is 72.69 days.

In-Jail Medical Services

- Armor Health is the correctional healthcare provider.
- The mental health team includes one on-call psychiatrist, an on-call licensed practical nurse, and four psychiatric physician's assistants (PA).
- Methadone is available for individuals who were on MAT prior to arrest. MAT is not established in jail. These individuals are not placed on the detoxification protocol.

In-Jail Programs

- In-jail programs include a mentorship program, parenting program, GED (for ages 22 and under), library services, self-help, petting zoo and pet therapy, Healthy Start, and veterans program with a mentorship/coaches component.
- TLS Consulting provides in-jail services.

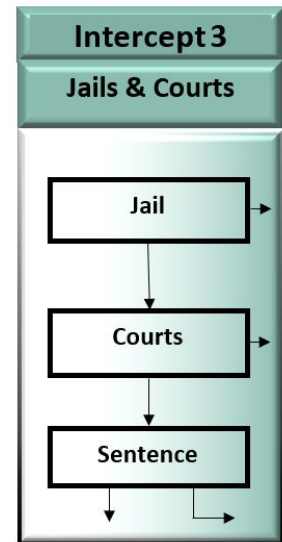
Problem-Solving Courts

Mental Health Court (MHC)

- The MHC can serve up to 75 clients at a time and the time of the mapping there were 40 active participants.
 - The average length of time in the program is 11 months.
- MHC is a voluntary program for adults (18+) and residents of Lee, Collier, or Charlotte County. Individuals with both misdemeanor and felony charges in the 20th Judicial Circuit are eligible. Individuals must be legally competent and must meet the definition of an adult with a serious or persistent mental illness.
- There is an alumni representative that interacts with participants (informal, potential to formalize).
- AIM Target conducts the drug testing.
- Centerstone is the only treatment provider for the MHC.
 - There is a part-time clinical evaluator position, funded by state dollars through the Trial Court Budget Commission, but the position has been unable to be filled for several months. The purpose of this position is to screen those remaining incarcerated, but Centerstone is currently handling both in and out of custody screenings.

Adult Drug Court

- The Adult Drug Court can serve up to 200 clients at a time and at the time of the mapping there were 94 participants.
 - The average length of time in the program is 20 months.
- TLS consulting serves the ADC and one case manager supports program participants.
- Drug screens are performed through AIM Target.



- The Drug Court is a court supervised drug and alcohol treatment program to promote recovery for individuals who have felony charges with a substance misuse problems.
- Individuals must score less than 60 points on the score sheet qualifier and be a resident of Lee County.

Veteran's Treatment Court (VTC)

- The VTC can serve up to 50 clients at a time and there were 24 active participants at the time of the mapping.
 - The average length of time in the program is 14 months.
- To be eligible for VTC, individuals must be a veteran, 18 years or older with misdemeanor or felony charges.

Additional Programs

Assisted Outpatient Treatment (AOT) Program operated by Centerstone (See full description in Intercept 1)

- The Centerstone AOT program is supported by a SAMHSA grant and is in the third year (of a four-year grant).
- At the time of the mapping, there were 17 clients enrolled in the AOT program, with capacity to serve up to 45 clients.

Strengths

- There is a wide array of in-jail programming.
- The problem-solving court programs have additional capacity to serve more clients.

Opportunities for Improvement

- There is potential for shift towards standardized screening tools to limit number of assessments administered/saturation of screenings conducted.
- Problem solving courts are volunteer programs. There is potential to enroll/recruit more participants.
- There is potential to formalize peer mentorship programs for problem-solving courts and support group specific to veterans.
- Centerstone AOT program has capacity to serve additional clients.
 - There is a need to review admission criteria/pathways and knowledge of these criteria for the AOT program to increase engagement
- Review AOT and FACT programs to define admission criteria and scope.
- Engage USF CJMHSa TAC to connect with AOT subject matter experts for technical assistance.
- Explore willingness and opportunities to maintain and initiate access to in-jail Medication Assisted Treatment beyond limited Methadone access. This may assist with mitigating fatal overdoses and increase opportunities for treatment access for those who are detoxed in-jail, released, and then return to substance use.

Intercept 4—Reentry

Jail Reentry/Discharge Planning

Lee County Jail Reentry

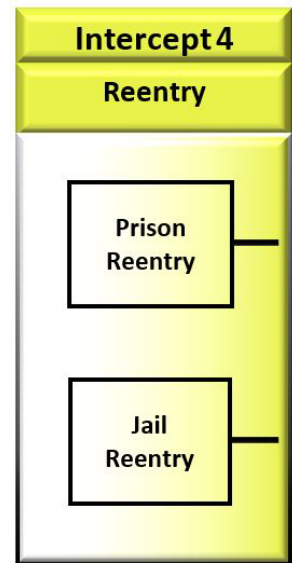
- Approximately 45 days prior to release, the Reentry Team begins discharge planning.
 - Approximately 993 individuals were provided reentry assistance (between January – June 2022).
- The Lee County Reentry Taskforce established in 2019.
- The Reentry Team is comprised of three case managers (currently only two positions filled). The case managers assist with services such as resume building, employment applications, assistance with locating housing, transportation, and conducting assessments/referrals for treatment programs.
- Individuals will be released with their remaining psychotropic medications in their packet. Armor will provide a prescription for medications prior to release
 - LCSO and SalusCare work collaboratively (MOU) to identify individuals for treatment services prior to release.
 - Armor/SalusCare will have prescription ready for individuals upon release.
 - SalusCare schedules appointment with a psychiatrist prior to an individual's release.
- The Reentry Team works to provide resources to individuals being released such as bicycles for transportation and locks for the bikes.
- LCSO will provide transport released individuals to the Empowerment Center at CPE when released and need a prescription.
- The Reentry Team will provide referrals for assessment and treatment.
 - Centerstone and SW Florida Wellness accepts appointments from reentry.
- Reentry Team is aware of current Second Chance employment opportunities.
- The Reentry Team has established relationships with the following agencies to prepare individuals for success upon reentry:
 - The Social Security Administration facilitates social security cards and birth certificates to individual prior to release at no cost.
 - Florida Licensing on Wheels (DMV) works to provide identification/driver's licenses for individuals.
 - The [CHI Program](#) is a navigator that assists individuals with enrollment in marketplace/Medicaid/CHIP plans.

Reentry Coach Program

- A Reentry Coach Program is in development for adults. The “coaches” will be individuals with lived experience and provide support for up to 6 weeks. The Reentry Team is searching for volunteers through the Public Defender's Office and LCSO.

FCCU Prison Reentry Taskforce

- FGCU has a reentry taskforce for individuals being released from prison and returning to the City of Fort Myers. Reentry supports are funded by donations only.



Strengths

- Lee County has a robust jail reentry process.
- A reentry coach initiative is in development in collaboration between LCSO and the public defender's office.
- Reentry taskforce is actively convening, and a wide array of community partners attend.
- Florida Licensing on Wheels (DMV) goes into jail to provide services (licenses/identification cards) to individuals before they are released.

Opportunities for Improvement

- There is a need for additional resources to provide items such as bikes and clothing for individuals being released from jail as they are currently donation-based. Explore opportunities to identify flexible funding opportunities that support these resources.

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Intercept 5—Community Corrections

Community Supervision

Misdemeanor Probation

- There are specialized caseloads for problem-solving courts.
 - Average caseload 1:165
 - Average problem-solving court caseload: 1:12
- There are 90-day programs available such as anger management, but individuals must be court-ordered.

Felony Probation

- Not discussed during the SIM

Community Services

SalusCare

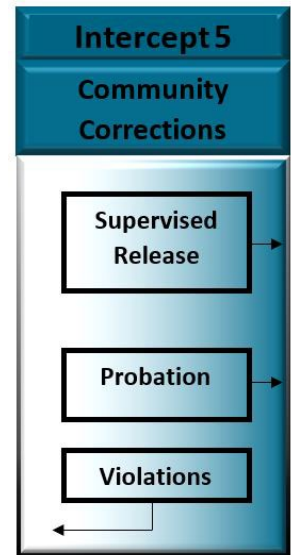
- Outpatient services include psychiatry, individual and group therapy, telehealth services, day and evening treatment, case management, maternal assistance program, and MAT. Psychiatry / therapy both individual and group therapy
- Residential programs include:
 - The Transitional Living Center is a short-term 20-bed co-ed substance use residential treatment program for adults utilizing an intensive, therapeutic and educational program, emphasizing individualized treatment.
 - The Transitional Care Program is a 14-bed women's transitional house and a 16-bed men's transitional house on its Transitional Living Center Campus.
 - There is no formal length of stay. Most residents stay 4 to 6 months, depending on their needs.
 - Residents are required to pay a portion of their income to live in transitional housing and meet other income requirements.
- Detoxification Services
 - The inpatient detoxification facility is a 20-bed program for adults who are suffering from the acute symptoms of substance withdrawal of alcohol, opiates, and/or benzodiazepines. Detox is medically supervised under the direction of a physician.
 - Services are provided 24 hours/day & 7 days/week for those 18 and older living in Lee, Glades, and Hendry counties. Duration of care ranges from 3 to 8 days, depending upon the severity of the withdrawal symptoms.

[Homeless Resource Day Center operated by Salvation Army](#) (Intercepts 0 & 5)

- The Homeless Resource Day Center provides respite for those experiencing homelessness and is open Monday-Friday between 9am-6pm and Saturdays 9am-12pm.
- Individuals have access to services such as laundry access, computer access, showers, food, clothing, and on-site case management.
- Lee County Department of Human and Veteran Services, Centerstone, and Providence Family Services are on-site to provide assistance.

Bob Janes Empowerment Center operated by CPE (Intercepts 0 & 5)

- The Bob Janes Empowerment Center is a 72-bed unit for males and females & nine-bed Medical Respite unit for males and females located in Bldg. K on SalusCare's Ortiz Campus.
- The Empowerment Center is a referral-based shelter supported by DCF Reinvestment



Grant funds for individuals who are at risk for committing minor non-violent crimes and suffer from a behavioral health (mental health and substance use) or physical health issue. Individuals are accepted 24 hours a day.

- The only individuals that the Empowerment Center does not accept are those who have warrants. Residents with SUD are referred to a substance use treatment facility for outpatient, inpatient, and detoxification services. They may also be referred to a halfway house or “transitioned” to recovery housing.
- Services at the Empowerment Center include psychiatric and primary care, case management, AA/NA, job fairs, and recreational activities (sports), and a veteran’s representative (2 days a week through United Way).
- Each resident receives mental health screening and has a case manager who conducts check-in at 30-, 60-, and 90-day benchmarks. The goal is transition individuals into the community after 90 days.
- CPE works with multi-agencies in a collaborative effort to assist individuals in transitioning back into the community.
- Community partners include SalusCare, Lee Health, Lee County Human & Veteran Services, United Way of Lee, Hendry, Glades & Okeechobee Counties, and Lee County Courts and local law enforcement agencies.
- CPE is willing and interested in collaborating with partners to expand the capacity of the program to move towards integrated care models.

Beyond Barriers Inc.

- Services/programming include Anger Management, Batterer’s Intervention Program, mental health assessments and counseling, substance use groups and counseling, supervised visitation, parenting groups, and parenting for special needs.

Operation PAR

- Operation PAR provides substance use treatment services.

Elite DNA Behavioral Health

- Elite DNA provide behavioral health services including care coordination, psychiatry, psychotherapy, targeted case management, telehealth, trauma therapy, and group therapy, among other services.

ACT Emergency Shelter

- The ACT Emergency Shelter is a 73-bed shelter for domestic violence victims and their children.
- Services include individual and group counseling, goal setting, safety planning, assistance with food and clothing, job skills and parenting skills, and children’s programming, assessments and tutoring.

United Way of Lee Hendry and Glades Counties

- There are 17 United Way Houses throughout the community. The houses are hubs for non-profits to deliver services in different areas of our community. Services include job counseling, assistance with food stamp applications, food pantries, counseling, tax services and an array of other services.

Peer Services

[HOPE Clubhouse of SWFL, Inc.](#) (Intercepts 0 & 5)

- HOPE Clubhouse is an accredited Clubhouse and provides a community of support for adults with mental illness. HOPE Clubhouse assists with access to education, housing, wellness, and employment.

Kimmmie's Recovery Zone Recovery Community Organization (RCO) (Intercepts 0 & 5)

- Kimmmie's Recovery Zone is a recently established RCO in Lee County.

Housing

[Lee County Homeless Coalition](#) (Intercepts 0 & 5)

- The Lee County Homeless Coalition promotes and provides a number of resources on their webpage and also conducts outreach in the community to assist people experiencing homelessness.
- The [Lee County Homeless Coalition Homeless Services Guide](#) is available online.

Community Assisted Supported Living (CASL) Cypress Village

- Cypress Village is a 95-unit affordable housing apartment complex with an on-site case manager who provides assistance and support to residents.
- Cypress Village does not have any available units and has an extensive wait list.

Employment

Employment providers include CareerSource Southwest Florida and Vocational Rehabilitation. FGCU hosts career fair for veterans.

Additional Community Supports

Community Cooperative

- Community Cooperative is a soup kitchen serving Fort Myers.

Center for Trauma Counseling

- The Center for Trauma Counseling provides low cost or free services.

GIFTS

- GIFTS provides furniture for non-profits/those in need.

Strengths

- CASL and Hope Clubhouse are in discussions regarding collaboration on another affordable housing property.
- Hanley Foundation provides scholarships and support for individuals in recovery who may need financial assistance for residential treatment programs.
- Florida Licensing on Wheels expanded to provide services/support to individuals in jail and in the community.
- The United Way is a strong partner and convener in many arenas.

Opportunities for Improvement

- Explore opportunity to pursue Recovery Friendly Workplace pilot. Consider using RFW model to develop Recovery Friendly Landlord program.
- Examine MRT data to find trends related to veterans and determine if there is a need for a specific team (focused on a special population).

Lee County Action Plan

At the end of the mapping on day one, priority areas are determined through a voting process. Workshop participants are asked to identify a set of priorities followed by a vote, where each participant has three votes. Participants are not allowed to vote for the same priority more than once. The voting took place on August 11, 2022. As a result of day one discussions, 10 goals/priorities emerged. Only the top five of the 10 goals are addressed in the action plan, as they were voted most important by the group. However, the entire list of the 10 goals/priorities is provided below to guide future planning efforts. The top five priorities / goals are identified in bold text.

Table 4.
Priority Voting Survey Results

Priority Area/Goal	# Votes
Address/breakdown barriers to housing access	29
Expand resource awareness among community and individuals seeking services	20
Expand service provider awareness and capacity	16
Explore transportation solutions (voluntary BA, LE transport)	13
Explore Co-Responder Models (BJA PMHC)	11
Develop peer capacity across continuum	7
Increase services/supports for families with adult children with mental illness	6
Develop formal alumni programs for problem-solving courts	3
Expand utilization and resources of CPE Mobile Crisis Response Team (for adult population, Intercepts 4-5)	2
Address AOT sustainability	1

The stakeholders were enthusiastic and engaged participants throughout the development of a strategic action plan. The plan specifies the individuals responsible for implementation of each task and is presented on the following pages.

Lee County Action Plan

Goal 1: Address/breakdown barriers to housing access.

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

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

Task		Performance Measure	Lead Person or Organization	Projected Completion Date
Objective 2.1: Assess current resources for individuals with lived experiences and their families.				
2.1a	Identify individuals with lived experience in the community to engage in awareness building activities.	<ul style="list-style-type: none"> To invite community partners to join 	<ul style="list-style-type: none"> United Way 	February 1, 2023
2.1b	Identify resources.	<ul style="list-style-type: none"> To review existing resource lists and inventory services among providers 	<ul style="list-style-type: none"> United Way Lee County Homeless Coalition HVS 	February 1, 2023
Objective 2.2: Share and promote resources among individuals with lived experience.				
2.2a	Identify how to share resources.	<ul style="list-style-type: none"> To schedule and plan community outreach events To leverage awareness building through existing events hosted by partners such as HOPE Clubhouse, Kimmie’s Recovery Zone, and NAMI 	<ul style="list-style-type: none"> United Way 	Ongoing
2.2b	Share/stream information in public settings (e.g. DMV, The Collaboratory, courthouse)	<ul style="list-style-type: none"> To conduct public surveys on where community members find local information To share info on local television (e.g. NBC1) To explore feasibility of creating YouTube video with resources (example MH) To develop QR codes on treatment pamphlets or other brochures To develop advertisements 	<ul style="list-style-type: none"> All community Partners 	Ongoing

Task	Performance Measure	Lead Person or Organization	Projected Completion Date
Objective 2.2: Share and promote resources among individuals with lived experience.			
2.2c	Create a campaign to engage community members to help with resource promotion.	<ul style="list-style-type: none"> • United Way • All community partners 	Ongoing
2.2d	Utilize current marketing departments in community organizations	<ul style="list-style-type: none"> • All community Partners 	Ongoing
Objective 2.3: Identify current marketing campaigns.			
2.3a	Engage Lee County Human and Veteran Services app development team (Reach)	<ul style="list-style-type: none"> • Lee County • HVS • CFBHN 	October 2022

Goal 3: Expand service provider awareness and capacity.

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

Goal 4: Explore transportation solutions.

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

Goal 5: Explore Co-Responder Models.

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

Quick Fixes / Low-Hanging Fruit

While most priorities identified during a SIM mapping workshop require significant planning and resources to implement, quick fixes are changes that can be implemented with only minimal investment of time and little, if any, financial investment. At the same time, quick fixes can have a significant impact on the trajectories of youth with mental and substance disorders in the justice system. The bulleted items below are activities identified by the TAC that appear to be a “quick fix” that may be explored in addition to implementation of the action plan.

- Inventory of meetings and attendees to reduce/assess duplicity (determine requirements, goals of each meeting)
- HOT Team distribution of Narcan
- Conduct problem-solving court presentation at jail to increase engagement
- Address transportation for voluntary Baker Acts
- Leverage CPE to address gaps in mental health services and medication access
- Explore possibility of jail data dump in collaboration with Central Florida Behavioral Health Network (managing entity)
- Leverage jail pet therapy for community providers in addition to individuals in jail
- Promote CHI Program
- Identify opportunities to ensure that providers are regularly updating resource information with the United Way director. Suggested approaches would include 1) standing quarterly agenda items at provider meetings to trigger reminders and 2) adding deliverables/requirements in MOUs and contracts between providers to report on frequency of updates.

Parking Lot

Some gaps identified during the Sequential Intercept Mapping are too large or in-depth to address during the workshop. These items are identified throughout the mapping process and placed in the “parking lot”. Items in this section are flagged as important to consider and discuss further, either through targeted training, further mapping efforts, or future investments. Items identified in Lee County for further discussion include:

- Baker Act transports by LCSO Corrections

Recommendations

The Sequential Intercept Mapping was an excellent example of community collaboration and a focused approach to addressing the needs of this target population. To that end, as discussed and observed during the SIM, the USF CJMHSA TAC presents the following recommendations:

1. Promote the availability of Mobile Crisis Response Team for adults through promotion and marketing campaign.
2. Enhance collaboration between Mobile Crisis Response Team and law enforcement.
3. Convene provider to provider lunch and learns to enhance knowledge of community resources and what each provider offers.
4. Conduct inventory of Lee County hotlines and warmlines.
 - Guide secret shopper activity to learn how hotlines are working and determine if referrals/warm hand-offs are occurring.
5. Examine best practice models for peer support in hospital emergency departments.
 - Convene meeting between Lee Health, SalusCare, and CPE to determine if this model may address community need for engagement following admission to hospital for substance use.
6. Explore the feasibility and investment associated with using a contracted transportation provider for Baker Act transports to take the burden off law enforcement.
7. Utilize innovative approaches to address workforce related challenges (recruitment/retention/capacity).
 - Promote ancillary benefits to attract qualified staff that may assist with addressing the workforce challenges discussed (e.g. promotion of public service loan forgiveness programs, National Health Service Corp. loan repayment program, HRSA Substance Use Disorder Treatment and Recovery Loan Repayment Program
 - Consider co-location of services, shared staffing models

For information or clarification regarding this SIM, action plan, and report, contact:

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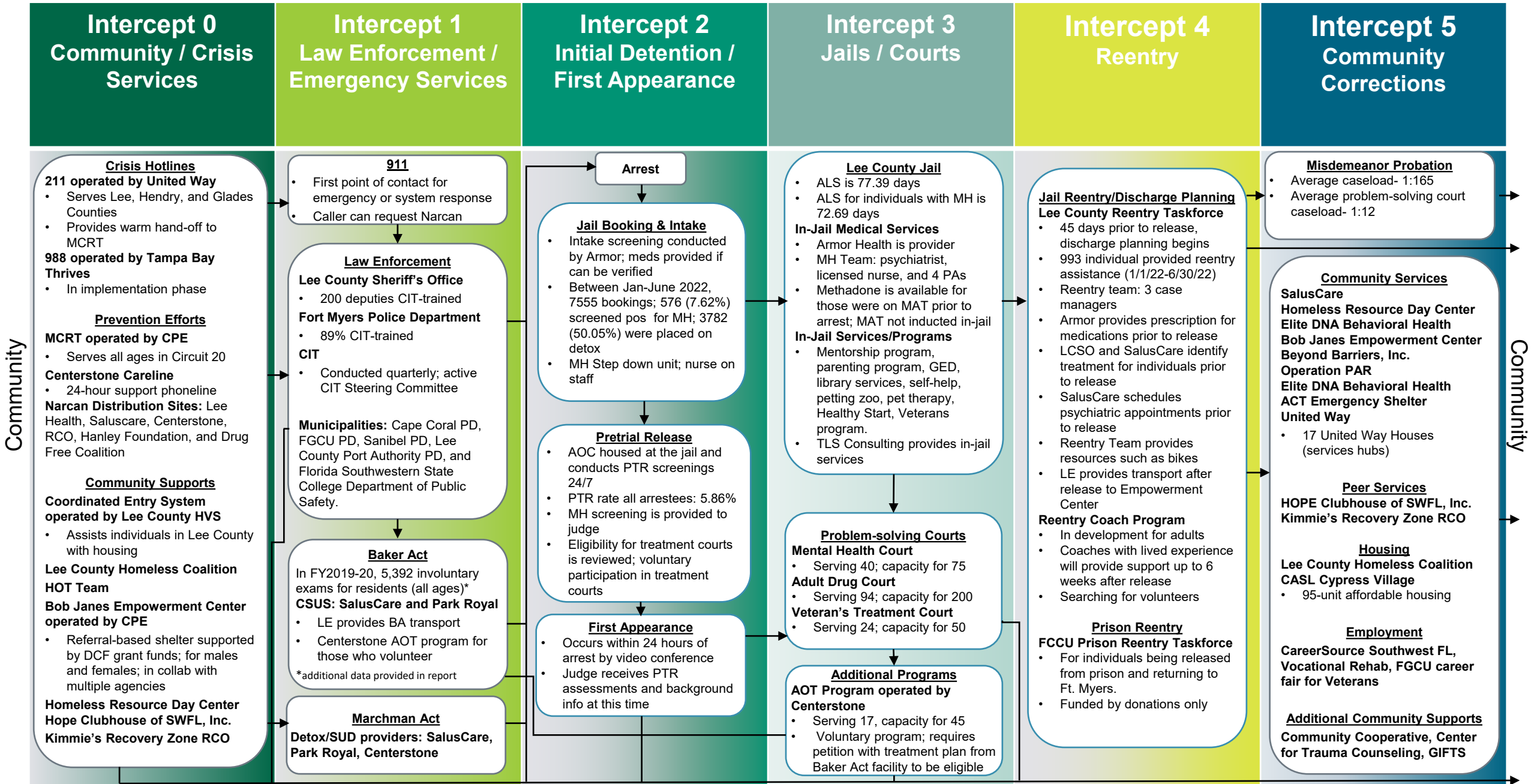
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Please visit the USF CJMHSA Technical Assistance website at www.floridatac.org

Sponsored by DCF Contract # LH816

Sequential Intercept Map: Lee County, Florida



Appendix A: Participant List

Name	Organization	Email
Brad Alix	Public Defenders Office	BradleyA@pd20.org
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Katelind Melendez	USF CJMHSA TAC	katelind@usf.edu
Roger Mercado	Lee County, Human and Veteran Services	Rmercado@leegov.com

Name	Organization	Email
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Terryn Streets	The Salvation Army	terryn.streets@uss.salvationarmy.org
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Ashlee Whitewood	Court Admin	awhitewood@ca.cjis20.org

Appendix B: Lee County Resources

[Lee County Homeless Coalition](#)

- [Lee County Homeless Coalition Homeless Services Guide](#)
- [Lee County Pocket Guide to Emergency Assistance](#)

EXPERIENCING HOMELESSNESS AND IN NEED OF PERMANENT HOUSING?

Coordinated Entry System (CES)

Ensures that all people experiencing a housing crisis have access to limited community resources.

Lee County Department of Human & Veteran Services

CALL 239-533-7996
Available 24/7/365

Homeless Outreach & Resources



Mobile Crisis Response Team

844-395-4432



Centerstone Behavioral Health

239-208-6680



United Way 211

211 OR 239-433-3900



Homeless Resource Day Center

239-789-1169

M-F 8:30 AM to 5:00 PM (Saturdays until 1:00 PM)
2450 Edison Ave, Fort Myers, FL 33901



Lee County
Southwest Florida



Lee County
Continuum of Care
Making Homelessness **Less**, **Brief**, and **Quick**

Appendix C: Web Resources

Web Resources

Partners

Criminal Justice, Mental Health, and Substance Abuse Technical Assistance Center (CJMHSATAC)

<http://www.floridatac.org/>

Louis de la Parte Florida Mental Health Institute- Department of Mental Health Law and Policy (MHLPI)

<http://www.usf.edu/cbcs/mhlp/>

Florida Alcohol and Drug Abuse Association

<https://www.fadaa.org/>

Florida Department of Children and Families (DCF)- Mental Health and Substance Use

<https://www.myflfamilies.com/service-programs/samh/>

Policy Research Associates (PRA)

<https://www.prainc.com/>

SAMHSA's GAINS Center for Behavioral Health and Justice Transformation

<https://www.samhsa.gov/gains-center>

The Substance Abuse and Mental Health Services Administration (SAMHSA) Web Resources

The Substance Abuse and Mental Health Services Administration (SAMHSA)

<https://www.samhsa.gov/>

Center for Mental Health Services

<https://www.samhsa.gov/about-us/who-we-are/offices-centers/cmhs>

Center for Substance Abuse Prevention

<https://www.samhsa.gov/about-us/who-we-are/offices-centers/csap>

Center for Substance Abuse Treatment

<https://www.samhsa.gov/about-us/who-we-are/offices-centers/csat>

Homelessness Programs and Resources

<https://www.samhsa.gov/homelessness-programs-resources>

National Center for Trauma Informed Care (NCTIC)

<https://tash.org/nctic/>

National Clearinghouse for Alcohol and Drug Information

<https://clearinghouse.fmcsa.dot.gov/>

SAMHSA Grant Announcements

<https://www.samhsa.gov/grants/grant-announcements-2021>

Evidence-Based Practices Resource Center SAMHSA'S Knowledge Network

<https://www.samhsa.gov/ebp-resource-center>

Other Web Resources

Baker Act Reporting Center	http://bakeract.fmhi.usf.edu/
Council of State Governments (CSG)	http://www.csg.org/
CSG Justice Center	https://csgjusticecenter.org/
Grant Opportunities	http://www.grants.gov/
National Alliance for the Mentally Ill (NAMI)	http://www.nami.org/
National Alliance to End Homelessness	https://endhomelessness.org/resource/housing-first/
National Center for Cultural Competence	https://nccc.georgetown.edu/
National Council for Behavioral Health	https://www.thenationalcouncil.org/
National Criminal Justice Reference Service	https://www.ojp.gov/ncjrs/new-ojp-resources
National Institute of Corrections	http://nicic.gov/
National Institute on Drug Abuse	https://www.drugabuse.gov/
Office of Justice Programs	https://ojp.gov/
Office of Juvenile Justice and Delinquency Prevention (OJJDP)	https://www.ojjdp.gov/mpg
U.S. Department of Health and Human Services - Mental Health	https://www.mentalhealth.gov/
U.S. Department of Veterans Affairs - Mental Health	http://www.mentalhealth.va.gov/
United State Interagency Council on Homelessness	https://www.usich.gov/