



THE ROADMAP 3rd Draft – 11/18/15

INTRODUCTION

The East Side Aligned Roadmap for Children and Youth is a living document that seeks to clarify and prioritize what the community desires and is committed to with regard to the readiness and well-being of our children and youth.

The Roadmap is also a call to the larger community to develop broader partnerships, set attainable goals, employ data driven decision making, and engage in bolder strategies. We are committed to moving beyond fragmented approaches, toward area-wide collaboration and accountability.

The Roadmap is an invitation to the community to make a commitment to work collaboratively to achieve the 2025 Goal of all children and youth within Greater East St. Louis being:

- Healthy & Safe in their Environments
- Socially Connected & Emotionally Secure
- Successful in School, College & Work
- Positively Engaged in their Community

ABOUT THE ROADMAP

We know that the many aspects of the life of a child do not occur in isolation, and we understand that when recommending strategies to improve certain factors that there will be additional impact and a “ripple effect” of improvement in other areas. For example, improvement in the social and emotional well-being of a young person has also been shown to improve a young person’s academic performance. Further, improved stability and sense of safety in the home increase social and emotional well-being.

Each of the strategies in this plan is specifically linked to one or two individual objectives, rather than the full range of objectives they might have an impact on. This is due to the complicated nature of mapping the “connectedness” in a plan of this type. However, as the implementation and tracking systems for the plan are further developed, they will include and account for the interrelated nature of the outcomes, objectives and strategies. Also during implementation, many of these strategies could be combined or adjusted to maximize their effectiveness.

The Roadmap – 3rd Draft

Overview of Goals & Sub-Goals

Healthy & Safe in their Environments

Sub-Goal #1: All children are born healthy

Sub-Goal #2: All children and youth are physically healthy

Sub-Goal #3: All children and youth feel and are safe

Sub-Goal #4: All children and youth live within an economically thriving community

Socially Connected & Emotionally Secure

Sub-Goal #5: All children and youth are emotionally healthy and ready for all stages of life

Sub-Goal #6: All children and youth within the child welfare system receive quality, coordinated comprehensive care and services

Sub-Goal #7: All children and youth have supportive, self-sufficient families and caring adults in their lives

Successful in School, College & Work

Sub-Goal #8: All children are ready for kindergarten

Sub-Goal #9: All children and youth are academically ready and on track

Sub-Goal #10: All youth are ready for postsecondary education and work

Sub-Goal #11: All youth have access to stable, gainful employment

Sub-Goal #12: All youth are equipped to live financially stable and independent

Positively Engaged in their Community

Sub-Goal #13: All children and youth have platforms to develop and apply their voice and skills in civic engagement, leadership and advocacy

Sub-Goal #14: All youth that come in contact with the juvenile justice system are treated with dignity and respect and receive quality restorative supports

Healthy & Safe in their Environments

SUB-GOAL #1: ALL CHILDREN ARE BORN HEALTHY

Strategies:

1.1 Advance the work of the Healthy Start Consortium to ensure every expectant mother has access to prenatal health education and quality services

- 1.1.1 Strengthen and align maternal child health services and systems
- 1.1.2 Implement comprehensive awareness raising efforts to educate expectant mother on the importance of breastfeeding and the negative effects of smoking
- 1.1.3 Expand efforts to educate mothers on Safe Sleep Practices
- 1.1.4 Increase the number of women receiving screening and services for perinatal depression
- 1.1.5 Expand home visiting programming for new mothers (*Aligns with Strategy 8.3.2*)

SUB-GOAL #2: ALL CHILDREN AND YOUTH ARE PHYSICALLY HEALTHY

Strategies:

2.1 Advance the work of Make Health Happen to increase inventory of and demand for affordable, healthy options in area stores

- 2.1.1 Increase the number of stores that offer an expanded inventory of healthy options
- 2.1.2 Improve on-site placement, external signage and marketing strategies to promote healthy options
- 2.1.3 Establish cash and coupon incentives for purchasing healthy options
- 2.1.4 Implement a comprehensive awareness raising campaign to educate families about the importance of healthy eating

2.2 Improve access to environments with healthy food and beverage options

- 2.2.1 Complete an assessment of public transit routes and develop recommendations for improvement
- 2.2.2 Ensure child care facilities and schools menus meet USDA quality standards
- 2.2.3 Expand efforts to equip residents to develop and sustain community gardens
- 2.2.4 Improve the monitoring of Link cards
- 2.2.5 Develop a coordinated system to ensure food pantries are continuously stocked with healthy options
- 2.2.6 Expand the Meals on Wheels program to serve children that are cared for by older adults
- 2.2.7 Increase the quality and number of nutrition classes offered within public housing complexes, schools and places of worship
- 2.2.8 Improve tools and resources to help families learn about healthy options

2.3 Increase the number of children and youth engaging in age and ability appropriate physical activity

- 2.3.1 Ensure the following within child care and school settings:
 - National standards for physical activity/play are built into daily schedules
 - Quality supplies and equipment are available to adequately support physical activities
 - Increase staff capacity that directly supports physical activity
 - Staff are trained in age-appropriate physical activity
- 2.3.2 Build, improve and maintain bike and walking paths (*Aligns with Strategy 3.4*)
- 2.3.3 Leverage leadership and resources from the St. Clair County *Get Up & Go* initiative to increase opportunities for active living
- 2.3.4 Advance the work of the Greater East St. Louis Youth Coordinating Council to serve more children and youth through:
 - Increased staff and shared staffing
 - Indoor/outdoor space improvement
 - Expansion of program sites to underserved areas

2.4 Increase access to high quality preventative and responsive integrated health care

- 2.4.1 Increase the number of children and youth with quality health insurance
- 2.4.2 Assess the feasibility of establishing an entity similar to the St. Louis Integrated Health Network(IHN)
 - *IHN is a network of safety net providers collaborating horizontally or vertically to improve access to care, enhance quality of care, and achieve cost efficiencies through the redesign of practices to integrate services and optimize patient outcomes*
- 2.4.3 Increase the capacity and improve response time of Emergency Medical Teams
- 2.4.4 Expand coordinated school health programs and clinics, inclusive of dental and vision care as well as the testing and treatment of sexually transmitted infections
- 2.4.5 Increase the number of participants enrolled in, stakeholders that refer to and providers trained on WIC services and benefits
- 2.4.6 Improve transportation options to and from health care facilities through:
 - Providing transportation assistance from St. Louis area hospitals
 - Ensuring public transit routes connect to facilities
- 2.4.7 Assess the need and feasibility of establishing volunteer-led health clinics within area churches
- 2.4.8 Assess the need and feasibility of offering mobile health services in partnership with hospitals and health care centers
- 2.4.9 Expand efforts to test and remediate lead in homes and increase the number of kids under 6 tested annually for lead poisoning

2.5 Develop infrastructure to support and sustain comprehensive asthma management control services

- 2.5.1 Increase home-, school- and community-based educational outreach to equip children, youth and families with knowledge, skills and resources to effectively manage asthma

- 2.5.2 Improve alignment and communication among medical and social service providers
- 2.5.3 Ensure area medical providers are trained on EPR-3 Medical Management Guidelines
- 2.5.4 Ensure Medicaid managed care plans include comprehensive asthma care services
- 2.5.5 Expand efforts to conduct home environment assessments to identify and reduce asthma triggers
- 2.5.6 Establish asthma clinics in targeted areas

2.6 Advance the work of municipal leadership to improve air quality, sewer systems and other environmental conditions

SUB-GOAL #3: ALL CHILDREN AND YOUTH FEEL AND ARE SAFE

Strategies:

3.1 Develop and implement a localized, comprehensive plan to reduce violence and crime

- 3.3.1 Increase the use of Focused Deterrence strategies for repeat violent offenders
- 3.3.2 Build population and individual level data sharing system between schools, service providers and law enforcement agencies to better inform prevention and intervention strategies *(See Sub-Goal #5)*
- 3.3.3 Advance the work of the Metro East Police District Commission to establish an integrated, credible police facility for area departments to store records and evidence as well as conduct joint professional development training
- 3.3.4 Strengthen the quality and consistency of local law enforcement and increase their capacity to implement community policing tactics
- 3.3.5 Expand the capacity of local law enforcement to administer and increase participation among residents to participate in citizen police academies
- 3.3.6 Engage residents, business owners and churches in implementing a citizen patrol effort
- 3.3.7 Expand Project Safe Neighborhoods strategies throughout the footprint
- 3.3.8 Integrate violence prevention programming into other social service programs
- 3.3.9 Implement an awareness raising campaign to inform residents and the broader community of efforts to improve safety and the progress being made
- 3.3.10 Leverage the *St. Louis Regional Youth Violence Prevention Community Plan* and expand its presence in the footprint

3.2 Improve school safety

- 3.2.1 Build schools' organizational capacity to implement, sustain and improve the delivery of trauma-informed services *(See Strategy 5.3)*
- 3.2.2 Build schools' organizational capacity to integrate and implement restorative approaches
 - o Strengthen alignment between schools and existing alternatives to suspension programs

- 3.2.3 Provide opportunities for youth to design and lead violence prevention efforts
- 3.2.4 Increase the practice of School Resource Officers applying charges against students as a means to connect youth to needed services and diversion programs

3.3 Expand animal control and care services

- 3.3.1 Expand the capacity of law enforcement to enforce animal laws and respond to stray animal incidents
- 3.3.2 Expand efforts to equip pet owners with knowledge , skills and resources to reduce and manage aggressive animals
- 3.3.3 Establish an animal healthcare service center within the footprint

3.4 Improve outdoor community conditions

- 3.4.1 Improve street lighting
- 3.4.2 Restore street signs
- 3.4.3 Remove overgrown greenery
- 3.4.4 Expand demolition of derelict, unsafe properties

3.5 Expand access and improve coordination of transportation systems for children and youth

- 3.5.1 Align and expand the coordination of transportation by schools and out-of-school time providers to ensure children and youth arrive to their destinations safely
- 3.5.2 Establish special transportation options for children and youth that participate in out-of-school time activities and/or can verify employment
- 3.5.3 Station trained (volunteer or paid) safety officers on public transportation

SUB-GOAL #4: ALL CHILDREN AND YOUTH LIVE WITHIN AN ECONOMICALLY THRIVING COMMUNITY

Strategies:

4.1 Advance localized strategies of the OneSTL Sustainable Development Plan

4.2 Strengthen local capacity to build and achieve community economic development plans

- 4.2.1 Provide community economic development training
- 4.2.2 Seed investments to implement community economic development plans
- 4.2.3 Improve access, coordination and awareness of technical assistance tools and resources

4.3 Drive neighborhood business growth and sustainability

- 4.3.1 Improve security of neighborhood businesses

Socially Connected & Emotionally Secure

SUB-GOAL #5: ALL CHILDREN AND YOUTH ARE EMOTIONALLY HEALTHY AND READY FOR ALL STAGES OF LIFE

Strategies:

5.1 Advance the work of the Greater East St. Louis Youth Coordinating Council to establish an integrated and aligned out-of-school time system that fosters social and emotional development

- 5.1.1 Build the capacity and culture of out-of-school time (OST) providers to develop and implement research-validated quality improvement systems
- 5.1.2 Build on existing efforts to strengthen and scale programs and practices across OST providers that build children and youth's social and emotional competence
- 5.1.3 Strengthen alignment among and between OST providers, intervention service providers and schools in the areas of: counseling and case management services, social-emotional learning, professional development and transportation
- 5.1.4 Leverage area resources to expand research-based arts programming
- 5.1.5 Complete a financial analysis to determine the unit cost of OST programming and guide the exploration of site expansion and shared staffing and services
- 5.1.6 Build the capacity of and strengthen alignment among area churches, fraternities and sororities through:
 - Increasing knowledge and skills on positive youth development and readiness
 - Expanding available technology and resources
- 5.1.7 Provide meaningful opportunities for parents and guardians to engage in OST activities
- 5.1.8 Establish street teams that go door-to-door to inform families about OST opportunities and assess emergent needs of children and youth

5.2 Strengthen and align community- and school-based efforts to equip children and youth with abilities and resources to practice positive decision-making and behaviors

- 5.2.1 Expand anger management and conflict resolution programming
- 5.2.2 Increase continuous, repetitive messages about and opportunities to practice positive decision-making
- 5.2.3 Create environments that monitor and discourage use of illegal substances by youth
- 5.2.4 Expand school- and community-based comprehensive sexual health education and programming
- 5.2.5 Increase awareness of human trafficking, specific to the footprint

5.3 Develop and implement a comprehensive plan to increase the number of institutions and service providers using evidence-based, trauma-informed practices

- 5.3.1 Build the organizational capacity of day care centers, schools, child welfare and juvenile justice agencies, police departments, hospitals, service providers, civic organizations, and faith communities to implement, sustain and improve the delivery of trauma-informed services

- 5.3.2 Improve the quality of diagnosis and treatment for trauma through:
 - Strengthening alignment between schools and service providers
 - Establishing and enforcing stronger accountability practices
- 5.3.3 Reform school discipline and local policing policies and practices to be trauma-informed
- 5.3.4 Leverage the *Alive and Well St. Louis* campaign and expand its presence in the footprint
- 5.3.5 Engage funeral homes in developing and implementing a trauma identification and referral effort as well as therapist-led grief groups

5.4 Increase the number of children and youth who are evaluated, referred and receive needed, quality behavioral, mental and emotional health services

- 5.4.1 Increase the number of behavioral health providers that accept Medicaid
- 5.4.2 Train all educators and service providers in Mental Health First Aid and suicide interventions
- 5.4.3 Improve the coordination and quality of mental health services throughout the footprint
- 5.4.4 Develop and institute an effective intergenerational case management tracking and quality improvement system

SUB-GOAL #6: ALL CHILDREN AND YOUTH WITHIN THE CHILD WELFARE SYSTEM RECEIVE QUALITY, COORDINATED COMPREHENSIVE CARE AND SERVICES

Strategies:

6.1 Establish an integrated and aligned comprehensive case management system among private and public child welfare agencies

- 6.1.1 Institutionalize platforms for relationship building among senior supervisory staff across agencies
- 6.1.2 Develop clear, consistent guidelines to facilitate information-sharing across systems
- 6.1.3 Provide cross-training for all involved individuals and organizations
- 6.1.4 Implement “whole family” approaches to adjudicating legal matters among multiple family members

6.2 Strengthen and align efforts to better serve and reduce children and youth experiencing homelessness

- 6.2.1 Improve the conditions and increase the number of emergency and transitional housing options
- 6.2.2 Provide comprehensive case management services beyond six months after securing safe, stable housing
- 6.2.3 Increase awareness and usage of the National Safeline

6.3 Strengthen and align efforts to better serve and increase permanency for children and youth within the foster care system

- 6.3.1 Improve efforts to preserve and strengthen families of origin
- 6.3.2 Improve and expand the training of, support provided to and supervision of case workers and foster care families

- 6.3.3 Improve the conditions of and services provided within state residential care facilities
- 6.3.4 Improve foster care and adoption placement processes and monitoring
- 6.3.5 Expand efforts to guide children and youth in building safe relationships and connections with others
- 6.3.6 Build capacity to effectively serve youth aging out of the foster care system

SUB-GOAL #7: ALL CHILDREN AND YOUTH HAVE SUPPORTIVE, SELF-SUFFICIENT FAMILIES AND CARING ADULTS IN THEIR LIVES

Strategies:

7.1 Establish two-generational approaches and systems to provide intensive, high quality services for both parents and their children

- 7.1.1 Facilitate regular communication among all levels of staff across programs
- 7.1.2 Coordinate and design eligibility requirements, renewal schedules and applications across systems
- 7.1.3 Provide requisite support services, including transportation, financial literacy, and housing assistance, if needed, to facilitate families' successful participation in programs and subsequent success
- 7.1.4 Maintain a continuity of services and supports across family transitions and entering or exiting programs

7.2 Support parents and guardians ability to engage in their children's academic and social development

- 7.2.1 Improve capacity of educational institutions and OST providers to administer family engagement and empowerment efforts *(Aligns with Strategy 5.1.6)*
- 7.2.2 Improve and expand parenting skills programming
 - *Establish programming specifically for fathers*
- 7.2.3 Strengthen, align and improve access to adult education and workforce opportunities that include:
 - Improving literacy
 - Offering stackable credentials options associated with well-structured career pathways
- 7.2.4 Equip parents and guardians with knowledge, skills and resources to engage and advocate on behalf of their children
- 7.2.5 Improve communication options for parents and guardians with schools and service providers
- 7.2.6 Increase the number of parents and guardians, particularly older adults, who walk their children to and from school *(Aligns with Strategies 2.3 and 3.2)*

7.3 Ensure all children and youth have the opportunity to establish a relationship with a responsible adult advocate, mentor or advisor

- 7.3.1 Expand and align mentoring programs among service providers, civic and Greek-lettered organizations and faith communities with emphasis on:
 - Standardizing training for adults on best practices on effective, positive relationships
 - Centralizing and strengthening mentor recruitment, matching and retention systems
 - Tracking effectiveness

Successful in School, College & Work

SUB-GOAL #8: ALL CHILDREN ARE READY FOR KINDERGARTEN

Strategies:

8.1 Advance the work of the GESTL Early Childhood Innovation Zone and GESTL Early Learning Partnership to ensure all children receive age-appropriate developmental screenings

- 8.1.1 Strengthen alignment among all early learning programs and services
- 8.1.2 Increase awareness among parents and guardians of the importance of screenings
- 8.1.3 Improve access to in-person and online development screenings
- 8.1.4 Expand capacity of all early learning programs and service providers to administer developmental and social emotional screenings at each developmental interval
- 8.1.5 Increase understanding of and execution of Child Find roles and responsibilities post-screening

8.2 Advance the work GESTL Early Childhood Innovation Zone and GESTL Early Learning Partnership to improve the quality of early learning programs

- 8.2.1 Increase the number of licensed exempt providers that complete ECE Level 1 Credential
- 8.2.2 Increase and advance participation of early learning programs in ExceleRate Illinois
- 8.2.3 Strengthen instructional quality through the implementation of research-based developmental screening, assessment, curriculum, application of early learning standards and data evaluation
- 8.2.4 Strengthen transitions from early learning programs to Kindergarten and first grade
- 8.2.5 Expand literacy efforts to ensure children read at grade-level

8.3 Enhance the knowledge, skills and leadership of the early learning workforce

- 8.3.1 Strengthen and align professional development across early childhood systems
- 8.3.2 Increase the number of early learning professionals with a Gateways Registry membership
- 8.3.3 Increase the number of educators with a Bachelor's degree in Early Childhood or Child Development
- 8.3.4 Expand classroom coaching for early learning education and leadership development for administrators

8.4 Expand access to high-quality early childhood programs and services

- 8.4.1 Increase home visitation programs and home-based services
- 8.4.2 Increase the availability of and modify eligibility requirements for high quality early learning
- 8.4.3 Improve the physical conditions and environments of early learning programs
- 8.4.4 Explore shared service models among early learning programs as a means to increase access

SUB-GOAL #9: ALL CHILDREN AND YOUTH ARE ACADEMICALLY READY AND ON TRACK

Strategies:

- 9.1 Support schools in acquiring and sustaining equitable funding from the State and elsewhere**
- 9.2 Expand school- and community-based literacy efforts** (*Aligns with Strategy 8.2.5*)
- 9.3 Support schools in attracting, retaining and developing high quality personnel and creating a culture of continuous improvement**
- 9.4 Improve the quality, rigor and relevance of OST academic programs and supports** (*Aligns with Strategy 5.1*)
- 9.5 Improve truancy interventions**
- 9.6 Strengthen educational supports for students experiencing homelessness, within the foster care system and in and out of the juvenile justice system**
 - 9.5.1 Ensure systems and protocols adhere to the McKinney Vento Act
 - 9.5.2 Strengthen alignment and communication among schools and social service agencies to improve tracking and service delivery
 - *Explore co-location options*
 - 9.5.3 Improve and streamline enrollment processes
 - 9.5.4 Educate students on their rights and how to access resources

SUB-GOAL #10: ALL YOUTH ARE READY FOR POSTSECONDARY EDUCATION AND WORK

Strategies:

- 10.1 Create a college and career readiness culture within schools and the broader community**
 - 10.1.1 Train schools and OST providers in practices that support readiness and well-being and on approaches to teach readiness skillsets and mindsets
- 10.2 Increase access to financial resources to support postsecondary education**
 - 10.2.1 Expand efforts to ensure successful FAFSA completion
 - 10.2.2 Leverage the efforts of *St. Louis Graduates* to improve access to and affordability of postsecondary education, particularly through utilizing:
 - Scholarship Central
 - High School 2 College Center
 - Professional Development Institute
- 10.3 Establish an integrated and aligned system to support job training, placement and retention for youth**
 - 10.3.1 Strengthen and scale evidence-informed programs and practices among providers
 - 10.3.2 Complete a financial analysis to determine the unit cost of job training and placement programming and guide the exploration of shared staffing and services
 - 10.3.3 Establish a centralized clearinghouse for job placement opportunities

10.4 Advance the work of East Side Works to establish a comprehensive college and career pathways system

10.4.1 Expand efforts to build the capacity of school- and agency-based counselors to most effectively facilitate student transitions from high school to postsecondary institutions without the need for remedial coursework

10.4.2 Link and integrate high school and community college curricula and align both with labor market needs

10.4.3 Expand and sustain a quality career information and advising system through:

- Implementing the Career Cruising *cclnpsire* platform
- Aligning and promoting existing college access and work-based learning efforts

10.4.4 Expand employer engagement that leads to diverse and richer learning opportunities at the workplace and supports the transition of young people into the labor market

10.4.5 Increase the number of high-quality postsecondary credentials accessible youth can pursue

SUB-GOAL #11: ALL YOUTH HAVE ACCESS TO STABLE, GAINFUL EMPLOYMENT

Strategies:

11.1 Develop and implement a regional plan for aligning educational programs to workforce needs

11.1.1 Establish clear indicators to measure progress in creating stronger regional talent development initiatives (*Align with Strategy 10.3*)

11.2 Advance existing efforts to attract new business

- *Align with Sub-Goal #4*

11.3 Build a culture of and structures to support entrepreneurship

11.2.1 Streamline the requirements and processes for applying for a business license throughout the county

11.2.2 Expand financial and lending resources to promote new investment in job growth

11.2.3 Provide regulatory and zoning assistance to small business owners to assist with business start-up

SUB-GOAL #12: ALL YOUTH ARE EQUIPPED TO LIVE FINANCIALLY STABLE AND INDEPENDENT

Strategies:

12.1 Provide Individual Development Accounts for every child

12.2 Establish one-stop financial empowerment centers that provide multi-generational financial education and financial services

12.3 Integrate more comprehensive financial education programming within schools and colleges

12.4 Ensure banking fees and interest rates are fair and reasonable

Positively Engaged in their Community

SUB-GOAL #13: ALL CHILDREN AND YOUTH HAVE PLATFORMS TO DEVELOP AND APPLY THEIR VOICE AND SKILLS IN CIVIC ENGAGEMENT, LEADERSHIP AND ADVOCACY

Strategies:

- 13.1 Create a culture of shared leadership among youth and adults**
- 13.2 Build the organizational capacity of organizations and systems to effectively and authentically support youth voice, engagement and leadership**
- 13.3 Enhance and expand ongoing training and coaching opportunities for youth to develop skills in civic engagement, leadership and advocacy**
- 13.4 Create seats for youth on municipal and organizational governing boards/committees**
- 13.5 Develop an infrastructure to support youth-led community organizing**
- 13.6 Amplify youth voice through public and social media**

SUB-GOAL #14: ALL YOUTH THAT COME IN CONTACT WITH THE JUVENILE JUSTICE SYSTEM ARE TREATED WITH DIGNITY AND RESPECT AND RECEIVE QUALITY RESTORATIVE SUPPORTS

- 14.1 Advance the work of the St. Clair County Juvenile Justice Council to develop an integrated, collaborative, community-focused juvenile justice system**
 - 14.1.1 Establish strong communication, information sharing and referral protocols among law enforcement, judicial, social service and educational entities
 - 14.1.2 Coordinate case management and intervention services
 - 14.1.3 Create an online database of services and opportunities for youth within the juvenile justice system
 - 14.1.4 Expand training in community-oriented policing strategies for law enforcement
 - 14.1.5 Integrate more educational and social service programming and resources within the St. Clair County Juvenile Detention Center
- 14.2 Increase the use of restorative justice practices**
 - 14.2.1 Expand the capacity of Teen Court and explore site expansion
 - 14.2.2 Build the capacity of existing diversion programs to serve more youth
 - 14.2.3 Increase employment opportunities for youth with prior offenses



Revised Addendum to Draft Master Plan

ADDITIONAL FOCUS AREAS

Below are critical focus areas not directly referenced in the current plan. While not referenced, they will be continually considered and specific strategies will be developed.

- Older siblings as caretakers for younger siblings
- Services for children and youth with physical and developmental disabilities
- Services for LGBTQ youth
- Services for English as a Second Language (ESL) children and youth
- Services for pregnant and parenting youth

ADDITIONAL INFORMATION

The master plan will also include:

- Glossary of Terms
- Descriptions for any entity listed