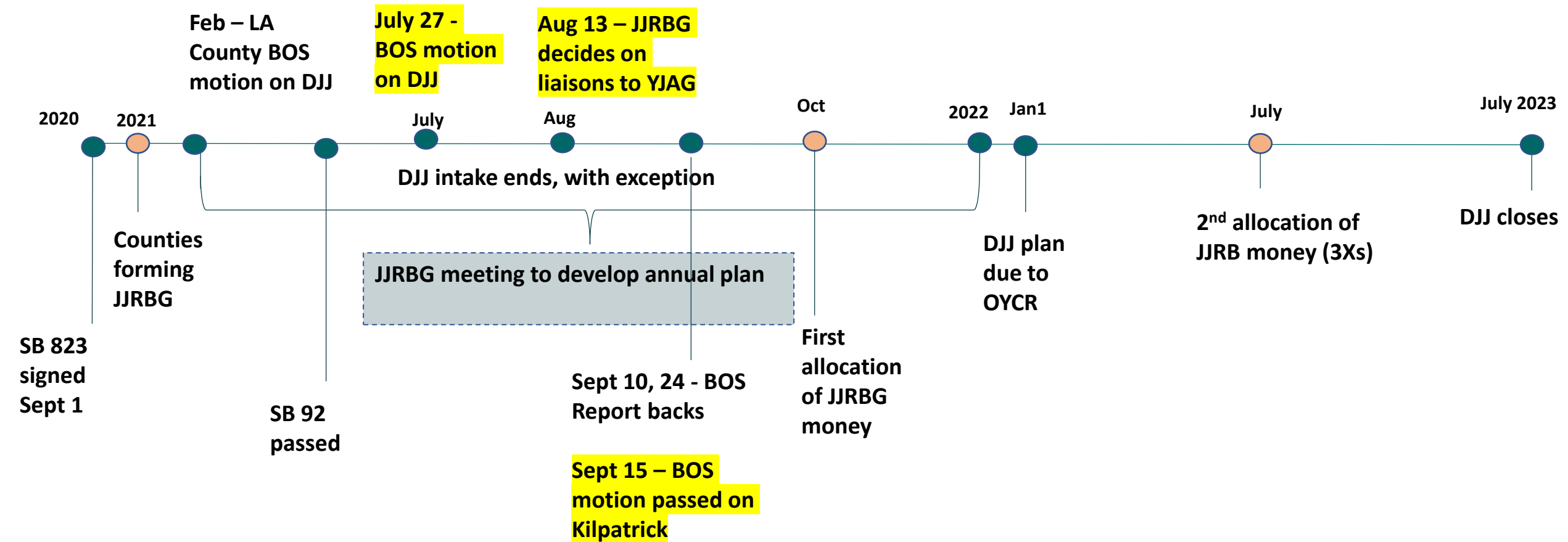


# Timeline in LA – Continued Work by JIRBG



# July 27: LA County BOS Motion on DJJ Alternatives

## KEY DIRECTIVES

- **Kilpatrick** – Adopt the JIRBG Subcommittee recommendation for Campus Kilpatrick to be the temporary SYTF location, until a permanent location is identified
- **Youth Justice Reimagined (YJR)** – Recognize that any and all alternatives to DJJ shall be aligned with the vision of YJR
- **Facility assessment and Community Outreach** – Instruct the Probation Department, in consultation/coordination with the Youth Justice Advisory Group and JIRBG Subcommittee on:
  - An assessment of all licensed probation facilities to identify and rank the feasibility of the use of each campus to house DJJ youth, and report back findings to the Board in 60 days
  - A community outreach plan which will guide community meetings that will follow upon the selection of the site(s) by the Board

Page 1

AGN. NO.

MOTION BY SUPERVISORS KATHRYN BARGER AND

HILDA L. SOLIS

July 27, 2021

Substitute to Item 20: Identifying a Compliant Location to House, Care, and Support Former Department of Juvenile Justice Youth

In September 2020, Governor Gavin Newsom signed into law Senate Bill 823 ("SB 823") – the Juvenile Justice Realignment: Office of Youth and Community Restoration which declared the intent of Legislature to close the California Department of Juvenile Justice ("DJJ") and transferred the responsibility of the custody, treatment, and supervision of future DJJ youth to counties effective July 1, 2021. SB 823 further required the creation of the Juvenile Justice Realignment Block Grant ("JJRBG") assigned with the preparation of the DJJ transition plan and the allocation of funding to counties in preparation for the reception of DJJ youth. On May 14, 2021, Senate Bill 92 was enacted which declared June 30, 2023 as the actual closure date of DJJ.

In order to meet the requirements of the JJRBG, SB 823 directed counties to form the Juvenile Justice Realignment Block Grant (JJRBG) subcommittee, chaired by the Probation Department, whose membership shall include a representative from the District Attorney's Office, the Public Defender's Office, the Department of Social Services, the Department of Mental Health, Los Angeles County Office of Education (LACOE), and the Court, as well as a minimum of three community members, to develop a plan that included but was not limited to a description of the facilities, programs, services and supervision appropriate to both rehabilitate and supervise the DJJ youth. The recommendation by

BOA.103345152.1

# July 27: LA County BOS Motion on DJJ Alternatives

AGN. NO  
REVISED MOTION BY SUPERVISORS MARK RIDLEY-THOMAS AND SHEILA KUEHL May 26, 2020

## Preparing Los Angeles County for the Closure of the State's Division of Juvenile Justice

On May 14, 2020, Governor Gavin Newsom announced, as part of the revised budget, that the Division of Juvenile Justice (DJJ) will be closing. Starting January 1, 2021, DJJ will no longer admit new youth and these youth would instead be housed at the county level. Over time, the three DJJ facilities will close. It is unclear whether any youth currently held at DJJ, or transferred there before January 2021, will be transferred to counties as well. It is also unclear whether courts and prosecutors will start to adjust their current practices, including those related to charging, plea-dealing and petitions for transfer, ahead of January 2021. As explained in the Governor's revised budget, this move is intended to help close a historic budget deficit created by the COVID-19 crisis, as well as to ultimately "enable youth to remain in their communities and stay close to their families to support rehabilitation."

While this change is sudden, last year Governor Newsom took steps to shift away from a punitive state system by moving DJJ into a separate department under the State's Health and Human Services Agency. This action was intended to bring about a cultural change to create opportunities to enhance educational, mental health and social services

- MORE -

MOTION

SOLIS \_\_\_\_\_  
RIDLEY-THOMAS \_\_\_\_\_  
KUEHL \_\_\_\_\_  
HAHN \_\_\_\_\_  
BARGER \_\_\_\_\_

- **Plan for permanent housing** – Direct the JJRBG, YJAG, YDD, JCHS, and DMH to develop a plan and report back to the Board, in writing in 60 days, on how youth who are temporarily placed at any temporary SYTFs, will be placed with expediency in an identified permanent SYTF
- **Programming, Staffing, Less Restrictive Options** – Instruct the JJRBG Subcommittee to devise a plan, with input from the Youth Justice Transition Advisory Group, community service providers, and Probation Department labor partners that includes:
  - Supportive programming (including, among other needs, community-based programming inside facilities to link youth to re-entry services)
  - A transformative staffing model (e.g. co-staffing model and employment of credible messengers from outside of the Probation Department) that facilitates a safer more therapeutic environment at all SYTFs
  - Plan to ensure that a continuum of less restrictive options, including diversion, will be available

Report back in writing in 45 days with an update on progress, and report to the Board every 60 days thereafter

# Sept 16: LA County BOS Motion on Kilpatrick

AGN. NO  
REVISED MOTION BY SUPERVISORS MARK RIDLEY-THOMAS AND SHEILA KUEHL May 26, 2020

Preparing Los Angeles County for the Closure of the State's Division of Juvenile Justice

On May 14, 2020, Governor Gavin Newsom announced, as part of the revised budget, that the Division of Juvenile Justice (DJJ) will be closing. Starting January 1, 2021, DJJ will no longer admit new youth and these youth would instead be housed at the county level. Over time, the three DJJ facilities will close. It is unclear whether any youth currently held at DJJ, or transferred there before January 2021, will be transferred to counties as well. It is also unclear whether courts and prosecutors will start to adjust their current practices, including those related to charging, plea-dealing and petitions for transfer, ahead of January 2021. As explained in the Governor's revised budget, this move is intended to help close a historic budget deficit created by the COVID-19 crisis, as well as to ultimately "enable youth to remain in their communities and stay close to their families to support rehabilitation."

While this change is sudden, last year Governor Newsom took steps to shift away from a punitive state system by moving DJJ into a separate department under the State's Health and Human Services Agency. This action was intended to bring about a cultural change to create opportunities to enhance educational, mental health and social service

- MORE -

MOTION

SOLIS \_\_\_\_\_  
RIDLEY-THOMAS \_\_\_\_\_  
KUEHL \_\_\_\_\_  
HAHN \_\_\_\_\_  
BARGER \_\_\_\_\_

Instruct the JJRBG, the Probation Department, and the Office of Youth Development and Diversion (YDD) to work collaboratively and consult with other relevant stakeholders to report back in 60 days with the following:

- A. A plan to ensure that every young person, regardless of age, receives robust, engaging, and appropriate educational opportunities at Campus Kilpatrick.** Specifically, the plan should explore partnerships with local colleges (e.g., trade, vocational, community colleges, etc.) to provide educational opportunities for young people who are over the age of 18 and/or have completed their high school education.
  
- B. A plan to implement a Credible Messenger mentorship program, facilitated through YDD and the YJR Youth Justice Advisory Group,** to complement the HDA pilot referred to in Directive 1 and to explore funding this program using unspent Juvenile Justice Crime Prevention Act or existing YDD resources that can be applied to planning, capacity building, and implementation in this fiscal year.

# Sept 16: LA County BOS Motion on Kilpatrick

AGN. NO

REVISED MOTION BY SUPERVISORS MARK RIDLEY-THOMAS AND SHEILA KUEHL May 26, 2020

Preparing Los Angeles County for the Closure of the State's Division of Juvenile Justice

On May 14, 2020, Governor Gavin Newsom announced, as part of the revised budget, that the Division of Juvenile Justice (DJJ) will be closing. Starting January 1, 2021, DJJ will no longer admit new youth and these youth would instead be housed at the county level. Over time, the three DJJ facilities will close. It is unclear whether any youth currently held at DJJ, or transferred there before January 2021, will be transferred to counties as well. It is also unclear whether courts and prosecutors will start to adjust their current practices, including those related to charging, plea-dealing and petitions for transfer, ahead of January 2021. As explained in the Governor's revised budget, this move is intended to help close a historic budget deficit created by the COVID-19 crisis, as well as to ultimately "enable youth to remain in their communities and stay close to their families to support rehabilitation."

While this change is sudden, last year Governor Newsom took steps to shift away from a punitive state system by moving DJJ into a separate department under the State's Health and Human Services Agency. This action was intended to bring about a cultural change to create opportunities to enhance educational, mental health and social service

- MORE -

MOTION

SOLIS \_\_\_\_\_  
RIDLEY-THOMAS \_\_\_\_\_  
KUEHL \_\_\_\_\_  
HAHN \_\_\_\_\_  
BARGER \_\_\_\_\_

- C. **A plan to ensure that daily recovery services are available to all young people at Campus Kilpatrick.** Specifically, the plan should explore a partnership with the Department of Public Health, as well as the feasibility of contracting with lived-experience substance recovery counselors, such as those who are currently involved with the County's drug courts.
  
- D. **A plan to establish a council of county and community stakeholders for Campus Kilpatrick to complement the existing youth and parent councils.**

# CREDIBLE MESSENGER MENTORING, PROGRAMMING AND REENTRY:

## Draft Pilot Proposal in Campus Kilpatrick and Communities

- **Per the motion, the JJRBG via liaisons has worked closely with the Youth Justice Transition Advisory Group (YJAG) to develop an initial plan for transformative staffing and programming.**
- **It will continue to collaborate on developing further proposals to ensure a continuum of less restrictive options,** including diversion, will be available to serve youth as an alternative to DJJ.
  - The YJAG is a body launched in July 2021 to further the vision of “Youth Justice Reimagined” (YJR) – the culminating proposed model developed over the course of 2020 by over 120 stakeholders and adopted in November 2021 by the Board of Supervisors to transform youth justice and shift functions of the probation department into a care-first oriented, new Department of Youth Development.
- **The JJRBG will consult with labor partners** to further solicit and incorporate input on the plans proposed below.
- **The proposal also relies on** a series of presentations the JJRBG heard over several months from various providers, and the expertise of Mr. Lacey and organizations already employing community leaders with system experience and community background that render them uniquely credible and effective with justice-involved youth.

# Credible Messenger Mentoring

---

MODEL  
REPLICATION OVERVIEW

August 2021

Clinton Lacey, President & CEO  
202.341.0261 | [clacey@crediblemessenger3.org](mailto:clacey@crediblemessenger3.org)

# Draft Proposal – Implementation at Kilpatrick

The JJRBG proposes credible messengers mentoring as a transformative staffing, programming and reentry model to overlay existing staffing and programs at Campus Kilpatrick. Below is a plan for an initial launch of credible messengers, focused on implementation at Kilpatrick and in the community to build community capacity to support youth across secure and community settings.

This proposal describes a credible messenger model to serve all youth at Campus Kilpatrick through a system-wide, integrated staffing and programming approach grounded in the lived experiences and leadership of the most system-impacted communities. Kilpatrick is a critical and urgent first site for a systematic credible messenger project because:

- 1) It has been designated by the County to serve as the temporary “Secure Youth Treatment Facility” to serve male youth locally as the Division of Juvenile Justice has ended intake and closes in 2023; and
- 2) It is a site where the “LA Model” was implemented but has yet to be fully realized.



# Draft Proposal – Implementation at Kilpatrick

Credible messengers as a transformative staffing and programming model has the potential to achieve the following objectives at Kilpatrick:

- **Promote youth's development and healing** through community leaders who accompany youth, build healthy and trusting relationships with them, provide mentoring and programming and are integrated and embedded in all relevant staffing meetings and decisions;
- **Support and transform all facility staff** through co-training and collaboration to ensure safety and security within a facility and transform and increase the efficacy of overall practices and programming;
- **Expand, strengthen and connect the existing work of various community-based organizations doing credible messenger and other work** by integrating and embedding them full-time in the overall facility staffing and supporting and facilitating collaboration and training them through dedicated infrastructure.

# Theory of Change

In order to help break current cycles of violence, justice system involvement, and marginalization; and to address the long-term impacts on young people of color, sustained investment in the most impacted communities is required.

Such an investment should focus on the recruitment, development, and empowerment of Credible Messengers - indigenous natural leaders who have successfully navigated their own prior involvement in the justice system, share similar life experiences with current justice-involved young people, and are poised to have a transformative impact on an individual, family, community and systemic level.



# Credible Messenger Mentoring in Secure Settings, Reentry and Communities

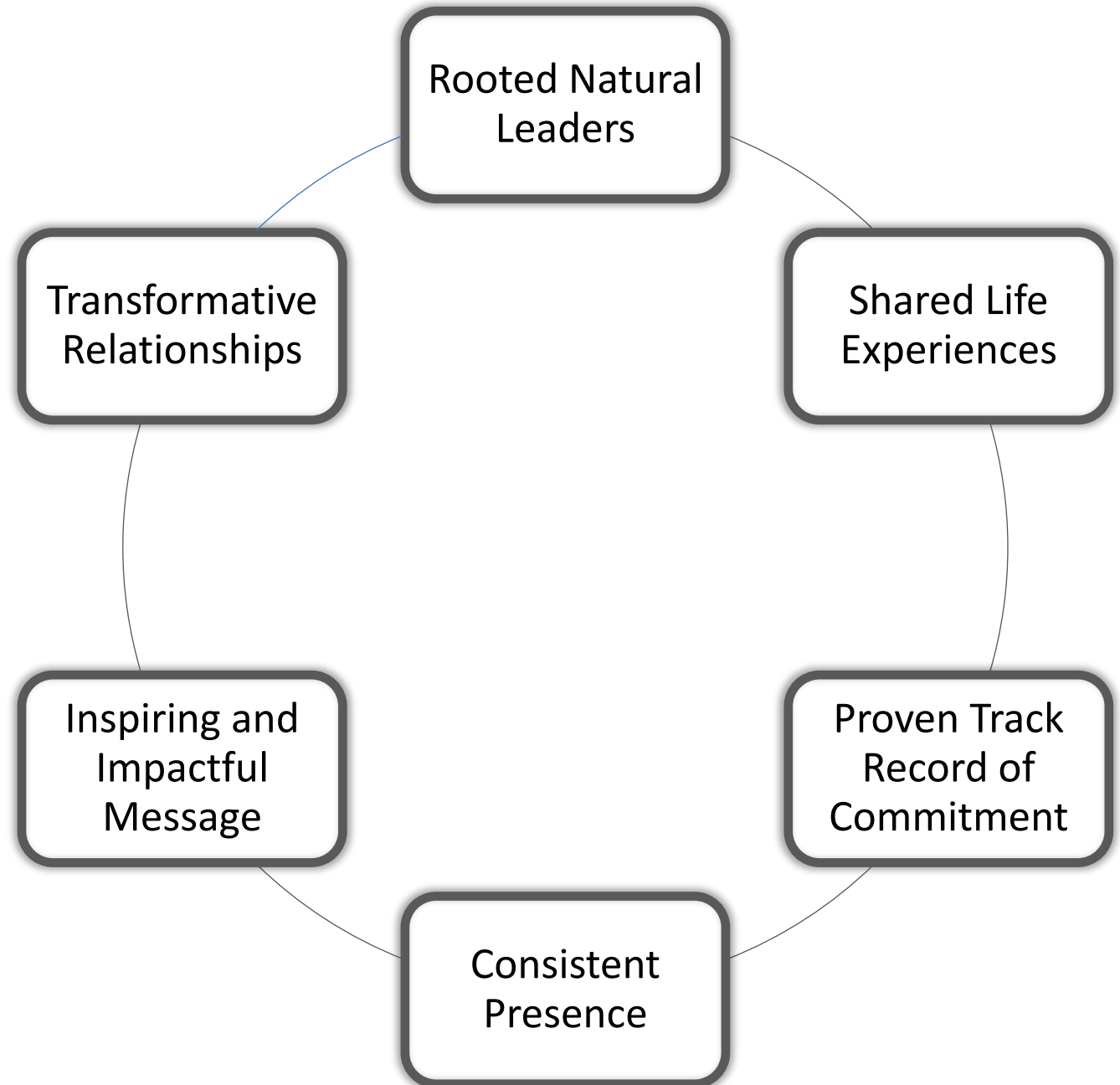
- **Credible Messenger Mentoring brings highly trained community members into secure facilities** to provide “transformative mentoring” to the residents via a series of programs and activities.
- **While not traditional agency employees, Credible Messengers work in conjunction with facility programmatic, clinical treatment staff** to provide a holistic set of supports to the youth.
- **In addition, Credible Messengers provide support and mentorship for youth “re-entering”** from the secure facility. Youth transitioning from Campus Kilpatrick will be enrolled and engaged by Credible Messengers in the community to ensure the continuity and continuation of supportive relationships, supports and programming. Importantly, this mentorship support can serve a critical function as a “step down” to a less restrictive program to serve the baseline confinement time as required by SB 823.

Components of  
Credible  
Messengers  
Transformative  
Mentoring  
Practice:

**Credible Messengers Practice Transformative Mentoring, which is:**

- Designed to promote Healing, Development and Restoration
- Intentional, Structured, Systemic
- Long-Term Commitment
- Focused on Transforming Thinking and Behavior
- Built upon a Healthy, Trusting Relationship

# Credible Messenger Characteristics



## Youth Engaged in Credible Messenger Mentoring Process

In addition to individualized treatment, programming and education, youth engaged with Credible Messengers will participate in:

- Restorative group sessions
- Individual mentoring sessions
- Crisis intervention
- Development of individualized lifepath plan
- Proactive support and co-navigation
- Connection to services, resources, and opportunities via government and community-based organizations

Among the anticipated outcomes are healing, restoration, development of pro-social life skills, attainment of educational/vocational goals that lead to viable career pathways and recidivism reduction.



# Training for Credible Messenger Mentoring in DC

- Positive Youth Justice Framework
- Adolescent Brain Development & the Impact of Trauma
- Healing Centered Engagement
- The Art and Science of Hope
- Restorative Justice Practices
- Individual Transformative Mentoring
- Crisis Intervention & Conflict Resolution
- Life Path Planning & Fundamentals of Care Coordination
- Co-navigating Services, Resources, and Opportunities via Government and Community-based Organizations

# Key Credible Messenger Roles & Responsibilities

The full-time credible messenger team will collaborate with probation and other staff in planning, administering, and facilitating its youth engagement functions, and will participate in relevant staff meetings to support the overall goals of youth healing, restoration, development and reintegration into the community. Specifically they will work to:

- Form Trusting Relationships and Lines of Communication with Youth
- Provide individual transformative mentoring sessions
- Facilitate restorative focused group activities (independently and in conjunction with designated staff)
- Accompany Youth as they matriculate through their Day/Evening
- Credible Messenger Program Implementation
- Document Interactions with Youth in Designated Data Base
- Participate in Relevant Staff Meetings



# Key Probation and Camp Staff Roles & Responsibilities

**Agency / Facility Leadership:** Set Vision & Tone for Infusing Credible Messengers into the Culture and Framework of the Facility. Ensure appropriate staffing levels, space and resources are available

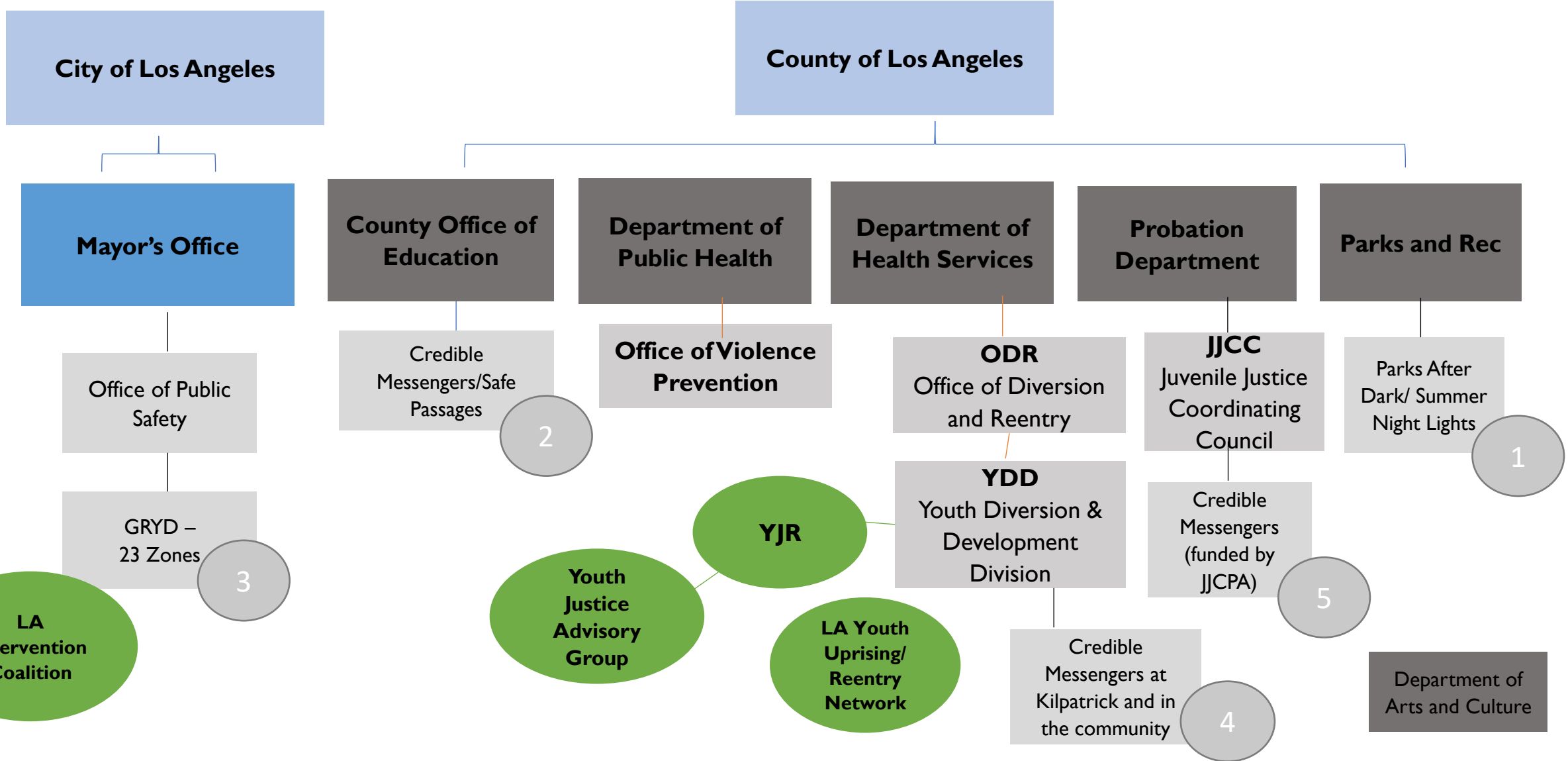
**Safety, Security and Operations Staff:** Support Credible Messenger work by facilitating Access, Movement and Coverage of Relevant Facility Spaces.

**Behavioral Health Staff:** Spearhead the facilitation the Development of an Overall Youth Engagement (programmatic and treatment) Framework for Youth in the Facility; assist with incorporating Credible Messengers into the Framework and co-facilitate various interactions with youth.

**Restorative Justice Staff:** Co-facilitate Development of Youth Engagement Framework and co-facilitate various interactions with youth.

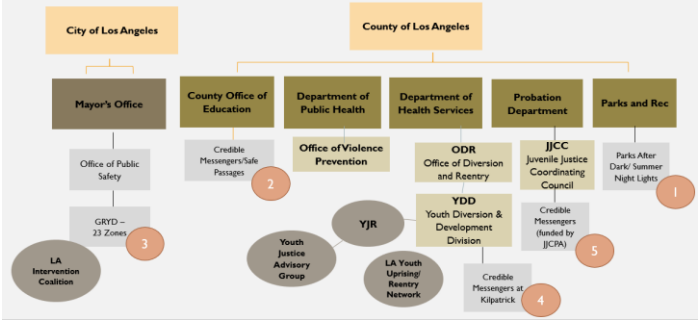


# RELEVANT STRUCTURES THAT MAY HAVE CREDIBLE MESSENGERS WORK TO BUILD ON



# Current CM Landscape to Build On

## RELEVANT STRUCTURES – CREDIBLE MESSENGERS



Community Supports Preventing Justice System Contact

Justice System Contact

Youth In Secure Facility

“Re-Entry” Supports in Community

1 Parks After Dark/ Summer Night Lights

3 GRYD – 23 Zones

2 Credible Messengers/Safe Passages

4 Credible Messengers at Kilpatrick and In the Community

5 Credible Messengers (funded by JJCPA)

# Draft Scope of Work

To serve up to 60 youth at Kilpatrick, the proposed project would include:

- **Building a team of 10 full-time, integrated Credible Messengers at the Kilpatrick facility** in a Transformative Mentoring process that focuses on the core domains of positive youth development, restorative justice practices, behavioral health and wellness, lifepath planning, and various other support services. This should include identifying and connecting with existing groups already working in this capacity at Kilpatrick and other probation facilities, who should be integrated full-time as part of the 10 Credible Messengers cohort.
- 
- **Building an additional team of 30 community based Credible Messengers** will serve as both a connecting “safety net” for youth transitioning from Camp Kilpatrick, and an ongoing structured support network for youth in the community – embedded in schools and/or community-based organizations.

# Draft Scope of Work

- **Identifying and engaging an intermediary to facilitate processes and infrastructure, towards creating sustainable capacity and infrastructure within the Youth Diversion and Development Office and eventual Department of Youth Development, to support and facilitate collaboration among various credible messenger provider organizations,** which will employ and contract, train, manage and support the 10 credible messenger mentors who will each directly engage and serve up to 60 justice-involved youth.
- **Designating an intermediary to facilitate ongoing implementation and further planning with a core, community-led planning team** for project implementation, including co-designing training and other capacity-building efforts that leverages what community-based organizations and city and county agencies are already doing. This should explore connections to existing training and capacity-building led by the Office of Violence Prevention, Urban Peace Institute, Youth Diversion and Development, Gang Reduction Youth Development (GRYD) and others.
- **Conducting training and capacity-building with all probation, behavioral health, education and other staff** at Kilpatrick as well as any other sites that could benefit.

# Implementation Steps

- Stakeholder Consensus on Program Model
- Define Scope of Service and Implementation Timeline
- Identify funding for Project
- Procurement of Credible Messenger Services
- Credible Messenger Trainings and Orientations
- Begin Program Operation
- Credible Messenger Program Operation
- Track & Evaluate Impacts and Outcomes

Proposed  
Program Budget:  
3.975 Million

**Personnel Services:**

- 32 Credible Messengers \$2 M (\$50K each + .25% fringe)
- 8 Lead Credible Messengers \$ 700K (\$70K each + 25% fringe)
- Intermediary \$500K
- Admin. Support \$ 100K
- Provider Planning Team. \$ 100K

-----  
**\$ 3.4M**

- Transportation \$ 50K
- Supplies. \$ 50K
- Activities \$ 100K
- Admin Fees \$ 150K

-----  
**\$ 350K**

**Training & Technical Assistance:**

- 40-hour Intensive Training \$ 35K
- TA over 12 months \$ 190K

-----  
**\$ 225K**

# Consideration for Building on Current CM Landscape

Considerations	Details
<p><b>Clear roles among all services providers must be identified with Credible Messengers having a “Bird’s Eye View” to coordinate services and avoid duplication.</b></p>	<ul style="list-style-type: none"> <li>• As part of a treatment team, CM should understand all programming and treatment youth are engaged in and who they are working with. CM should be aware of and work to coordinate with services/supports available across various agencies and systems; CM should be working with hand in hand with other system staff (like education and health).</li> <li>• CM will ensure there is not duplication in services but also that gaps in necessary services are filled.</li> <li>• CM can fill service gaps by identifying resources and services that probation or other existing providers were not aware of.</li> <li>• Work must be done to clearly define and distinguish roles between CM and other service providers (such as TAY Navigators). Not doing this in the past has created confusion for the youth people and resulted in service overlap.</li> </ul>
<p><b>Credible Messengers are more than a service provider and should have a consistent presence in facilities.</b></p>	<ul style="list-style-type: none"> <li>• CM should not be seen as a service referral / provider. Their relationship with youth and family is deep.</li> <li>• Credible Messengers should have consistent presence within facility – it will offer continuity to the youth and serve to shift culture. In this way, CM should be the starting point to transforming not just youth, but everybody (staffing, the system, the culture).</li> </ul>
<p><b>Maintaining Consistency and Building Trust.</b></p>	<ul style="list-style-type: none"> <li>• CM must have continuity to establish trust and build relationship. Need to build relationship and foster good communication with CM; need to build trust to allow for the services to really work.</li> <li>• There must be clear guidelines around what is confidential when shared with CM.</li> <li>• There must be a clear transition (eg. with are VISTA workers or TAY navigators)</li> </ul>
<p><b>County should tap into existing resources and pursue organizations that are already serving a CM function.</b></p>	<ul style="list-style-type: none"> <li>• Build on the work of ARC, understanding they are currently only in the Compound</li> <li>• Look at other CBOs who are doing in the communities but have not had access or opportunity to work in facilities (eg. GRYD providers).</li> </ul>
<p><b>Important Infrastructure considerations</b></p>	<ul style="list-style-type: none"> <li>• <b>Funding:</b> There must be adequate funding to provide living wages to Credible Messengers.</li> <li>• <b>Evaluation:</b> Key indicators of progress must be identified and tracked on a regular basis.</li> <li>• <b>Training:</b> Adequate and ongoing training for Credible Messengers is critical.</li> </ul>



## Challenges to Consider

- (1) Labor Issues
- (2) Consistency
- (3) Infrastructure
- (4) Culture shift
- (5) Training/Certification of Credible Messengers to be able to move in diverse areas of the workgroup
- (6) Establishing chain of command and avenues to address concerns when they arise. There needs to be clear hierarchies and processes for resolution. No duality or duplication of services
- (7) Budget Flexibility
- (8) Political will and political support to cultivate

## Challenges to Consider

- (1) Labor Issues
- (2) Consistency
- (3) Infrastructure
- (4) Culture shift
- (5) Training/Certification of Credible Messengers to be able to move in diverse areas of the workgroup
- (6) Establishing chain of command and avenues to address concerns when they arise. There needs to be clear hierarchies and processes for resolution. No duality or duplication of services
- (7) Budget Flexibility
- (8) Political will and political support to cultivate

# RE-ENTRY

The recommendations below build on those in the Youth Justice Reimagined Report to:

- **Provide flexible funding and support to a network of community-based re-entry providers**, who represent the geographic and demographic diversity of Los Angeles, build long-term relationships with young people while they are in detention facilities and long after their release so they can support youth throughout their re-entry journey. Resources should be able to support needs such as housing, technology, clothing, transportation, etc. Mechanisms such as a public-private partnership should be explored to expedite funding to CBOs and create a supportive environment for capacity-building and a community of learning, as mentioned above.
- **Pair community-based reentry providers** with youth early in their commitments to camps or SYTF and engage those providers in their Multi-Disciplinary Team planning to support their progress and transition back home.

# RE-ENTRY

- **Largely staff and fund reentry work in facilities and the community by credible messengers**, as described above. This work should include youth who have personal experience of transitioning from incarceration themselves and can serve as re-entry navigators.
- **Promote workforce development** as part of reentry through 1) building partnerships with employers in growing sectors with living-wage jobs such as tech, entertainment and other trades to help train and place reentering youth in good jobs; and 2) investing in the development (via scholarships, training, job placement, etc.) of formerly incarcerated youth to become reentry navigators and Youth Development/community health workers, for a comprehensive workforce that youth can relate to and draw inspiration from.

# Programming Generally

In its June report to the Board, the JJRBG described the goals of supports and services:

- *Youth will be provided with intentional and targeted interventions using a positive youth development approach and evidence-based practices which will result in the following objectives:*
- *Improve the psycho-social functioning of youth by using evidence-based mental health;*
- *Increase the developmental assets of youth by providing healing and trauma informed services;*
- *Improve educational outcomes of youth by providing individualized educational and counseling services;*
- *Improve family functioning through Family Assessment and Support Team co-case management services;*
- *Improve self-sufficiency through jobs and post-secondary education linkages and supports.*

To tailor programming and supports for any youth, the JJRBG recommended a comprehensive assessment of the youth be conducted post-adjudication.

# Programming Generally

Accordingly, next steps for overall programming should include:

- Receiving updates from the Probation Department about the development of a comprehensive assessment and plan for SYTF youth, and information and copies of any assessments and case planning used for camp youth generally
- JJRBG working to identify gaps and resources needed in the development of comprehensive assessment and case plan for SYTF youth.

# Continuum of Less Restrictive Options

Among the information and initiatives that the JJRBG should and may consider in strengthening the continuum of care for youth who may otherwise have been committed to DJJ are:

- **Updates on the status of recommendations and their implementation regarding maintaining the decreased population of incarcerated youth in Los Angeles County** – on June 9, 2020, the Board of Supervisors adopted a motion directing Probation and the Youth Diversion and Development Office (YDD) to work with other partners to develop a plan for maintaining reduced numbers of youth in juvenile halls and camps.
- **Progress of YDD generally** in expanding diversion countywide, including new partnerships with the District Attorney Office and others
- **Consultation with Department of Children and Family Services and Office of Child Protection** on relevant supports and services in the dependency system in a continuum of care for the target youth population here.