

# Strategic Plan for Children, Youth and Families Update 2013-18





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# Background



The City of Irvine, incorporated in 1971, is a strong, diverse community of more than 230,000 residents, spanning approximately 66 square miles. Irvine is one of the country's safest and most successful master-planned urban communities, with exceptional schools, ample green space and parks, and quality programs and services. Recognized as a model for the quality of life it provides to children, youth and families, Irvine is named one of the nation's *100 Best Communities for Young People* by America's Promise Alliance and consistently ranks among the top communities on key indicators for conditions of children and families.



The City takes a proactive approach to planning for the well-being of children, youth and families. In 2002, City Councilmembers presided at a *Forum on Child and Elder Poverty in Irvine and Orange County* that culminated in a call for development of a strategic plan for children and families. In 2003, the City Council responded by selecting Mr. Sid Gardner of Children and Family Futures to prepare an indicators report on conditions of children, youth and families in Irvine to serve as a baseline of overall well-being and the foundation for a strategic plan. Indicators reports were completed and presented to the City Council in 2005 and 2007, and the City Council directed staff in 2007 to develop a Strategic Plan for Children, Youth and Families to address priority programmatic areas identified in the reports.



An extensive community planning process that began in 2007 resulted in the creation of the Strategic Plan for Children, Youth and Families 2008-13 (Strategic Plan 2008-13), which was approved by the City Council in May 2008. Comprised of 13 specific strategies under six goal areas, the plan represents the City's vision to create and maintain a safe community where children, youth and families thrive emotionally, physically, academically and socially. A list of 2008-13 goal areas and strategies is included as Appendix A.



In March 2009, under the auspices of the City's Community Services Commission, the Irvine Children, Youth and Families Advisory Committee (Advisory Committee) was formed to oversee the plan. The Advisory Committee reviews plan progress, monitors funded activities and integrates community input on an ongoing basis.



The Strategic Plan 2008-13 has provided a guide for development and maintenance of programs and policies, and effective allocation of resources. Plan implementation has resulted in a coordinated, outcome-driven approach to providing services and many accomplishments, as outlined in the Key Achievements 2008-13 section of this report.



The Strategic Plan for Children, Youth and Families Update for 2013-18 (Strategic Plan Update) is a continuation of the Strategic Plan 2008-13, and will guide the City for the next five years. It builds directly on the previous plan and is the result of community input, City staff recommendations and feedback from the Advisory Committee.



The Strategic Plan Update goals are to:

1. Reduce poverty and the harmful effects of poverty and near-poverty status among families in Irvine (Support to Families in Need).
2. Expand and enhance early care and educational opportunities, and support continued developmental well-being of children (Child Care and School Readiness).
3. Reduce and prevent alcohol and substance use and other harmful behavior among Irvine youth (Youth Alcohol, Substance Use and Other Risky Behavior Reduction).
4. Enhance and expand community service by youth and families in Irvine through youth-oriented and intergenerational programs (Youth Volunteerism).
5. Improve health and fitness, and social, emotional and developmental well-being among children and youth (Health, Fitness and Well-being).



Twelve strategies were identified to address these goals, as depicted in Chart 1. New to the updated plan are target areas, which are suggested actions to guide strategy implementation. A five-year Implementation Matrix, included as Appendix B, was also developed to meet the goals of the updated strategic plan.



## Chart 1: Strategic Plan Update Goals and Strategies

### **GOAL AREA 1: Support to Families in Need**

Reduce poverty and the harmful effects of poverty and near-poverty status among families in Irvine.

#### **Strategy: Community Outreach and Education**

Enhance community outreach and education to improve access to information and increase use of community resources and services.

### **GOAL AREA 2: Child Care and School Readiness**

Expand and enhance early care and educational opportunities, and support continued developmental well-being of children.

#### **Strategy: Child Care Capacity Expansion**

Provide technical assistance and expertise in developing new and expanding existing, high-quality licensed child care.

#### **Strategy: Child Care Quality Enhancement**

Provide technical assistance, information and professional development opportunities to existing child care providers to enhance quality of care.

#### **Strategy: School Readiness and Continued Developmental Support**

Provide education and resources to parents to support school readiness and social, emotional and developmental well-being of young children.

### **GOAL AREA 3: Youth Alcohol, Substance Use and Other Risky Behavior Reduction**

Reduce and prevent alcohol and substance use and other harmful behavior among Irvine youth.

#### **Strategy: Youth Development**

Prevent substance use and abuse, and risky behavior by building on youth assets and strengths. Foster healthy youth development, provide safe social recreation activities and develop leadership skills.

#### **Strategy: Risk Reduction**

Enhance access to information, resources and prevention/intervention activities to reduce high risk behavior.

#### **Strategy: Community Collaboration**

Reduce risky behavior among young people through collaboration with groups such as Irvine Prevention Coalition and school districts.

### **GOAL AREA 4: Youth Volunteerism**

Enhance and expand community service by youth and families in Irvine through youth-oriented and intergenerational programs.

#### **Strategy: Youth Community Service and Volunteerism**

Promote community service as a means of strengthening resiliency, facilitating community engagement, providing service to others, and youth development and learning.

### **GOAL AREA 5: Health, Fitness and Well-being**

Improve health and fitness, and social, emotional and developmental well-being among children and youth.

#### **Strategy: Physical Activity Policy and Program Development**

Expand offerings and quality of physical education and fitness programs in the City of Irvine and other youth serving institutions.

#### **Strategy: Youth Wellness Advocacy**

Encourage healthy food choices and physical activity for communities and schools throughout Irvine.

#### **Strategy: Standards for Public Facility Use**

Create consistent policies, practices and messaging between the City and its facility users regarding the provision of healthy and nutritious food at events.

#### **Strategy: Social, Emotional and Developmental Support Services and Linkages**

Increase support for children and youth experiencing social, emotional and developmental issues, and raise awareness about youth well-being.

# Development of the Strategic Plan Update

## Key Stakeholder Meetings and Public Forums

Between March and May 2012, the City contracted with WestEd to facilitate five key stakeholder meetings and five public forums to gain community input. Participants represented more than 20 community agencies and local institutional partners.

Each key stakeholder meeting focused on a specific goal area, with participants selected based on their expertise. Meetings included a review of the 2008-13 goals and strategies, a discussion of successes and challenges in implementing the first five years of the plan, an examination of local conditions and data indicators, and staff recommendations for goal and strategy revisions. Participants provided information regarding continuing or emerging trends and needs, suggestions for modifications to existing goals and strategies, and next steps to be considered. A list of community organizations represented at the stakeholder meetings is included as Appendix C.

Staff used stakeholder input to update 2008-13 goals and strategies, which were then presented to the community at public forums. Forums included a presentation on local conditions, an overview of existing plan achievements and discussion to gather strategy recommendations.

## Irvine Children, Youth and Families Advisory Committee

In May 2012, results of the stakeholder meetings and public forums were compiled and presented to the Advisory Committee, which reviewed and provided feedback regarding proposed goals, strategies and key target areas for inclusion in the plan update.

## Plan Completion

A draft plan and implementation matrix were presented to the Advisory Committee at its May 2013 meeting. The Advisory Committee recommended presenting the plan update to the Community Services Commission. In August 2013, the Community Services Commission reviewed the plan update and recommended City Council approval.



# Key Achievements 2008-13

The successes, lessons learned and momentum created from efforts implemented under the Strategic Plan 2008-13 provide the foundation for the updated plan and implementation matrix. The most significant achievements under the Strategic Plan 2008-13, organized by the six original goal areas, include:

## Support to Families in Need

- The Irvine Children's Health Program, conducted by the City in partnership with the Children's Health Initiative of Orange County, was established in 2008 to help families obtain affordable health insurance for their children. The program expanded services in 2011 at no additional cost to the City, to help low-income adults find public health care coverage and other assistance programs. Through 2012, the program has enrolled more than 1,500 previously uninsured Irvine children and 155 adults into health coverage programs.
- Financial assistance scholarships for parks and other Community Services programs have more than doubled since Fiscal Year 2009-10 (FY 2009-10) from approximately \$44,000 to approximately \$92,000 in FY 2011-12, making City services more accessible to lower income families.
- In an effort to prevent youth from engaging in high-risk behaviors and dangerous situations, the City's Mobile Recreation Program reoriented programming in 2008 to locations such as large apartment buildings and affordable housing complexes, where there are high numbers of unsupervised youth during after school hours. The program provides constructive activities for approximately 100 children per week.
- Since 2008, the City has held an annual healthy food drive in partnership with Second Harvest Food Bank to support families in need.
- Since 2009, the City has hosted a State of California WeConnect Neighborhood Center to link families with assistance programs. Irvine was the first municipality to offer this service.
- Since 2009, the City, the Irvine Chamber of Commerce and the Irvine Unified School District Family Resource Center have partnered to provide holiday gifts for Irvine Unified School District students who are homeless.
- Since 2009, the City has provided resource areas at each community park to make information about support services and other resource materials easily accessible to the public.
- The City's Financial Literacy Campaign has expanded through increased marketing and greater collaboration with community partners, including affordable housing providers and local employers. Participation in the City's financial literacy workshops, conducted with Consumer Credit Counseling of Orange County and Legal Aid Foundation of Orange County, has more than doubled since 2008 to almost 1,400 participants in FY 2011-12.



- Returns from no-cost tax preparation services for low- to moderate-income residents, provided by the City in partnership with Legal Aid Society of Orange County, increased from \$1.2 million in tax year 2008 to \$1.8 million in tax year 2011, with Earned Income Tax Credit refunds increasing from \$452,000 to \$648,000.

### Child Care and School Readiness

- In 2008, the City opened a newly designed and expanded Child Resource Center Lending Library, which contains more than 2,500 items on child development, child care program administration and curriculum rarely available in public libraries. Library usage has increased from 1,269 items checked out in FY 2008-09 to more than 6,500 items in FY 2011-12.
- Since 2008, the Child Care Coordination Office has provided the *Guide to Opening a Licensed Family Child Care in the City of Irvine*, outlining steps to meet both state and City requirements for opening a home-based child care business. Since 2010, the Child Care Coordination Office has offered a user-friendly web page for potential child care operators, providing step-by-step guidance for opening both home-based and center-based child care in Irvine.
- Each year, approximately 30 to 65 potential home- or center-based providers interested in locating in Irvine receive information or technical support from the Child Care Coordination Office. Since 2008, 17 child care centers have received individualized technical support in applying for a conditional use permit to locate in the City; 11 received a permit.

- Each year, the Child Care Coordination Office provides information and support to nearly 600 parents seeking help with finding child care, financial assistance and other resources related to child care and child development.
- Approximately 16 professional development workshops for early child care providers are hosted by the Child Care Coordination Office each year. The *Super Saturday: Staff Development Day for Early Care and Education Professionals* is the largest of these events. Attendance increased from 197 in 2009 to 270 in 2013.
- The Child Care Coordination Office has strengthened its relationship with local home-based child care providers resulting in the development of new programs and services. In 2010, the Child Care Coordination Office added an online listing of home-based child care providers to the City website, which already



*Child care providers taking part in a hands-on educational workshop at Super Saturday: Staff Development Day for Early Care and Education Professionals.*

included a listing of local child care centers. The home-based provider list has grown from 23 providers to 79 in 2013. Since 2011, the City has also provided evening training sessions for home-based providers to assist in enhancing care.

- In 2012, the Irvine Child Care Coordination Office conducted a survey of all licensed child care providers (152) to assess availability of licensed child care spaces in Irvine. The survey had a 98 percent response rate (150 providers). As of March 2012, there were 8,692 licensed child care spaces in the City, with 1,122 unfilled and available spaces.
- Since 2008, the Irvine Child Care Coordination Office and the Irvine Unified School District School Readiness Program have partnered to offer various parent and provider workshops and share materials and resources.

### Underage Drinking Reduction

- In 2008, the Irvine Prevention Coalition, comprised of community partners including Irvine Community Drug Prevention, University of California, Irvine, Irvine Unified School District and the City, received a four-year federal grant to coordinate a community education campaign to prevent underage drinking.
- Since 2009, the Irvine Prevention Coalition has conducted a parent education campaign and provided a website focused on raising community awareness about the negative impact of underage drinking on adolescent development.

- In 2009, the City's High School and Middle School Youth Action Teams worked with Irvine Community Drug Prevention to develop *PAUSE (Preventing Alcohol Use by Students Everywhere)*, a social norms campaign to reduce underage drinking and other substance use. *PAUSE* includes educational and interactive peer-led programs and activities to promote positive, healthy behaviors and is conducted yearly on five high school and five middle school campuses.
- The Irvine Police Department received an Alcoholic Beverage Control grant in 2010 to combat underage drinking. The program included education and enforcement activities such as informing alcohol retailers of the laws and consequences of serving alcohol to minors, conducting decoy operations to determine sales to minors, and inspecting problem establishments for underage drinking.



*Irvine High School students participating in an on-campus PAUSE campaign activity to raise awareness about drug and alcohol use prevention.*

- Merchant education has been a key component of Irvine’s strategy to reduce underage drinking. Activities include: Irvine Police Department-led LEAD trainings (*Licensee Education on Alcohol and Drugs* also known as *Responsible Beverage Service*) offered to more than 100 alcohol servers since 2009; education materials developed by the Irvine Prevention Coalition and distributed by the City’s High School Youth Action Team to 50 alcohol retailers to raise awareness of businesses’ role in underage drinking prevention; a Safe Celebrations campaign led by the Irvine Prevention Coalition and launched before prom season in 2012 urging limousine/charter bus companies to educate staff on underage drinking laws and pledge to prohibit alcohol, tobacco and other drug use by their minor clientele; and, a *Sticker Shock* campaign conducted in 2012 by the City’s High Youth Action Team and Mothers Against Drunk Driving in which several thousand stop sign stickers and signs were placed on alcohol bottles and refrigerators at all Albertsons supermarkets in Irvine to raise awareness about preventing access to alcohol by minors.
- In 2011, the City to passed a Social Host Ordinance that holds adults responsible for underage drinking that takes place at gatherings, parties or events on their private property. The Irvine Prevention Coalition’s involvement was instrumental in this effort.
- Since 2010, the City of Irvine Community Services Department hosted five community education forums on topics related to underage drinking and illegal substance use, with a total of 1,225 attendees.
- The Irvine Public Safety Department hosted seven Prescription Drug Take Back Events since 2010 to provide the community an opportunity to safely dispose of unused medications and help prevent inappropriate prescription drug use. On average, 400 pounds of medication have been collected at each event.
- The City implements youth development programs and safe social recreation activities to foster healthy development and prevent substance use and other risky behaviors. Examples include: the City’s Youth Action Teams, which provide peer-led activities including teen forums, dances, music festivals, poetry and dance contests; the Creekside Leadership Academy, which was established by the City in 2009 to provide students at the City’s alternative education high school with leadership development opportunities and constructive activities during non-school hours; and the Mobile Recreation Program, which provides recreational activities for youth during after school hours, when young people are most likely to engage in risky behavior, commit crimes or be the victims of crime.



*Middle School Program dances held monthly provide a safe and fun social activity for Irvine youth.*



- In 2012, the City launched its first mobile application, *Access Irvine*, to provide residents with access to City information and resources, and the ability to easily report crimes and other concerns. The application began as an idea of the Irvine Children, Youth and Families Advisory Committee for a teen resource and tip line, and was developed through the Irvine Police Department.

### Volunteerism and Community Service

- The City has offered the *Volunteer* website since 2009 to link residents to community volunteer opportunities, and enable nonprofits and other organizations to advertise their volunteer projects.
- In 2010, Irvine became a *City of Service* by joining the *Cities of Service Coalition*, a group of municipalities from across the nation committed to engaging citizens in volunteerism to address community needs.
- Community service hours conducted by the City's Junior, Middle and High School Youth Action Teams have almost tripled since FY 2007-08. In FY 2011-12, 675 Irvine students provided more than 14,300 volunteer hours.



*Junior Youth Action Team volunteers participating in trail maintenance in Irvine's open space.*

- In 2012, the City established a Summer Youth Action Team program to provide volunteer activities during the summer months for youth 13 to 18 years of age. Participants conducted more than 2,500 hours of service over a 10-week period.
- The Creekside Leadership Academy, an after school leadership program led by the City for alternative high school students, enhanced its curriculum in 2012 to provide participants with approximately 10 hours of meaningful volunteer experience during the six-week program.

### Health and Fitness

- In 2009, the City joined the *Healthy Eating Active Living Cities Campaign (HEAL)*, a statewide effort aimed at introducing changes to reduce local obesity and physical inactivity rates and related costs through changes to city policies and environments.
- In 2011, the City Council adopted a resolution to become a *Let's Move! City* supporting the *Let's Move! Campaign* headed by First Lady Michelle Obama, the President's Task Force on Childhood Obesity and the Secretary of Health and Human Services, in an effort to solve childhood obesity within a generation.
- City partnerships with Irvine Unified School District and Parent Teacher Associations were expanded to provide innovative community parks-led health and physical activity programs on school sites. Programs include: the Lunch Time Activities program, which expanded from seven elementary school sites in 2007-08 to 16 in 2012-13 and provides activities led by park staff during lunch; the City Fitness program, which began at two schools in 2010-11, expanded



to three in 2011-12, and provides structured physical activity sessions during the school day; the Youth Wellness Committee, which began in 2008 at two high schools to create and support clubs that promote healthy food and fitness on and around schools; the Fit Factory program, a weekly after school program that focuses on fitness activities and nutrition education piloted at one elementary school in 2011-12; and the Walk to School Wednesdays program, which began in 2010 at seven schools as part of the Safe Routes to School program to encourage students to walk or bike to school, and was funded in 2012 to expand to 14 schools by 2016.

- The City received \$1 million in federal Safe Routes to School grants (2009 and 2011 combined) to provide pedestrian and bicycle safety education, outreach events, and enforcement to encourage walking and biking to school.
- In 2011, the City's Youth Wellness Committee received a grant from the Orange County Nutrition and Physical Activity Collaborative to implement the *Rethink Your Drink* campaign to encourage youth and families to make healthy beverage choices.
- Since 2010, the City has implemented several garden projects for youth, including a school garden at Creekside High School, an intergenerational community garden at Rancho Senior Center, and a gardening education program for middle school youth at the Orange County Great Park.
- In 2008, the City renegotiated its vending machine contract to require 50 percent healthier options in all vending machines at City facilities. The 2012 contract

requires a phased increase to 100 percent healthier options in vending machines at community parks located near schools.

- Since 2008, community parks have provided a healthy parks program in which all camp and after school programs implement at least 60 minutes of physical activity daily.
- Since 2008, the City's Middle School Sports Program has expanded to include new activities such as surfing, kayaking, archery and lacrosse. This after school program is held at all five middle school campuses, with approximately 600 participant registrations per year.

### Children's Mental Health

- The City's FOR Families program provides short-term support and referrals to families in need of assistance for issues including parenting, relationship difficulties, substance abuse concerns, stress and depression. Yearly, FOR Families provides approximately 185 in-person consultations, 860 phone support sessions and 195 advocacy contacts.
- The City's Educational Partnership Fund supports Irvine Unified School District's Elementary Guidance Assistant program, which provides individual and small group counseling for approximately 3,700 elementary students each year, and Middle School and High School Project Success, which provides prevention and early intervention services for approximately 770 students annually.
- Each year, the Irvine Unified School District's Family Resource Center provides parent education courses and support groups for approximately 142 families, and approximately 500 hours of counseling services.

- The City's Disability Services program provides services for individuals with special needs, including children with emotional, behavioral and developmental issues. Assistance includes one-on-one accommodations to ensure inclusion in City programs, adaptive swim lessons, assessments and referrals. Services have increased every year since 2008; accommodations have increased from 183 hours to 2,096 in 2012 and adaptive swim lessons have increased from 68 lessons to 510 in 2012.
- Since 2008, the City's Disability Services program has provided annual sensitivity training to community park staff to encourage inclusion of children with special needs in parks and recreation programming.
- Since 2009, the City, in partnership with the Irvine Children, Youth and Families Advisory Committee, the Irvine Child Care Committee and Irvine Unified School District, held 10 community forums focused on children's mental health and well-being attended by approximately 1,000 parents, youth and educators.
- In 2008, the Irvine Police Department initiated the Family Violence Prevention Project, an interagency collaboration with Irvine Community Services Department, Human Options, Community Service Programs Victim Assistance Program, Irvine Unified School District and Kaiser Permanente. Since then, services have included victim advocacy, community forums about family violence, and school presentations that address abusive relationships among high school- and college-aged individuals.

### City of Irvine Awards and Recognition 2008-13 Related to Children, Youth and Family Services

- Named a **Bicycle Friendly Community** by the American League of Bicyclists (2009, 2013).
- Ranked 6th best place to live in the nation on Money Magazine's list of **Best Places to Live in America** based on strong job opportunities, great schools, low crime, quality health care and options for recreation (2012).
- **Playful City USA** designation from KaBoom!, a national non-profit organization promoting children's recreation and creation of more places for children to play (2012).
- Identified as **#1 Safest City in America** with a population over 100,000 by CQ Press in its annual publication titled "City Crime Rankings 2011-12: Crime in Metropolitan America."
- Named **#1 Best Family-Friendly City in Orange County** for cities with over 100,000 population by Parenting OC Magazine (2011).
- Named a **Top 100 Place to Live in the U.S.** in RelocateAmerica's 14th annual rankings. Irvine received high marks for its master-planned villages, quality of schools, property values, low crime rate, parks and open space (2011).
- California Park and Recreation Society **Awards of Excellence** 2010 for Irvine's Youth Wellness Committee (Youth Development category), Lunch Time Activities Program (Health and Wellness category), and Financial Literacy Program (Economic Development category).
- Selected as one of the nation's **100 Best Communities for Young People** by America's Promise Alliance, for providing outstanding services and support to youth (2008-2013).
- Child Care Connections Collaborative (county-wide) **Excellence in Child Care Planning Award** for policies favorable to developing additional child care facilities within the City (2009).
- Named **Best Big City for Families in Orange County** by Orange County Parenting Magazine (2008).

# Community Recommendations for Strategic Plan Update

The implementation of the Strategic Plan 2008-13 resulted in many successful programs and services. To build upon these achievements, the Advisory Committee, community stakeholders and residents reviewed areas of need to ensure Irvine continues to be proactive in supporting the health and well-being of children, youth and families.

Five goal areas were selected to be addressed through the Strategic Plan Update. The goal areas are the same as those included in the Strategic Plan 2008-13, except where noted in the parentheses below:

1. Support to Families in Need
2. Child Care and School Readiness
3. Youth Alcohol, Substance Use and Other Risky Behavior Reduction (*replaces Underage Drinking Reduction*)
4. Youth Volunteerism (*replaces Volunteerism and Community Service*)
5. Health, Fitness and Well-being (*replaces Health and Fitness, and Children's Mental Health*)

Through the planning process, the original six goal areas were consolidated into five. The Health and Fitness goal was combined with the original Children's Mental Health goal because the majority of activities under the Mental Health goal were focused on preventing behavioral or emotional problems and promoting general well-being, rather than treatment interventions for youth with diagnosed disorders. The broader goal of Health, Fitness and Well-being allows for a wider range of activities that support physical and mental well-being.

The following sections describe the goals, strategies and target areas selected for inclusion in the Strategic Plan Update.



*High School Youth Action Team members assisting at a City-sponsored educational forum on children's well-being.*

# 1. Support to Families in Need

**GOAL:** Reduce poverty and the harmful effects of poverty and near-poverty status among families in Irvine.

Many significant programs and services to support families in need were implemented under the previous five-year plan. While progress has been made in supporting families, local data (discussed below) and community input indicate the continued importance of this goal area.

During the economic downturn over the past five years, rising unemployment rates and slow economic recovery have created challenges for many families. Although Irvine fared better than many communities,

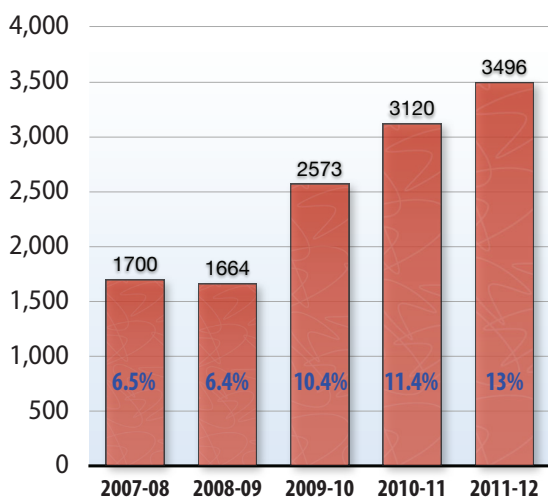
data from the Irvine Unified School District indicates there are more low-income students today than in the past. Since 2008, as shown in Chart 2, the percentage of students qualifying for free or reduced lunch based on income eligibility, living at or below 185% of the federal poverty level, has doubled.

While the poverty rate among children living in Irvine is relatively low, at approximately seven percent compared to 20 percent in California (American Community Survey, 2008-10), the purpose of the plan is to ensure all children and youth, regardless of income level, have access to resources and benefits offered in Irvine and are afforded the highest quality of life.

Through community input and key stakeholder meetings, issues forming the basis of the updated plan were identified and are summarized below.

After school enrichment and fitness programs for lower income children should continue to be provided through services such as the City's Mobile Recreation Program. This program provides supervised and structured activities at locations near or adjacent to apartment buildings and affordable housing complexes during after school hours when children are most likely to be unsupervised and engage in high-risk behaviors.

**Chart 2: Irvine Unified School District:  
Free or Reduced Lunch Eligibility**



- Source: California Department of Education
- Reduced lunch eligibility for family of four was \$41,348 in 2011-12.



Outreach to link families with existing services and programs should be enhanced, including culturally competent service delivery methods.

Assistance to low-income families with members with disabilities or special needs also remains a priority. Additionally, challenges that need to be addressed for lower income families include the high cost of housing, child care and health services.

Finally, the economic downturn put a strain on resources available for community agencies. New service delivery models to maximize resources, including partnering to provide services to build a continuum of support, should be developed.



*Recreational activities for children and youth are available through the City's drop-in Mobile Recreation Program.*

## Strategies and Target Areas for Support to Families in Need

The strategy and target areas listed below were chosen to meet the Support to Families in Need goal of *reducing poverty and the harmful effects of poverty and near-poverty status among families in Irvine*. Target areas are suggested actions to help guide strategy implementation.

### Strategy 1: Community Outreach and Education

Enhance community outreach and education to improve access to information and increase use of community resources and services.

#### Target Areas:

- a. Develop additional marketing and culturally relevant outreach strategies for City support services and programs.
- b. Link families with lower incomes and disabilities to available resources.
- c. Create mechanisms for community service providers to share information about services and resources.
- d. Enhance recreational services for families with lower incomes, particularly near affordable housing complexes and apartments.
- e. Explore local child care scholarship options for lower income working families to access care for children from birth to five years old.

## 2. Child Care and School Readiness

**GOAL:** Expand and enhance early care and educational opportunities, and support continued developmental well-being of children.

Child care and early education are City of Irvine priorities. For nearly 30 years, Irvine has had a Child Care Coordinator and Child Care Committee dedicated to enhancing and maintaining quality child care in the community.

Quality early education promotes children's development, including cognitive and social skills and future performance in school. Over the last five years, as guided by the previous strategic plan, the City supported the development of new high-quality child care programs, enhanced the quality of care through professional training, and promoted school readiness by enhancing resources for professionals and parents.

To continue to meet child care and early education needs of Irvine families, key stakeholders and community members taking part in the plan update recommended continued expansion of child care capacity and quality enhancement activities. Issues forming the basis of the updated plan were identified and are summarized below.

Child care centers should be encouraged to provide incentives for staff to seek additional training and provide internship opportunities for students at local colleges to promote professional development of future providers. Additional training provided onsite at child care centers could motivate staff to participate in continuing education. Additional training on working with children with special needs should also be provided to child care staff.

Guidelines for parents on high-quality care should continue to be disseminated through multiple media channels to assist parents in selecting the best care for their children.

The plan should continue to address social, emotional and developmental well-being of young children to improve school readiness. This includes continuing to provide early childhood parent education and support, and improving awareness of existing services through outreach such as community blogs, homeowner association newsletters and medical offices.

## Strategies and Target Areas for Child Care and School Readiness

The strategies and target areas listed below were selected to meet the Child Care and School Readiness goal of *expanding and enhancing early care and education opportunities, and supporting continued developmental well-being of children*. Target areas are suggested actions to help guide implementation of the strategies.

### Strategy 1: Child Care Capacity Expansion

Provide technical assistance and expertise in developing new and expanding existing, high-quality licensed child care.



*The Irvine Child Care Coordination Office provides information and resources to assist families in finding the child care option that best fits their needs.*

### Strategy 2: Child Care Quality Enhancement

Provide technical assistance, information and professional development opportunities to existing child care providers to enhance quality of care.

#### Target Areas:

- a. Expand training opportunities for child care professionals regarding services for children with special needs.
- b. Explore conducting onsite trainings at child care centers.

### Strategy 3: School Readiness and Continued Developmental Support

Provide education and resources to parents to support school readiness and social, emotional and developmental well-being of young children.

#### Target Areas:

- a. Expand parent and provider awareness of parent education opportunities and other services for children, especially those related to social, emotional and developmental issues.
- b. Provide parents information on research-based indicators of high-quality child care.

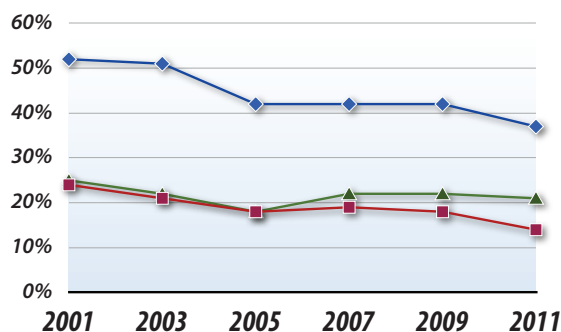
### 3. Youth Alcohol, Substance Use and Other Risky Behavior Reduction

**GOAL:** Reduce and prevent alcohol and substance use and other harmful behavior among Irvine youth.

The City of Irvine and its community partners have a long history of delivering prevention and youth development programs that build youth assets and aim to limit substance use. Through the previous plan, the City enhanced efforts to address substance abuse by building strong collaborative programs and developing consistent messaging throughout the community, with a focus on the problem of underage drinking.

Over the past 10 years, the percent of Irvine Unified School District students who have ever tried alcohol, cigarettes or marijuana has decreased, as shown in Chart 3. According to the California Healthy Kids Survey, Irvine students have among the lowest rates of alcohol and drug use in Orange County. Still, approximately 11 percent of ninth graders and 20 percent of 11th graders reported using alcohol or drugs in the past 30 days on the Healthy Kids Survey 2011-12.

**Chart 3: Percent of Irvine Unified School District 11th Grade Students Who Have Ever Tried Alcohol, Cigarettes or Marijuana**



Source: California Healthy Kids Survey, California Department of Education

	2001	2003	2005	2007	2009	2011
Alcohol	52%	51%	42%	42%	42%	37%
Cigarettes	24%	21%	18%	19%	18%	14%
Marijuana	25%	22%	18%	22%	22%	21%

Given the importance of sustaining the progress made over the past 10 years, youth substance use is an important issue to address under the Strategic Plan Update. Through community input and key stakeholder meetings, issues forming the basis of the updated plan were identified and are summarized below.

The updated plan broadens the goal of reducing and preventing underage drinking to include drug use (casual use of marijuana, prescription drugs, Ecstasy and other substances) and risky behavior that often accompanies it.



Prevention activities should continue to include leadership development and character building opportunities for youth, and safe social recreation activities as alternatives to engaging in harmful behaviors. Examples include enhancing on-campus programs and services such as the City's Youth Action Teams, School Resource Officers and school clubs to build resiliency and student connectedness to school. School connectedness, as found by The National Longitudinal Study on Adolescent Health, is the strongest protective factor for boys and girls to decrease substance abuse, school absenteeism, early sexual initiation, violence and risk of unintentional injury.

Efforts to expand middle school after school programs should be continued to prevent high risk behaviors among middle school youth who have aged out of before and after school child care. Outreach to increase parent awareness of available programs should also be enhanced.

Community forums and educational programs on drug use should continue to address topics such as understanding the effects and risks associated with drugs, identifying substance use in others and helping kids learn how to resist drugs. Additionally, peer-to-peer learning opportunities for middle and high school students and user-friendly web information to locate resources and services are essential to the plan.

Another factor to consider is the difficulty some parents encounter in obtaining information and assistance for their children due to the stigma associated with substance use. The plan should ensure that information is easy to obtain in a safe and confidential manner, including working with groups such as the Irvine Prevention Coalition and Parent Teachers Associations to enhance educational outreach. Outreach and assistance should be provided in a culturally sensitive manner since substance use crosses all cultural and economic barriers.

Providing consistent messages and services across agencies through collaboration on programs like the *PAUSE* social norms campaign and Prescription Drug Take-Back Events remain important elements of the plan.



*Student participating in a Red Ribbon Week kick-off event.*

## Strategies and Target Areas for Youth Alcohol, Substance Use and Other Risky Behavior Reduction

The strategies and target areas listed below were identified to meet the Youth Alcohol, Substance Use and Other Risky Behavior Reduction goal of *reducing and preventing underage drinking, substance use and other harmful behaviors among youth in Irvine*. Target areas are suggested actions to help guide implementation of the strategies.

### Strategy 1: Youth Development

Prevent substance use and abuse, and risky behavior by building on youth assets and strengths. Foster healthy youth development, provide safe social recreation activities and develop leadership skills.

#### Target Areas:

- a. Continue to support City programs that focus on building resilience, leadership and character.
- b. Expand peer-to-peer learning opportunities, clubs and non-sports related on-campus activities to keep youth engaged and focused on positive activities.
- c. Use existing social media tools to promote safe and engaging activities for youth.
- d. Improve linkages from child care to middle school after school programs.

### Strategy 2: Risk Reduction

Enhance access to information, resources and prevention/intervention activities to reduce high risk behavior.

#### Target Areas:

- a. Assist youth and parents in obtaining support in a safe, confidential manner by promoting resources such as the City's FOR Families program.
- b. Provide information to parents and Parent Teacher Associations about substance use, including identifying signs of risky behavior.
- c. Enhance culturally specific outreach to parents regarding how to obtain information and assistance.
- d. Increase youth programs that focus on developing skills for resisting drug use.
- e. Provide additional community forums, user-friendly websites and social media to educate the community about the risks of substance use, including prescription drugs.

### Strategy 3: Community Collaboration

Reduce risky behavior among young people through collaboration with groups such as Irvine Prevention Coalition and school districts.

#### Target Areas:

- a. Develop consistent messaging among community partners and ensure easy access to information through user-friendly websites, educational forums and community education campaigns.

## 4. Youth Volunteerism

**GOAL:** Enhance and expand community service by youth and families in Irvine through youth-oriented and intergenerational programs.

Volunteerism supports local organizations and provides opportunities for personal development. The previous five-year plan identified volunteerism as a community strength to be cultivated and integrated throughout all plan goal areas.

Through community input and key stakeholder meetings, issues forming the basis of the updated plan were identified and are summarized below.

While the City will continue to offer linkages to adult volunteer activities, the focus of the plan should be on service opportunities for youth given the strong impact of volunteerism on building youth resiliency, leadership skills and connection to the community, and decreasing high risk behaviors.

Volunteer opportunities for children under 15 years of age are often limited by age requirements. To address this issue, the City may work with local service organizations to raise awareness about the need for more community service activities for families with young children. In addition, after school child care programs should be encouraged to provide onsite volunteer activities.

To increase youth involvement in volunteerism, the City could enhance efforts with Irvine and Tustin Unified School Districts to promote community service among high schools students, particularly among disconnected and high-risk students. Volunteerism could be promoted by notifying schools about available youth volunteer projects in the City and through social media.



*Leaders in Training program participant gaining volunteer work experience at the Lakeview Senior Center.*



*Youth Action Team member volunteering at the Incredible Edible Park, which provides fresh fruits and vegetables to Second Harvest Food Bank.*



## Strategies and Target Areas for Youth Volunteerism

The strategy and target areas listed below were selected to meet the Youth Volunteerism and Community Service goal of *enhancing and expanding community service by youth and families in Irvine through youth-oriented and intergenerational programs*. Target areas are suggested actions to help guide implementation of the strategy.

### Strategy 1: Youth Community Service and Volunteerism

Promote community service as a means of strengthening resiliency, facilitating community engagement, providing service to others, and youth development and learning.

### Target Areas:

- a. Increase access to volunteer opportunities for children under 15 years of age and families with young children.
- b. Explore the possibility of local school districts encouraging community service through academic or detention credit, or service recognition on transcripts or diplomas.
- c. Increase outreach to the community about volunteer opportunities, particularly for high risk and home-schooled youth.



*Junior Youth Action Team members delivering books from their book drive to a local non-profit organization.*



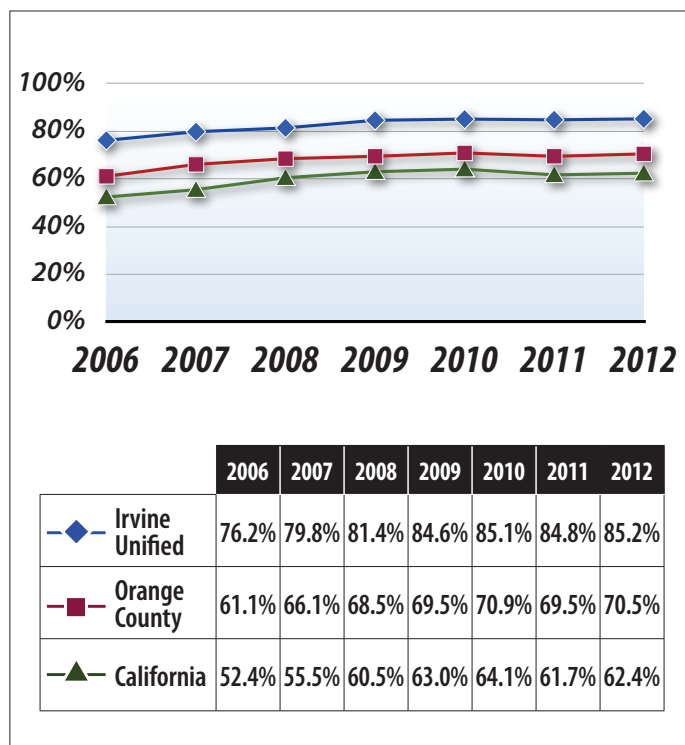
# 5. Health, Fitness and Well-Being

**GOAL:** Improve health and fitness, and social, emotional and developmental well-being among children and youth.

The Health, Fitness and Well-being goal area encompasses strategies that support physical and mental well-being among children and youth. Under the previous five year plan, the City expanded youth health and well-being programs through partnerships with school districts, parent teacher associations and community groups, focusing on prevention of childhood obesity, and raising awareness about and providing support for children’s emotional and mental health.

Fitness indicators among Irvine students have improved over the past several years, and remain relatively high compared to state and county performance measures (see Charts 4 and 5). Irvine students also report healthier eating habits than the state average. The City’s continued proactive approach to preventing childhood obesity is important. Nationally, rates of childhood obesity have more than tripled over the past 30 years. Obesity is a major risk factor

**Chart 4:**  
9th Graders Meeting Aerobic Endurance Standards



Source: California Department of Education, California Physical Fitness Report

**Chart 5:**  
Percent of Ninth Grade Student with Healthy Body Composition by School District, 2009/10

Location	Percent of 9th Graders
Irvine Unified	90%
Laguna Beach Unified	90%
Los Alamitos Unified	87%
Capistrano Unified	86%
Brea-Olinda Unified	82%
Saddleback Valley Unified	82%
Placentia-Yorba Linda Unified	81%
Newport-Mesa Unified	81%
Tustin Unified	79%
Fullerton Joint Union High	79%
Huntington Beach Union High	78%
Orange County	77%
Orange Unified	76%
Garden Grove Unified	73%
California	71%
Anaheim Union High	68%
Santa Ana Unified	62%

Source: California Physical Fitness Report, 2009/10

for chronic diseases, depression and other significant health problems, and children who are physically active and have healthy diets also achieve better social, emotional and academic outcomes.

Irvine also performs well on indicators of youth well-being. According to the California Healthy Kids Survey 2011-12, Irvine Unified School District students rank higher than the state average on resilience indicators and protective factors, such as school and community connectedness. City and school district programs that address youth behavioral, developmental and emotional issues are in high demand, which indicates well-being services are important and should continue to be promoted in the updated plan.



*Students taking part in the Fit Factory after school program.*

Through community input and key stakeholder meetings, issues forming the basis of the updated plan were identified and are summarized below.

Easily accessible physical activity opportunities for school-aged youth should continue to be expanded by increasing after school fitness programs at school sites. In addition, health, fitness and well-being programs for middle school students should be enhanced.

Youth should continue to be encouraged to use active forms of transportation such as walking, biking and skateboarding. Barriers to active transportation should be addressed through continued collaboration between City departments and county agencies.

Nutrition education and options for healthy eating in schools, parks, after school programs and City facilities should continue to be a focus of the updated plan. Examples include working with school districts to promote consumption of healthier food items required to be served as a part of new healthier federal food guidelines, and to promote the school breakfast program. High school students who leave campus to eat lunch at local food establishments should also be encouraged to make healthier food choices.

After school and camp programs should incorporate nutrition education messages into their curriculums and ensure healthy snacks are available.

Children’s emotional and developmental well-being should remain a priority of the plan. Community forums and educational programs should continue to address topics such as bullying/cyberbullying prevention, coping with stress and pressure, youth mental health issues and resources, and awareness of behavioral and developmental milestones in children. Support services for children with social, emotional and developmental issues should continue to be enhanced, including culturally sensitive and linguistically appropriate assistance.

School districts have continued to take on more responsibility for youth mental

health and well-being services. Support should continue to be provided to schools to maintain a continuum of prevention and intervention services for students and families.

Youth should be educated about the connection between a healthy mind, body and environment. The City should continue to increase collaboration among its Parks, Youth Services and Resource Management sections to create student gardens, recycling education programs, and environmental advocacy and stewardship opportunities.



*Elementary school students participating in a Safe Routes to School program Bicycle and Walk Festival, co-hosted by City of Irvine Community Services and Irvine Police Department.*



## Strategies and Target Areas for Health, Fitness and Well-being

The strategies and target areas listed below were chosen to meet the Health, Fitness and Well-being goal of *improving health and fitness outcomes and social, emotional and developmental well-being among children and youth*. Target areas are suggested actions to help guide implementation of the strategies.

### Strategy 1: Physical Activity Policy and Program Development

Expand offerings and quality of physical education and fitness programs in the City of Irvine and other youth-serving institutions.

#### Target Areas:

- a. Expand after school fitness and nutrition programs at school sites, especially at middle schools.

### Strategy 2: Youth Wellness Advocacy

Encourage healthy food choices and physical activity for communities and schools throughout Irvine.



*Park staff member making a healthy snack with a young program participant.*

#### Target Areas:

- a. Work with City departments and the county to encourage youth to use public and active transportation.
- b. Expand collaboration between the City's youth programs and Resource Management program.
- c. Work with after school and City recreation programs to provide nutrition education and healthy snack options.
- d. Work with school districts to promote healthier selections as they adopt new federal food guidelines.
- e. Partner with local restaurants to encourage healthier food options for youth leaving campus for lunch.

### Strategy 3: Standards for Public Facility Use

Create consistent policies, practices and messaging between the City and its facility users regarding the provision of healthy and nutritious food at events.

### Strategy 4: Social, Emotional and Developmental Support Services and Linkages

Increase support for children and youth experiencing social, emotional and developmental issues, and raise awareness about youth well-being.

- a. Prevent bullying, including cyberbullying.
- b. Increase awareness about resources to address mental health and social, emotional and developmental issues.
- c. Increase linkages to programs for children with special needs.



# Conclusion

The Strategic Plan for Children, Youth and Families was developed in 2008 based on extensive community participation and input. The plan identifies priority areas and strategies to guide service delivery for Irvine's children, youth and families. It has resulted in the targeted use of resources to provide high-quality, coordinated and outcome-driven programs.

In 2012, the City returned to the community to evaluate the Strategic Plan 2008-13 and receive recommendations for future plan implementation. The Strategic Plan Update reflects community feedback and staff recommendations based on lessons learned and plan achievements.

The Strategic Plan Update Implementation Matrix is funded for Fiscal Year 2013-14. Review and evaluation of the Strategic Plan Update implementation and outcomes will be conducted by the Irvine Children, Youth and Families Advisory Committee. City staff will provide regular updates to the Advisory Committee and City Council, detailing plan progress and results. Ongoing monitoring and feedback will ensure the plan remains relevant to community needs and responsive to changing conditions.

For information about the Strategic Plan Update, please contact Corinne Schneider-Jones, Community Services Manager, at [cschneider-jones@cityofirvine.org](mailto:cschneider-jones@cityofirvine.org) or 949-724-6685.



# Acknowledgements

The City of Irvine would like to thank all who participated in the development of the Strategic Plan Update, including the many stakeholders and community members who attended meetings and forums to provide valuable input.

The City would like to acknowledge members of the Irvine Children, Youth and Families Advisory Committee and City staff who contributed to the plan.

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## Acknowledgments- Strategic Plan for Children, Youth and Families 2008-13

The City of Irvine would like to acknowledge the contributions of the Advisory Committee and Task Force members, and City staff who participated in the development of the Strategic Plan for Children, Youth and Families 2008-13.

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The Strategic Plan for Children, Youth and Families 2008-13 was written by Gibson & Associates.

## Appendix A: Strategic Plan for Children, Youth and Families 2008-13 Strategies

GOAL AREA	STRATEGY
<b>1. Support to Families in Need</b>	<b>Community Education and Outreach Campaign</b> Build collaborative efforts to increase access, information sharing and utilization of community resources and services by Irvine children, youth and families.
<b>2. Child Care and School Readiness</b>	<b>Child Care Capacity Expansion</b> Create a staff team to work with developers, the City, school district, university, faith community and any other potential partners in developing new high quality, affordable child care programs.
	<b>Child Care Quality Enhancement</b> Expand professional development and on-site training programs for existing early child care providers and provide technical assistance in applying for National Association of Education of Younger Children (NAEYC) accreditation.  Explore opportunities to integrate parent education and early childhood/kindergarten readiness assessments throughout the child care system.
<b>3. Underage Drinking</b>	<b>Youth Development Activities</b> Prevent risky behavior by building on youth assets and strengths through existing youth development activities. Youth development activities foster healthy youth development, provide safe social-recreational activities and prevent youth substance use and abuse, while teaching youth to become leaders in their community.
	<b>Accountability and Enforcement</b> Develop a set of consequences and a protocol for dealing with youth who are caught drinking or under the influence of alcohol.
	<b>Irvine Prevention Coalition (Community Collaboration)</b> Reduce risky behavior among young people through community collaboration including groups such as Irvine Prevention Coalition and school districts.
<b>4. Volunteerism</b>	<b>Community Service and Volunteerism Program</b> Promote community service as a meaningful means of community engagement, youth development and learning for Irvine residents of all ages.



## Appendix A: Continued

GOAL AREA	STRATEGY
<b>5. Health and Fitness</b>	<b>Physical Activity Policy and Program Development</b> Expand the offerings and quality of physical education and fitness programs in the City of Irvine and other youth serving institutions through partnership programs.
	<b>Youth Wellness Advocacy</b> Build support for environments that support healthy food choices and activity levels for community and schools throughout Irvine.
	<b>Standards for Public Facility Use</b> Create consistent policies, practices and messaging between the City and its partners that utilize its facilities, particularly in regards to the provision of healthy and nutritious foods at events.
	<b>Health and Fitness Funder Engagement</b> Increase the level of coordination and engagement of key funders in Irvine who are concerned with the health and fitness of young people.
<b>6. Children’s Mental Health</b>	<b>Comprehensive School-Linked Support</b> Increase identification of and support for children and youth experiencing mental health issues.
	<b>Infant-Toddler Support Services</b> Reduce the impact of social, emotional, behavioral and developmental conditions in infants and toddlers that are identified through programs working with families and child care providers.

## Appendix B: Strategic Plan for Children, Youth and Families Update Implementation Matrix 2013-18

GOAL AREA 1: Support to Families in Need				
Strategy	Year - 1	Year - 2	Year - 3	Year - 4 Year - 5
<p><b>1. Community Outreach and Education</b> Enhance community outreach and education to improve access to information and increase use of community resources and services.</p>	<p><b>Continuing (All Years):</b></p> <ul style="list-style-type: none"> <li>• Provide Irvine Children's Health Program for children and adults</li> <li>• Provide scholarship program for parks and other Community Services programs</li> <li>• Ensure resource information is available at community park sites and other City facilities</li> <li>• Conduct Financial Literacy program educational workshops</li> <li>• Conduct Earned Income Tax Credit promotion and Tax Assistance program</li> <li>• Provide Youth Employment Services classes and job referrals</li> </ul> <p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Expand the use of social media to increase awareness of services and programs</li> <li>• Expand specialized outreach to lower income families with disabilities to link with City and community resources</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Develop culturally specific outreach materials and social media strategies for City support services, programs and community resources</li> <li>• Expand the use of social media to increase awareness of services and programs</li> <li>• Enhance recreational services for families with lower incomes through mobile recreation</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Explore local scholarship options for child care for children under 5 years old</li> <li>• Develop volunteer groups from various cultural communities to help outreach to culturally specific groups about services, programs and community resources</li> <li>• Enhance collaborative efforts with community service providers to share information about services and resources</li> </ul>	

## Appendix B: Continued

GOAL AREA 2: Child Care and School Readiness				
Strategy	Year - 1	Year - 2	Year - 3	Year - 4
<b>1. Child Care Capacity Expansion</b> Provide technical assistance and expertise in developing new and expanding existing, high-quality licensed child care.	<b>Continuing (All Years):</b> <ul style="list-style-type: none"> <li>• Provide information and assistance to potential child care providers who want to locate in Irvine</li> </ul>		<b>Continue:</b> <ul style="list-style-type: none"> <li>• Conduct bi-annual child care survey to assess availability of child care in Irvine</li> </ul>	<b>Expanded/New:</b> <ul style="list-style-type: none"> <li>• Hold educational workshops for potential child care providers</li> </ul>
	<b>2. Child Care Quality Enhancement</b> Provide technical assistance, information and professional development opportunities to existing child care providers to enhance quality of care.	<b>Continuing (All Years):</b> <ul style="list-style-type: none"> <li>• Expand and promote Child Resource Center Lending Library</li> <li>• Provide professional development workshops and forums for child care professionals</li> <li>• Provide home-based child care provider training sessions</li> </ul>	<b>Expanded/New:</b> <ul style="list-style-type: none"> <li>• Expand training opportunities for child care professionals regarding services for children with special needs</li> <li>• Explore conducting on-site trainings at child care centers</li> </ul>	
<b>3. School Readiness and Continued Developmental Support</b> Provide education and resources to parents to support school readiness and social, emotional and developmental well-being of young children.	<b>Continuing (All Years):</b> <ul style="list-style-type: none"> <li>• Provide information and support to families seeking help in finding child care placement and resources</li> <li>• Maintain collaborative partnerships with Irvine Unified School District School Readiness Program to offer various parent and provider workshops and share resources</li> <li>• Provide parent education opportunities about well-being of young children</li> </ul>	<b>Expanded/New:</b> <ul style="list-style-type: none"> <li>• Increase marketing of parent resources through community avenues such as homeowner associations and physician offices</li> </ul>		
		<b>Expanded/New:</b> <ul style="list-style-type: none"> <li>• Increase marketing of parent resources through social media avenues</li> <li>• Disseminate information to parents about research-based indicators of high-quality care</li> <li>• Deliver flexible early childhood community park programs offering drop-off services and daily registration</li> </ul>		

Appendix B: Continued

GOAL AREA 3: Youth Alcohol, Substance Use and Other Risky Behavior Reduction				
Strategy	Year - 1	Year - 2	Year - 3	Year - 4 Year - 5
<p><b>1. Youth Development</b> Prevent substance use and abuse, and risky behavior by building on youth assets and strengths. Foster healthy youth development, provide safe social recreation activities and develop leadership skills.</p>	<p><b>Continuing (All Years):</b></p> <ul style="list-style-type: none"> <li>• Provide Youth Action Team programs that focus on building resilience, leadership and character</li> <li>• Provide community park programs focused on safe social recreation opportunities for youth</li> <li>• Use social media outlets for youth outreach about programs and services offered</li> </ul> <p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Provide additional learning and volunteer opportunities for Creekside Leadership Academy program</li> <li>• Provide additional peer-to-peer learning opportunities, clubs and on-campus activities</li> <li>• Enhance use of social media to promote safe and engaging activities available to youth</li> <li>• Pilot a creative expression and arts program for middle school youth during after school hours</li> <li>• Outreach to child care providers to promote middle school after school programs to parents with children aging out of before and after school child care programs</li> <li>• Initiate delivery of new Middle School Program at Jeffrey Trails Middle School</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Expand mobile recreation services to new apartment complex areas being built</li> <li>• Expand creative expression and arts programs for middle school youth during after school hours</li> <li>• Expand the City's Middle School Program to new school sites, as they open</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Expand Youth Action Team programs and clubs as Irvine/Lustin Unified School Districts add sites.</li> </ul>	
<p><b>2. Risk Reduction</b> Enhance access to information, resources and prevention/intervention activities to reduce high risk behavior.</p>	<p><b>Continuing (All Years):</b></p> <ul style="list-style-type: none"> <li>• Conduct PAUSE social norms campaign</li> <li>• Provide forums on underage drinking and illegal substance use</li> <li>• Promote Irvine Public Safety Drug Take Back Events to collect unused medications</li> <li>• Update Access Irvine application to appeal to teens</li> </ul> <p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Enhance promotion of FOR Families program, City Website, Access Irvine and other resources to assist parents and youth in accessing support in a safe, confidential manner</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Enhance culturally specific outreach to parents on how to obtain information and assistance</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Increase youth programs that focus on developing skills for resisting drug use</li> <li>• Enhance social media as means of communication to educate youth on risks of substance use including prescription drugs</li> </ul>	



## Appendix B: Continued

GOAL AREA 3: Youth Alcohol, Substance Use and Other Risky Behavior Reduction				
Strategy	Year - 1	Year - 2	Year - 3	Year - 4 Year - 5
<p><b>3. Community Collaboration</b> Reduce risky behavior among young people through collaboration with groups such as Irvine Prevention Coalition and school districts.</p>	<p><b>Continuing (All Years):</b></p> <ul style="list-style-type: none"> <li>• Collaborate with community partners and faith-based agencies to reduce risky behavior through consistent messaging about drug use prevention and intervention</li> <li>• Partner with community organizations on events and activities that reduce risky behavior</li> </ul>			

## Appendix B: Continued

GOAL AREA 4: Youth Volunteerism				
Strategy	Year - 1	Year - 2	Year - 3	Year - 4 - 5
<p><b>1. Youth Community Service and Volunteerism</b> Promote community service as a means of strengthening resiliency, facilitating community engagement, providing service to others, and youth development and learning.</p>	<p><b>Continuing (All Years):</b></p> <ul style="list-style-type: none"> <li>• Provide Volunteer website to link community members to volunteer opportunities</li> <li>• Conduct City Youth Action Team community service projects</li> <li>• Conduct Leaders in Training summer program at City sites to provide work experience for youth</li> <li>• Provide Youth Action Team volunteer programs and services to include summer months</li> </ul> <p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Enhance Creekside Leadership Academy community service opportunities</li> <li>• Enhance Middle School Program volunteer opportunities</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Work with local service agencies to raise awareness about the need for more volunteer opportunities for families with young children</li> <li>• Work with Irvine Child Care Project sites to provide onsite volunteer activities (writing letters to troops, collecting donation items for families in need and art projects for children in the hospital)</li> <li>• Enhance collaboration with community agencies to offer additional volunteer opportunities for youth and families</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Encourage school districts to recognize youth service activities</li> <li>• Increase outreach to high risk and home-schooled youth about community service opportunities</li> </ul>	

Appendix B: Continued

GOAL AREA 5: Health, Fitness and Well-being				
Strategy	Year - 1	Year - 2	Year - 3	Year - 4 Year - 5
<p><b>1. Physical Activity Policy and Program Development</b> Expand offerings and quality of physical education and fitness programs in the City of Irvine and other youth-serving institutions.</p>	<p><b>Continuing (All Years):</b></p> <ul style="list-style-type: none"> <li>Provide Lunch Time Activities program at elementary school sites</li> <li>Conduct City Fitness program and Fit Factory after school program</li> <li>Collaborate on Safe Routes to School activities with Irvine Public Safety and school districts</li> </ul> <p><b>Expanded /New:</b></p> <ul style="list-style-type: none"> <li>Expand the Walk to School Wednesdays program to 9 schools</li> <li>Initiate delivery of Middle School Sports Program at Jeffrey Trails Middle School</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>Expand Lunch Time Activities program to additional Irvine and Tustin schools</li> <li>Expand the Walk to School Wednesdays program to 11 schools</li> <li>Expand the Middle School Sports Program to new school sites, as they open</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>Expand the Walk to School Wednesdays program to 13 schools</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>Expand the Walk to School Wednesdays program to 14 schools</li> </ul>
<p><b>2. Youth Wellness Advocacy</b> Encourage healthy food choices and physical activity for communities and schools throughout Irvine.</p>	<p><b>Continuing (All Years):</b></p> <ul style="list-style-type: none"> <li>Conduct youth garden projects in collaboration with school district and Orange County Great Park</li> <li>Promote at least 60 minutes of physical activity at park after-school programs</li> </ul> <p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>Expand Youth Wellness Committee activities</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>Work with Youth Wellness Committee to promote healthy food and vending machine choices</li> <li>Expand collaboration between City youth programs and the Resource Management program</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>Work with City departments and County agencies to encourage youth to use public and active transportation</li> <li>Work with after school and City recreation programs to provide nutrition education and healthy snack options</li> <li>Ensure Youth Wellness Committee works with school districts to promote healthier food options</li> <li>Promote healthy eating and physical activity at early child care centers</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>Ensure Youth Wellness Committee works with restaurants to encourage healthier lunch specials</li> </ul>
<p><b>3. Standards for Public Facility Use</b> Create consistent policies, practices and messaging between the City and its facility users regarding the provision of healthy and nutritious food at events.</p>	<p><b>Continuing (All Years):</b></p> <ul style="list-style-type: none"> <li>Work with the City's Sports Committee to encourage healthier food options at sporting events in City parks and facilities</li> </ul>			

## Appendix B: Continued

GOAL AREA 5: Health, Fitness and Well-being				
Strategy	Year - 1	Year - 2	Year - 3	Year - 4 - 5
<p><b>4. Social, Emotional and Developmental Support Services and Linkages</b></p> <p>Increase support for children and youth experiencing social, emotional and developmental issues, and raise awareness about youth well-being.</p>	<p><b>Continuing (All Years):</b></p> <ul style="list-style-type: none"> <li>• Provide forums and educational programs on children's well-being</li> <li>• Support schools in providing prevention and intervention services for students and families</li> <li>• Promote FOR Families services to individuals and families in crisis</li> <li>• Provide information to families about resources for children's mental health and social, emotional and developmental issues</li> </ul> <p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Promote parent awareness of developmental milestones in young children</li> </ul>	<p><b>Expanded/New:</b></p> <ul style="list-style-type: none"> <li>• Expand linguistically and culturally sensitive outreach and assistance for children with social, emotional and developmental issues</li> <li>• Increase linkages to support services and programs for children with special needs</li> </ul>		



## Appendix C: Organizations Represented at Key Stakeholder Meetings

### ■ Support to Families in Need

Irvine Unified School District, Student Support Services  
Irvine Unified School District, Family Resource Center  
City of Irvine Community Development, Housing  
Families Forward  
Jamboree Housing  
City of Irvine Public Safety  
Irvine Children, Youth and Families Advisory Committee

### ■ Child Care and School Readiness

Irvine Unified School District, Early Childhood Learning Center  
City of Irvine Child Care Committee  
Irvine Children, Youth and Families Advisory Committee  
Irvine Child Development Centers  
Jenny Hart Early Education Center  
Merage Jewish Community Center  
City of Irvine Child Care Project  
Irvine Children's Fund

### ■ Underage Drinking, Youth Substance Use and Risk Behavior Reduction

Irvine Prevention Coalition  
University of California, Irvine, Health Education Center  
City of Irvine Public Safety  
City of Irvine Youth Action Team  
Irvine Unified Council Parent Teacher Association  
Irvine Children, Youth and Families Advisory Committee

### ■ Health, Fitness and Well-being

Hoag Hospital  
Center for Drug-Free Communities  
Irvine Unified School District, Nutrition Services  
Irvine Unified School District, Health Services  
Irvine Unified School District, Family Resource Center  
Concordia University  
Orange County Health Care Agency  
City of Irvine Youth Action Team  
Irvine Children, Youth and Families Advisory Committee  
City of Irvine Planning Commission  
American Academy of Pediatrics

### ■ Youth Volunteerism

Team Kids  
Irvine Children, Youth and Families Advisory Committee  
City of Irvine Youth Action Team



For information on programs and services of the Strategic Plan for Children, Youth and Families, contact Community Services, or visit ***[cityofirvine.org/spcyf](http://cityofirvine.org/spcyf)***.