



CITY OF IRVINE

Strategic Plan for Children, Youth and Families

2008-2013

Prepared by
Gibson & Associates

City of Irvine

Strategic Plan for Children, Youth and Families 2008-2013



Table of Contents

I. EXECUTIVE SUMMARY	5
II. BACKGROUND	10
III. PLANNING PROCESS	11
IV. VISION, VALUES AND GOALS	17
V. STRATEGIES	19
V.A. Strategies by Priority Area	19
V.A.1 Child Care & School Readiness	19
V.A.2 Health & Fitness	25
V.A.3 Underage Drinking	33
V.A.4 Support to Families in Need	39
V.A.5 Children’s Mental Health	43
V.A.6 Voluntarism & Community Service	48
V.B. List of Selected Strategies	49
VI. IMPLEMENTATION PLAN	54
VI.A. Realignment of Existing Resources & Staffing	54
VI.B. Administration, Governance & Monitoring	55
VI.C. Partnership & Strategy Development	57
VI.D. Funding Plan	58
VI.E. Timeline	59
VI.F. Ongoing Monitoring, Evaluation, & Planning	62
VI.G. Budget	62
APPENDICES	
A. Advisory Committee and Task Force Members	
B. Community Input Summary	
C. Strategy Summaries-Logic Models	

ACKNOWLEDGMENTS

The City of Irvine would like to thank all those who participated in the planning process. The City of Irvine would like to acknowledge the contributions of the following individuals who served on the task forces for each priority area:

Child Care & School Readiness

- ❖ Roseanne Andrus
- ❖ Fataneh Barbod
- ❖ Ruberta Bulalacau
- ❖ Wendy Garcia
- ❖ Natalie Hill
- ❖ Merri Jo Hooven
- ❖ Wen-Li Gau Lin
- ❖ Marty Mance
- ❖ Tejal Patel
- ❖ Richard Ruszat
- ❖ Sharon Seidman
- ❖ Adelle Yeaton

Underage Drinking

- ❖ Debbie Bianchi
- ❖ Nancy Colocino
- ❖ Gwen Drenick, MPH, CHES
- ❖ Margo Finlayson
- ❖ Kathy Kendrick
- ❖ Paul Mills
- ❖ Laura Muesse
- ❖ Lisa Peasley
- ❖ Leigh Poirier
- ❖ Ellen Reibling
- ❖ Stacey Zapanta

Health & Fitness

- ❖ Suzanne Baldwin
- ❖ Shoana Chau
- ❖ Rhonda DeVaux
- ❖ Dennis Gibbs
- ❖ Allan Hodgert
- ❖ Julie Hudash
- ❖ Cathy Killaly
- ❖ Barbara Shipnuck

Children's Mental Health

- ❖ Alan Albright
- ❖ Kika Friend
- ❖ Dennis Herzog
- ❖ Adele Heuer
- ❖ Susan Holt
- ❖ Christine Honeyman-Fazio
- ❖ Karen Klinek
- ❖ Anne Kranz
- ❖ Donna Pollard
- ❖ Sharon Wallin

Support to Families in Need

- ❖ Jeanne Flint
- ❖ Susan Holt
- ❖ Natasha Layne
- ❖ Margie Wakeham
- ❖ Isabelle Krasney
- ❖ Sam Mistrano
- ❖ Taube Levitt

City of Irvine
Strategic Plan for Children, Youth and Families

The City would also like to thank those who participated on the advisory committee and the City staff who participated during planning.

Advisory Committee

- ❖ Nancy Colocino
- ❖ Allan Hodgert
- ❖ Merri Jo Hooven
- ❖ Julie Hudash
- ❖ Julie Tapp
- ❖ Sharon Wallin
- ❖ Kathy White
- ❖ Shiva Farivar
- ❖ Mariam Khosravani

City Staff

- ❖ Rose Anderson
- ❖ Wendy Brown
- ❖ Deborah Brunn, MS, MFT
- ❖ Adam Buchanan
- ❖ Libby Cowan
- ❖ Michelle Khzouz
- ❖ Steve Knollmiller
- ❖ Darin Loughrey
- ❖ Susan McClintic
- ❖ Nancy Moss
- ❖ Jeff Noble
- ❖ Ryan Painter
- ❖ Meghan Wright
- ❖ Dave Mihalik
- ❖ Sheila Driscoll

ABOUT THE AUTHOR

The Strategic Plan for Children, Youth and Families was written by Gibson & Associates staff. The primary authors were Brightstar Ohlson and Paul Gibson. Editing and preparation was provided by Christie Verdadero. Maya Elmer published the report.

I. EXECUTIVE SUMMARY

In September 2007 the City Council approved the development of a Strategic Plan for Children, Youth and Families to address priority programmatic goals identified in the Indicators Report.² The City sought to create a plan that reflected authentic community input, was responsive to the assets and needs of the City of Irvine and prioritized the effective allocation of resources. The resulting plan would allow the City to allocate funding in a more effective and coordinated way to meet the needs of children, youth and families in Irvine.

Between October 2007 and February 2008, the City implemented a community planning process, which involved five task forces, an advisory committee and participation of over 100 community members and stakeholders. The outcome of this process was the creation of a Strategic Plan for Children, Youth and Families, providing the City of Irvine with a vision, a set of strategies to address six priority areas of focus, and an implementation plan for 2008-2013.

The plan presented here outlines strategies for the following priority areas:

- Pre-kindergarten Child Care & School Readiness
- Health & Fitness
- Underage Drinking
- Support to Families in Need
- Children's Mental Health
- Voluntarism & Community Service

Early in the planning process a vision was developed and agreed upon by task force and advisory committee members to inform planning.



VISION

The City of Irvine strives to create a safe community where children, youth and families thrive emotionally, physically, academically and socially. Recognizing the important role that parents, families and community members play in the lives and development of young people, we strive to support policies and practices that strengthen families. The City is committed to strategies that are effective, build upon existing resources and promote the values of voluntarism and community service. The City believes in an asset-driven approach, one that builds upon community strengths and seeks to prevent rather than repair problems. In pursuing this vision, the City of Irvine will appeal to its residents as a livable and family-friendly community.

² The purpose of the Indicators Report was to develop a baseline of the overall well-being of children, youth and families in Irvine, to be used to measure future growth and progress.

GOALS

To achieve its vision, the City of Irvine strives to achieve the following goals for children, youth and families:

1. To reduce or eliminate poverty and the harmful effects of near-poverty status among families in Irvine
2. To enhance and expand community service by adults and youth in Irvine through both youth-oriented and intergenerational programs
3. To reduce underage drinking in Irvine
4. To expand early care and educational opportunities for the parents and children with the lowest levels of access to high quality child care programs
5. To improve health outcomes and fitness among children and youth in Irvine, including using the opportunities provided by the Great Park for healthy activities by children and families
6. To improve the health and well-being of children in Irvine through the early identification of mental health and behavior problems and by developing the capacity of parents, schools and child care programs to address those needs.

STRATEGIES

Through the community planning process, 14 strategies were developed to address the six priority goal areas outlined above. The strategy development process aimed to incorporate the vision and values of the City of Irvine. It was important that the voices of community stakeholders and youth, as well as the City's many assets and resources be recognized as key building blocks for proposed strategies. Task force and advisory committee members, who did the bulk of strategy development not only incorporated research and best practices but also sought to allocate resources effectively. The shifting fiscal climate resulted in a prioritization of strategies that utilized existing resources or were low-cost. The strategies are listed by priority area.

1. Child Care Capacity Expansion (*Child Care & School Readiness*)

The goal of this strategy is to expand the supply of high quality, affordable child care in Irvine. The strategy proposes that a team work with developers, the City, school district, university, faith community and any other potential partners in developing new high quality, affordable child care programs. Staff will have knowledge of child care regulations, city planning and policy development and potential funding streams, in addition to best practices in early childhood education.

2. Child Care Quality Enhancement (*Child Care & School Readiness*)

The goal of this strategy is to improve the quality of existing early care providers, at both centers and family day care programs, in addition to increasing the number of slots operated by NAEYC accredited

programs in Irvine. This strategy proposes funding to assign a staff or contract agent to the responsibility of developing professional development and on-site training programs for existing early child care providers. The team is responsible for delivering professional development at centers and family day cares to improve the quality of care. Staff will provide technical assistance in applying for NAEYC accreditation. This strategy includes funds for stipends and incentives to family day care and child care operators for participating in trainings and making facility improvements. With the goal of promoting school readiness among those who are least prepared when they enter kindergarten, the work group will explore opportunities to integrate parent education and early childhood/kindergarten readiness assessments throughout the child care system.

3. Health & Fitness Funder Engagement (*Health & Fitness*)

The goal of this strategy is to increase the level of coordination and engagement of key funders in Irvine who are concerned with the health and fitness of young people. Utilizing existing funds, community services staff will work with Irvine funders invested in health and fitness to adopt a uniform policy to fund programs and initiatives in Irvine that explicitly aim to improve the health and fitness of young people in Irvine. The strategy also aims to engage the business community and health care sector in making financial commitments to programs and initiatives that support the health of young people. The Public Health Ombudsman currently being recruited by the City of Irvine will be responsible for developing partnerships, drafting policy and promoting financial investment from community stakeholders.

4. Youth Wellness Advocacy (*Health & Fitness*)

The goal of the youth wellness advocacy strategy is to build support for environments that support healthy food choices and activity levels for communities throughout Irvine. Through advocacy efforts that support community norm change and the adoption of policies that promote the health and fitness of young people, the strategy aims to create long-term systems change in schools and the community. The strategy includes re-assignment of an existing coordinator position that will be responsible for several areas of focus, including forming and staffing the Youth Wellness Committee, a youth-led advocacy program, collaborating with the School Wellness Committees and Nutrition Services staff at Irvine Unified School District to promote healthy food offerings, identifying and promoting policies that strengthen healthy food offerings in the community and collaborating with key decision makers and institutional partners to promote healthy food offerings.

5. Physical Activity Policy & Program Development (*Health & Fitness*)

The purpose of the Physical Activity Policy & Program Development strategy is to expand the offerings and quality of physical education and fitness programs in the City of Irvine and other youth serving institutions, such as Irvine Unified School District (IUSD) and Tustin Unified School District (TUSD). The initiative focuses on developing and expanding partnership programs with key institutional partners and proposes funding for a coordinator position to be housed within the City or Irvine Unified School District. Additional partnership development will rely on existing funds. The coordinator will work with the objective of enhancing the physical education program within IUSD and develop partnerships to increase the offerings of fitness activities to young people in Irvine.

6. Standards for Public Facility Use *(Health & Fitness)*

The goal of the Standards for Public Facility Use strategy is to 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 food at events. Using existing resources, the City will partner with the Irvine Sports Committee and Irvine Aquatics Advisory Board to define standards that link use of public facilities to the fulfillment health focused criteria. City staff will develop guidelines for healthy snacks for all sports leagues and contractors that provide community sports leagues (i.e. AYSO FB, Swimming, and snack bars), consistent with city and school policies.

7. Irvine Prevention Coalition *(Underage Drinking)*

The goal of this strategy is to reduce risky behavior among young people through the activities of the Prevention Coalition. The Irvine Prevention Coalition (IPC) serves as the vehicle for communication, collaboration, and action in Irvine. With over 60 member agencies, the partnership has created an environment where service providers work together to meet the needs of the community. This organization will continue to work together to coordinate services to reduce substance abuse, violence and related problems among Irvine's youth. In addition to sustaining current programming, this strategy would also incorporate the development of a sustainability plan to address the termination of the grant in 2009. A subcommittee would also be responsible for exploring the creation of a social hosting ordinance in Irvine. A separate subcommittee will oversee the Social Norms Marketing Campaign and develop strategic partnerships to enhance its implementation.

8. Youth Development Activities *(Underage Drinking)*

This strategy is designed to prevent risky behavior by building on youth assets and strengths and includes funding for existing youth development activities, including the Youth Action Teams and Youth Leadership Academy. The youth development organizations work collaboratively with community based organizations and institutions to foster healthy youth development, provide safe social-recreational activities and prevent youth substance use and abuse, while simultaneously teaching youth to become leaders in their communities. Student leaders emerge from these programs and encourage peer participation in healthy, productive activities and model exemplary behavior, teaching others by example to make wise decisions about things like alcohol and drug use. This strategy will include a part-time Youth Action Team Coordinator to begin in year 2 and support the Youth Leadership Academy.

9. Accountability and Enforcement *(Underage Drinking)*

The purpose of this strategy is to develop a set of consequences and a protocol for dealing with youth who are caught drinking or under the influence of alcohol. Currently there are few consequences for young people, as parents and school officials are not informed about the risky behavior young people are engaging in. It is believed that with a set of consequences attached to this behavior (e.g. citation, community service, and meeting with school counselor), youth will be further deterred from drinking. Additionally, this strategy will provide for a log/record of youth offenders who have received multiple citations for drinking and allow school and law enforcement authorities to identify youth who may be experiencing a problem with alcohol and make a referral to the appropriate intervention resource. This strategy proposes funding for enforcement in 2009-2010 with efforts in 2008-09 committed to investigating the extent of the problem and identifying alternative solutions.

10. Community Education & Outreach Campaign (*Support to Families in Need*)

The purpose of this strategy is to build collaborative efforts to increase access to health and wellness resources and services for Irvine children, youth and families. This strategy will continue to support and enhance existing community coalitions to increase access to, information sharing and utilization of community resources and services by children and families.

11. Comprehensive School-Linked Support (*Children's Mental Health & Underage Drinking*)

The goal of this strategy is to increase identification of and support for children and youth experiencing mental health issues. The strategy includes provision of a range of school or Family Resource Center-based individual, group and peer counseling and support services targeting youth with behavioral or developmental problems. Among those programs that would be funded:

- ▶ Project Success--middle and high school small group and short-term individual counseling and information, referral and case management
- ▶ Guidance Assistance Program provides paraprofessional counseling and support at all 22 elementary schools
- ▶ Family Resource Center, which provides a range of support to families. Funding would support case management for 100 families and parent education for 90 families.

12. Infant-Toddler Support Services (*Children's Mental Health*)

The goal of the Infant-Toddler Support Services strategy is to reduce the impact of social, emotional, behavioral and developmental conditions in infants and toddlers that are identified through the Visiting Nurse Program or other programs working with families and child care programs. Infant-Toddler Support Services would include the provision of mental health and parent training support for families, particularly focusing on pre-school age children. Infant-Toddler Support Services would fund a City staff person to develop a partnership with First Five, IUSD, School Readiness Project, and the Mental Health Department to provide mental health and parent training support to eligible families. This strategy may use internal and external funds for program operation beyond year one.

13. Community Service and Voluntarism Program (*Voluntarism*)

The goal of this program is to promote community service as a meaningful approach to community engagement, youth development and learning for Irvine's residents of all ages. Existing resources will be utilized to recruit, screen, train and place potential volunteers to efforts in each of the initiatives.

II. BACKGROUND

In September 2007 the City Council approved the development of a Strategic Plan for Children, Youth and Families to address priority programmatic goals identified in an Indicators Report developed by Children and Family Futures. The Indicators Report was developed through a review of public data sources, as well as surveys and focus groups with community members. The purpose of the Indicators Report was to develop a baseline of the overall well-being of children, youth and families in Irvine, to be used to measure future growth and progress. Five priority areas were identified in the 2007 Indicators Report to be addressed through a strategic plan. They included:

- ▶ Pre-kindergarten child care and school readiness
- ▶ Health and fitness among children and youth
- ▶ Underage drinking
- ▶ Voluntarism and community service by youth and adults
- ▶ Support to families in need³

Based on the findings from the Indicators Report, staff developed a 2007-2008 Base Year Implementation Plan, which outlines specific actions to address each priority area. The next step was to develop a five-year Strategic Plan for Children, Youth and Families to guide funding and program development in the City of Irvine, which would outline key strategies, an implementation plan and a budget. The City sought to create a plan that reflected authentic community input, was responsive to the assets and needs of the City of Irvine and prioritized the effective allocation of resources. The resulting plan would allow the City to allocate funding in a more effective and coordinated way to meet the needs of children, youth and families in Irvine. Gibson & Associates, a research and evaluation firm was retained to develop the five-year plan for the 2008-2013 period. In collaboration with the Community Services Department at the City of Irvine and community stakeholders representing a wide-range of community and government partners, Gibson & Associates implemented a participatory planning process between October 2007 and February 2008. The plan is designed to serve as a guide in program and policy development from 2008-2013. It includes:

- ▶ Vision, values & goals
- ▶ Strategies and outcomes for the five year period for each priority area: Child Care & School Readiness, Health & Fitness, Underage Drinking, Support to Families in Need, Children's Mental Health,⁴ and Voluntarism
- ▶ Implementation plan, including a governance structure and funding plan

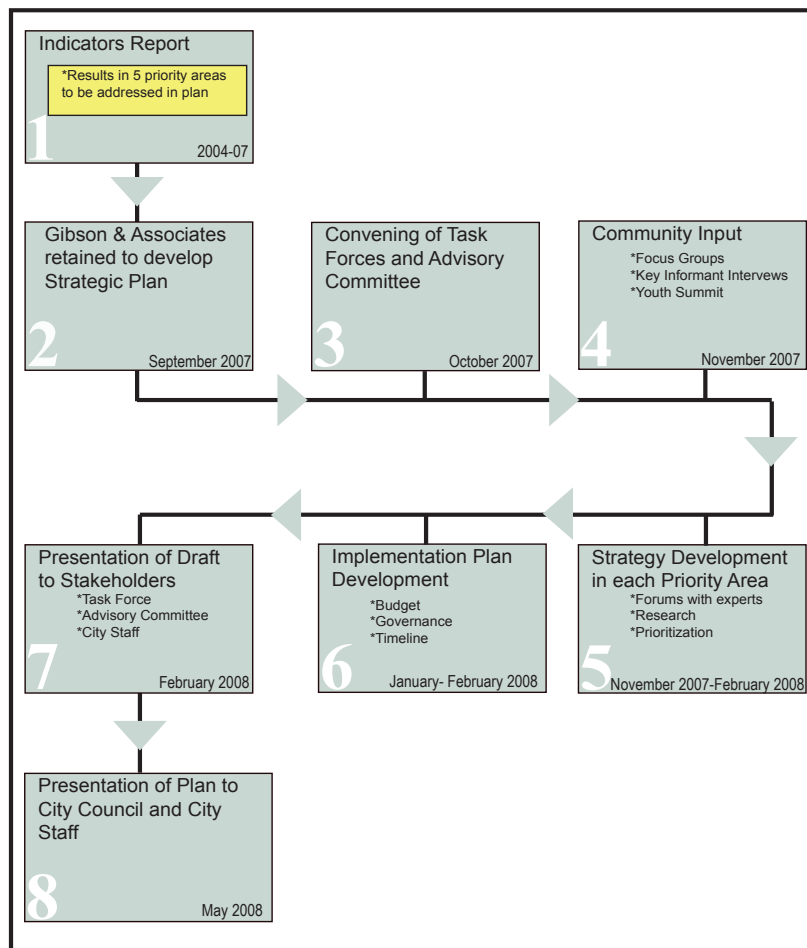
³ During the early weeks of the planning process, City leadership met with members of the community and determined that a sixth program area should be added to address the mental health needs of children and youth. As a result, a sixth program area, Children's Mental Health, was added. In addition, City leadership determined that the best way to focus the community's volunteer resources would be to not consider voluntarism as a separate activity, but rather to consider how volunteers could be utilized in all the plan strategies.

⁴ Voluntarism was a strategy that was incorporated throughout the other priority areas.

III. PLANNING PROCESS

This section includes an overview of the planning process that took place between October 2007 and February 2008. Gibson & Associates worked with City staff and community stakeholders to develop a strategic plan that reflects authentic community input, as well as the priorities of the City of Irvine. The vision and values, research into best and promising practices and a participatory and asset driven approach were all used to inform the process. The chart below outlines the key steps used to create the plan:

Timeline of Planning Activities



Gibson & Associates worked with the stakeholder groups, as well as City of Irvine staff to create the vision, values, goals and strategies for each priority area, in addition to an implementation plan and accompanying budget. The steps in developing the strategic plan are described in more detail below.

CONVENING OF TASK FORCES AND ADVISORY COMMITTEE

Task forces were created to develop strategies for each goal area, with the exception of voluntarism, which was woven into all other task forces. An advisory committee was created to provide guidance of the development of the plan. Community Services Staff from the City of Irvine staffed both the task forces and advisory committee. City staff selected task force and advisory committee members, who represented community-based organizations, local experts on the goal areas, and other government and institutional partners, such as the City of Irvine Police Department, Orange County United Way and the local school districts (IUSD/TUSD). Additional members were identified during the community input process and joined the process at different times.⁵ An informational meeting was held in October to review the planning process and the role of the task forces and advisory committee in the planning process.

Task forces met in the following priority areas:

- ▶ Child Care & School Readiness
- ▶ Health & Fitness
- ▶ Underage Drinking
- ▶ Support to Families in Need
- ▶ Children's Mental Health



The Children's Mental Health Task Force was added in November 2007 in response to stakeholder input and identified need. Voluntarism was addressed through each of the other five areas. Task forces met five times between October 2007 and February 2008 to identify and prioritize strategies for each of their respective areas.

The advisory committee, which was comprised of City staff and community stakeholders, provided guidance and input around planning activities. The advisory committee met four times throughout the planning period and was responsible for reviewing research, community input, strategies prioritized by the task forces and governance and implementation plans. The advisory committee further prioritized the strategies identified by task force members in each priority area.

COMMUNITY INPUT

In order to ensure a participatory process that reflected the voices of community members who do not traditionally participate in local planning processes, as well as those of youth and families served by the plan, a variety of forums were created to garner their perspectives. These forums included:

- ▶ *Key Informant Interviews:* Key informant interviews were conducted with community leaders and stakeholders to gather local expertise on each of the priority areas, as well as to help identify potential strategic partnerships.
- ▶ *Focus Groups:* The focus groups were held in the community with ethnic, cultural and socioeconomic groups that may not have been previously engaged in planning efforts.
- ▶ *Youth Summit:* Youth had the opportunity to provide authentic input into the

⁵ See Appendix A for a complete list of advisory committee and task force members.

strategies, assets and ideas around each of the priority areas. The summit targeted youth of diverse ethnic and socioeconomic backgrounds.

Gibson & Associates contacted agencies, community-based organizations and community stakeholders to elicit their participation in the above forums and facilitated all activities and summarized results. Through these forums, 90 Irvine residents and young people had the opportunity to share their perspectives and provide input into the plan. The results of the community input were shared with the task forces and advisory committee and used to inform the development of strategies. For a full report of findings, please view Appendix B.

Key Informant Interviews

Key informant interviews allowed community leaders to share their perspectives about needs within their community in each of the priority areas. Gibson & Associates conducted seven key informant interviews with representatives from cultural, religious and linguistic minority groups and organizations. Key informant interviews were conducted with the following schools and organizations:

1. The City of Irvine’s Child Care Committee
2. Irvine Global Village Planning Committee
3. Korean Parents Association
4. Merage Jewish Community Center of Orange County
5. Network of Iranian-Americans of Orange County
6. New Horizon (Islamic) Elementary School
7. South Coast Chinese Cultural Center

Focus Groups

Focus groups were designed to gain input from community members about their needs in relation to each goal area. Focus groups were conducted with ethnic and cultural groups not traditionally represented in planning processes, as well as with youth. Gibson & Associates conducted five focus groups. Below is a list of completed focus groups:

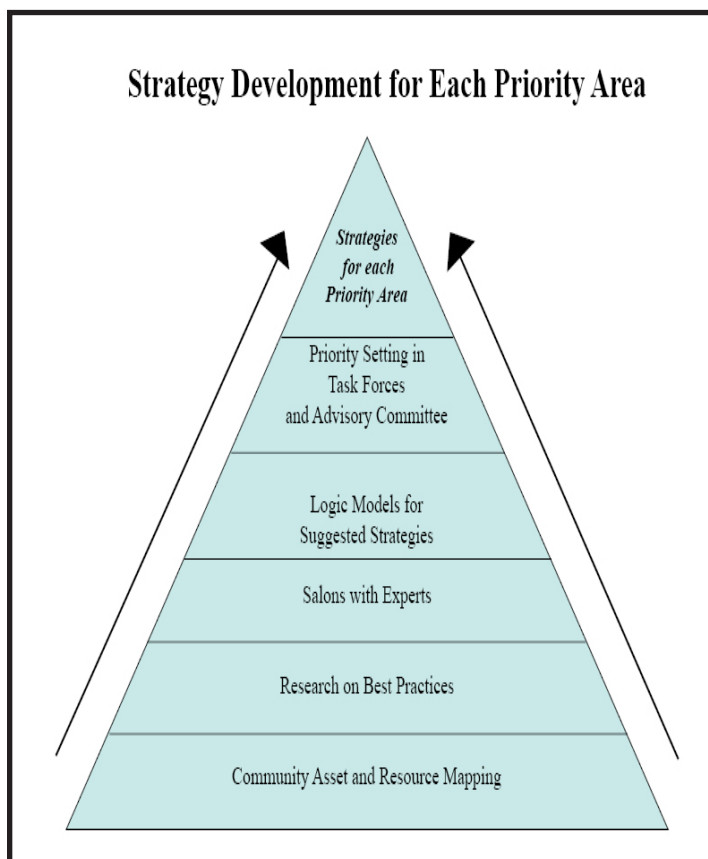
Collaborating Group	Number of Participants	Targeted Group
Chinese Cultural Center	8	Chinese Community
Creekside High School	12	High School Students
Jamboree Housing	15	Residents of Affordable Housing Complex
Korean Parents Association	10	Korean Community
Network of Iranian-Americans of Orange County (NIPOC)	7	Persian Community
Total	50	

Teen Youth Summit

The Teen Youth Summit was held on November 28, 2007 at the City of Irvine's Civic Center and was 1.5 hours in length. The purpose of the Teen Youth Summit was to elicit teen involvement and input about the plan's priority areas, specifically in regards to Health and Fitness and Underage Drinking priority areas. Participants were comprised of 31 high school students from five Irvine public schools, including Irvine High School, Northwood High School, San Joaquin High School, University High School and Woodbridge High School. The Teen Summit was organized by the City of Irvine's Community Services Department and was facilitated by Gibson & Associates.

STRATEGY DEVELOPMENT

The consultant team facilitated a multi-step process to develop a set of strategies that responds to each of the priority areas, addresses the relevant indicators for each priority area, and aligns with the vision and values of the City of Irvine. The work of strategy development took place primarily in the task force meetings. Advisory committee members reviewed and responded to the priorities identified by the task forces, but did not participate in the crafting of the strategies. The chart below outlines the process by which strategies were developed:



Brainstorm of Community Assets, Resources and Potential Strategies

Task force members met in each priority area to brainstorm community assets, discuss existing resources, and examine potential strategies. During this meeting, task force members reviewed the Indicators report that informed each priority area, discussed existing resources and assets and began the identification of priority strategies. In each task force, a set of focus areas emerged at this point.

Review of Relevant Research

Each task force identified several high priority strategies for consideration and the consultant team conducted best practice research on each strategy. Research summaries were drafted for each task force, summarizing model programs and approaches in other communities. Task force members reviewed relevant research,

discussed potential approaches and developed a set of more specific strategies out of these conversations.

Forums with Experts in Each Priority Area

Experts from each of the priority areas (Health & Fitness, Support to Families in Need, Child Care & School Readiness and Underage Drinking) gathered to share their expertise and research-based approaches in each priority area. The experts participated in a panel discussion, followed by consultation with individual task forces. The table below outlines the experts who participated in these conversations⁶:

Expert	Affiliation & Expertise	Task Force
Manal Aboelata, MPH	Prevention Institute Expert on community health planning and policy development	Health & Fitness
Caroline Nelson, MBA	Revolution Foods Expert on alternative lunch programs and shifting nutrition in the schools	Health & Fitness
Michael Sparks	Center for Community Action & Training Expert on Social Hosting Ordinances	Underage Drinking
Bonnie Benard	WestEd Expert on Prevention & Youth Development	Underage Drinking
Jim Kooler	Friday Night Live Expert of Prevention & Youth Development	Underage Drinking
Kristen Anderson	Child Care Coordinator, Redwood City Child Care Development and Quality	Child Care & School Readiness
Anne Broussard	Child Care Coordinator, Orange County	Support to Families in Need

Prioritization of Strategies

The consultant team created logic models for each strategy identified by the task force, outlining key elements, staffing, budget, outcomes, performance measures and connection to Irvine vision, values and principles. Due to a tightening fiscal climate, strategies that utilized existing resources were prioritized more highly. Task forces ranked their preferences and selected between three and five strategies to submit to the advisory committee for review. The advisory committee reviewed all strategies, ranked them in order of preference and assigned a budget to the most highly ranked strategies. The City Council and City staff also identified an additional strategy to include child health insurance.

Creation of a Final Set of Strategies

The consultant team drafted an initial plan, outlining key strategies ranked by both the task forces and the advisory committee. Strategies were reviewed by the advisory committee, task forces and City staff; modifications included opportunities to merge strategies with similar activities. Consultants drafted a final plan with the revised set of strategies.

⁶ The Children's Mental Health Task Force was developed after the meeting with experts and, as a result, did not participate in the salon with experts.

DEVELOPMENT OF IMPLEMENTATION PLAN

The implementation plan was developed by Gibson & Associates staff in consultation with Community Services Division staff from the City of Irvine. The plan includes an implementation plan, governance structure, funding plan and budget. The implementation plan was presented to the advisory committee and task forces for feedback in February and revised to address key issues raised at that meeting.

DRAFT OF PLAN TO KEY STAKEHOLDERS

A draft of the strategic plan, outlining prioritized strategies, the implementation plan and budget was presented in February for feedback and input from the advisory committee and task forces. Community Services Division staff also reviewed the plan and provided input around the feasibility of strategies and implementation. Revisions were incorporated into the final plan.

PRESENTATION OF PLAN TO CITY STAFF AND CITY COUNCIL

The plan will be presented to City Council and City of Irvine staff in May 2008.

IV. VISION, VALUE AND GOALS



vision was developed during the planning process to guide the development and implementation of the plan. The values and goals were developed during the development of the Indicators and used to inform planning.

IV.A. VISION

The City of Irvine strives to create a safe community where children, youth and families thrive emotionally, physically, academically and socially. Recognizing the important role that parents, families, and community members play in the lives and development of young people, we strive to support policies and practices that strengthen families. The City is committed to strategies that are effective, build upon existing resources and promote the values of voluntarism and community service. The City believes in an asset-driven approach, one that builds upon community strengths and seeks to prevent rather than repair problems. In pursuing this vision, the City of Irvine will appeal to its residents as a livable and family-friendly community.

IV.B. VALUES

Five broad values informed the development of indicators, the identification of priority goal areas and the strategic planning process:

1. **Family appeal:** Irvine should continue to make the City a place that attracts children and families based on a wide array of quality services, education and community health, in a safe and diverse setting.
2. **Parents' roles:** Programs and policies of the City, and supported by the City, should seek to mobilize and support parents in their vital roles as their children's first teachers, coaches and moral guides.
3. **Participation as a goal that mobilizes greater resources:** Programs and policies of the City, and supported by the City, should seek wider participation in community service and civic life by all residents and organizations, especially youth themselves as future leaders. Feedback from a broad array of diverse youth should be sought as a community asset. Broad participation from all segments of the private and voluntary sector should be sought: business, religious, ethnic, cultural, sports/recreational, educational, neighborhood associations and family services providers.
4. **Targeting:** Children, youth, and families with special needs due to income, disabilities or other status should be provided support by those public, private and voluntary programs that can help them move toward greater self-sufficiency.

5. **Effectiveness:** Irvine should continue to invest public and private resources to determine whether its investments in the futures of its children and youth are effective in achieving the goals these programs seek. In doing so, Irvine should measure progress against local needs rather than relying solely on comparisons with other communities.



IV.C. GOALS

To achieve its vision, the City of Irvine strives to achieve the following goals for children, youth and families:

1. To reduce or eliminate poverty and the harmful effects of near-poverty status among families in Irvine
2. To enhance and expand community service by adults and youth in Irvine through both youth-oriented and intergenerational programs
3. To reduce underage drinking in Irvine
4. To expand early care and educational opportunities for the parents and children with the lowest levels of access to high quality child care programs
5. To improve health outcomes and fitness among children and youth in Irvine, including using the opportunities provided by the Great Park for healthy activities by children and families
6. To improve the health and well-being of children in Irvine through the early identification of mental health and behavior problems and by developing the capacity of parents, schools and child care programs to address those needs.

V. STRATEGIES

This section outlines the strategies developed for each priority area, through the steps outlined above. The strategy development process aimed to incorporate the vision and values of the City of Irvine. It was important that the voices of community stakeholders and youth, as well as the City's many assets and resources, be recognized as key building blocks for proposed strategies. Task force and advisory committee members, who did the bulk of strategy development not only incorporated research and best practices but also sought to allocate resources effectively. The shifting fiscal climate resulted in a prioritization of strategies that utilized existing resources or were low-cost. In the first section the strategies are outlined by priority area, followed by a comprehensive list of selected strategies in the second section.

V.A. Strategies by Priority Area

This section includes an overview of the rationale behind each priority area, the strategy development process and the strategies selected for inclusion in the plan by each priority area. This section is organized as follows:

- ▶ Child Care & School Readiness
- ▶ Health & Fitness
- ▶ Underage Drinking
- ▶ Support to Families in Need
- ▶ Children's Mental Health
- ▶ Voluntarism & Community Service

V.A.1 STRATEGIES TO ENHANCE CHILD CARE & SCHOOL READINESS

The purpose of the Child Care & School Readiness Task Force was to develop a set of strategies to enhance early care and educational opportunities for parents and children with low levels of access to high quality care. Child Care & School Readiness was identified as a priority area in the 2007 Indicators Report, which found that despite the wide array of child care options in Irvine, families still experience significant barriers in accessing high quality and affordable child care. In the report, Sid Gardner and his colleagues reported the following data in identifying Child Care & School readiness as a priority area in the Indicators Report⁷:

“Of the licensed centers, 23 of the 38 are NAEYC-accredited programs.⁸ The 38 licensed centers have a total capacity of 4,580, which is up from 3,772 spaces in 2004. Despite this array of programs and centers, respondents to the phone survey indicated that a significant number of parents (43% of those seeking child care) had encountered some difficulty in finding programs for their children. The barriers mentioned included:

⁷ Gardner et.al “2007 Indicators Report: City of Irvine.”

⁸ The National Association of Education of Younger Children is the best-known accrediting program for child care centers; its standards require facilities and training of staff that only a minority of programs can meet. Its listing of accredited centers in Irvine is at http://www.naeyc.org/academy/web_ready/search/distance.asp This number includes after-school care; there are only 17 accredited centers for preschool-aged children.

- ▶ availability/waiting lists [38%],
- ▶ cost [33%],
- ▶ quality [13%], and
- ▶ hours of care [12%]

The City's November 2006 child care study found that 29 of the 38 preschool-aged centers had waiting lists. When all of these numbers are taken into account, it would appear that there remains a significant child care gap that is in the range of 700-800 slots.⁹

While the City has also commissioned a Child Care Study to further explore the policy and program options available to enhance child care quality and affordability, it was also included as a priority to be addressed in the strategic plan.

Strategy Development: Child Care & School Readiness

The task force used the process outlined in the Planning Process/Strategy Development Section above to create a set of prioritized strategies. As a first step, they reviewed the data and rationale outlined in the 2007 Indicators Report and discussed existing community assets, resources and potential strategies for improving access to school readiness and child care resources among those families with lowest levels of access. Out of the initial brainstorm, the task force chose to focus on strategies to expand the quality and quantity of affordable child care in Irvine, through site and program development initiatives and an exploration of quality improvement efforts in other communities.



At the second meeting, the task force had the opportunity to meet with Kristin Anderson, Child Care Coordinator in Redwood City, CA and expert on child care development and expansion in mixed income communities. The task force grappled with financing strategies, local policies and specific barriers in the City of Irvine. The task force also reviewed relevant research on model programs in other communities, focusing on practices, policies and approaches in broad three areas, including:

1. Expanding Affordable Child Care
2. Improving Child Care Quality
3. Increasing School Readiness

Out of these two meetings, a set of four initial strategies to consider for inclusion in the plan emerged. Gibson & Associates staff developed logic models for each of the proposed strategies, outlining proposed program or policy, outcomes, impact on indicators, performance measures, staffing needs and associated costs. Task force members reviewed and discussed the list of strategies under consideration and began

⁹ If the total of children 0-5 is estimated at 11,881, and the resident survey's percentage of parents seeking child care of 46% is applied to this number, it can be estimated that 6,416 of these children are cared for in their own homes, with parents of an additional 5,465 children seeking a match with the 5,932 slots in licensed care outside their homes (the total of all centers' and licensed homes' potential capacity [448+904+4580]). If we subtract from this the 27% of center spaces that are taken by non-Irvine residents, the "gap" appears to be in the range of 700-800 slots. These figures should be modified based on the tendency of providers to keep their actual enrollments below their capacity

to identify high priority strategies. In a process facilitated by the consultant team, task forces spent the fourth meeting prioritizing proposed strategies, weighing the following criteria:

- ▶ Perceived impact on indicators and/or other positive impacts
- ▶ Cost effectiveness/use of existing resources
- ▶ Connection with City of Irvine’s vision and values
- ▶ Use of volunteers

The Child Care & School Readiness task force members ranked strategies requiring additional funds and selected those using existing resources separately. They developed a set of strategies to advance to the advisory committee for inclusion in the plan, including the following four strategies:

Child Care Capacity Expansion: A city staffed effort, the strategy proposes that a team work with developers, the City, school district, university, faith community and any other potential partners in developing new high quality, affordable child care programs.

Child Care Quality Enhancement: This strategy proposes to fund a staff member or contractual agent to expand professional development and on-site training programs for existing early child care providers, with the goal of improving the quality of existing programs.

Family Day Care Site-Based Training: The program would provide ongoing support to family day care operators based upon model in operation in Rochester, New York. Staff will visit family day care sites on a weekly basis, bringing learning materials, books and supplies and providing 1-1 support to help the operator implement age-appropriate literacy and child development activities.

Parent Education in Child Development and Child Literacy: Funding, which will support expansion/enhancement of the current School Readiness Program, delivers parent education in relation to literacy, child development and parenting.

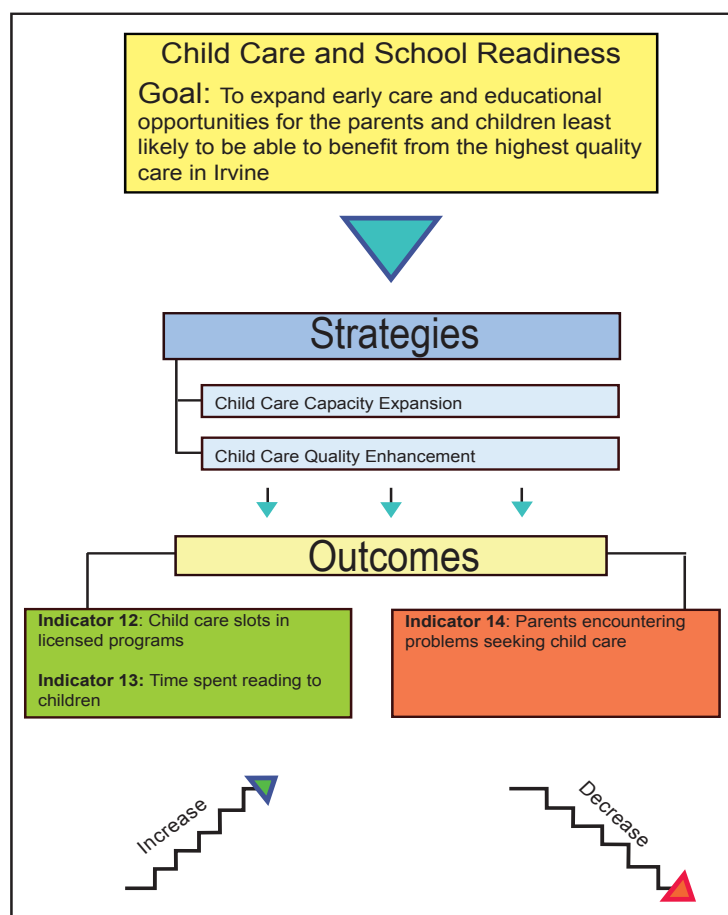
Child Care & School Readiness: Selected Strategies

Due to fiscal constraints, a limited number of strategies were selected by the advisory committee for inclusion in this plan.¹⁰ The advisory committee ranked strategies by preference, weighing cost effectiveness, impact on indicators and connection with the vision and values of the City of Irvine. Advisory committee members also allocated funding to selected strategies, seeking to maintain a balance across priority areas. Task force members had the opportunity to review selected strategies and make revisions and modifications to the scope and budget. The two strategies selected for inclusion in the plan to address the Child Care & School Readiness priority area were Child Care Capacity Expansion and Child Care Quality Enhancement. The logic model below outlines the relationship between the goal, selected strategies, and indicators related to the Child Care & School Readiness priority area; it is followed by detailed descriptions of each strategy.

¹⁰ Should fiscal constraints ease during the five-year period, the strategies recommended by the task forces, but not recommended for inclusion in this plan will be examined by the City as potential fundable initiatives.

CHILD CARE CAPACITY EXPANSION

The goal of this strategy is to expand the supply of high quality, affordable child care in Irvine. A city staffed effort, the strategy proposes that a team work with developers, the City, school district, university, faith community and any other potential partners in developing new high quality, affordable child care programs. Staff will have knowledge of child care regulations, city planning and policy development and potential funding streams, in addition to best practices in early childhood education. The team will provide technical assistance to family day care providers interested in moving from an 8-slot to a 14-slot program. The team will explore the development of a plan and partnership to facilitate a Model Early Child Care Program Lab, which may serve as a learning lab for existing and future child care staff.



Rationale

The Child Care Capacity Expansion strategy aims to increase the supply of high quality, affordable child care options available to Irvine residents, particularly residents with limited income. The increase of new quality child care options would likely increase the number of kindergarteners who enter school with the necessary pre-literacy skills, while also responding to an important community-identified need.

Outcomes

The increase in quality child care would result in long-term improvement in most of the child health and child development indicators. The project would have an immediate and focused impact upon the number of licensed child care slots available in the community. This strategy would result in reduced waiting lists for child care slots and an increased number of new child care programs opening in the community.

On an annual basis, the outcomes will be measured by:

- Number of new child care facilities
- Number of new slots at existing facilities
- Number of low to moderate income families accessing child care slots
- Number of new partnerships developed

Use of Volunteers

Volunteers could be trained to do minor improvements in family day care centers to help achieve approval of expansion plans. Volunteers could complete a variety of site improvement activities for new child care facilities, e.g. play structure construction, painting, landscaping, etc. Staff will work with the voluntarism and community service staff to identify potential opportunities to engage volunteers.

CHILD CARE QUALITY ENHANCEMENT

The goal of this strategy is to improve the quality of existing early care programs, at both centers and family day care, in addition to increasing the number of slots operated by NAEYC accredited programs in Irvine. A city staffed effort, this strategy proposes funding a staff or contract agent to expand professional development and on-site training programs for existing early child care providers. The team is responsible for delivering professional development at centers and family day cares to improve the quality of care and integrates many of the elements of the Family Day Care Site Training strategy originally ranked by the task force. Staff will provide technical assistance in applying for NAEYC accreditation. This strategy includes funds for stipends and incentives to family day care and child care operators for participating in trainings and making facility improvements. With the goal of promoting school readiness among those who are least prepared when they enter kindergarten, the team will explore opportunities to integrate parent education and early childhood/kindergarten readiness assessments throughout the child care system.



Rationale

This strategy strengthens the family-friendly environment of Irvine by improving the quality of child care programs in Irvine. It also recognizes the central role parents play in early childhood development by looking to integrate parent education and training into child care services.

Outcomes

By improving the quality of child care in Irvine, this strategy should result in an increase in the quality of existing family day care and early child care center programs and expanded parent education provided through child care programs. The quality improvement efforts should also create linkages with city and county resources, facilitating the assessment and referral of children for developmental disabilities and delays and other concerns.

On an annual basis, outcomes will be measured by:

- ▶ Number of site assessments
- ▶ Number of programs seeking and achieving NAYEC accreditation
- ▶ Number of program-sponsored adult education programs
- ▶ Parent satisfaction

Use of Volunteers

The team will also work with the community service and voluntarism coordinating organization to identify opportunities to use volunteers and to develop a system for recruiting, training and placing community volunteers in existing child care programs.

VA.2 STRATEGIES TO IMPROVE HEALTH & FITNESS AMONG CHILDREN & YOUTH

The purpose of the Health & Fitness Task Force was to develop a set of strategies to improve health outcomes and fitness among children and youth in Irvine. Improving the health and fitness among children and youth in Irvine was identified as a priority area in the 2007 Indicators Report. While the authors noted that considerable resources and strides had been made in addressing the health and fitness needs of young people, the recent data indicated that room for growth remains. Sid Gardner and his colleagues reported the following data related to the health and fitness of young people in Irvine¹¹:

“Meeting six of six fitness standards was achieved by only 42.3% of 5th graders, 55.6% of 7th graders, and 53.5% of 9th graders. In body composition, 17.4% of 5th graders, 13.8% of 7th graders, and 12.8% of 9th graders were unable to meet standards.¹² In assessing students’ leisure time activities, parents estimated that their school-aged children spent an average of 2 hours and 45 minutes a day playing video games, watching TV, on the Internet other than for homework, and talking on the phone. Parents estimated their children were physically active an average of 83 minutes a day and involved in sports 58 minutes a day. Time on the Internet was estimated as an average of 35 minutes a day; parents in households without an Internet connection still estimated that their teenagers spent 25 minutes a day on the Internet for non-homework purposes. Average time estimated on homework was 106 minutes a day.

First, a concern with poor nutrition in general was expressed—roughly one third of adolescents do not eat breakfast, for example.¹³ Second, a concern about obesity was expressed, with data on body mass indices suggesting that this begins at an early age, well before adolescence for some children.¹⁴”

While on the Healthy Kids Survey, Irvine performs well relative to other communities, research also shows that children who are physically active and have healthy diets achieve better social and academic outcomes. The need for policies and programs that enhance the health and fitness of young people is still evident in the findings outlined above.

Strategy Development: Health & Fitness

The task force used the process outlined in the Planning Process/Strategy Development Section above to create a set of prioritized strategies. As a first step, they reviewed the data and rationale outlined in the 2007 Indicators Report and discussed existing community assets, resources and potential strategies for improving the health and fitness of young people in Irvine. Most task force members concurred that the data outlined above was probably worse than reported. Out of the initial brainstorm, the task force chose to focus on strategies to improve nutrition within the schools, strategies to enhance the physical education programs within the schools, and policy change and partnership development strategies at a local level. At the second meeting, the Health & Fitness task force met with Manal



11 Gardner et. al. “2007 Indicators Report: City of Irvine.”

12 All data is from 2005 IUSD Healthy Kids survey.

13 79%, 70%, 68%—percentage of 7th, 9th, and 11th graders who “had breakfast this morning.”

14 In 2006, IUSD staff screened a total of 292 children at the Early Learning Center. Of these children, 33 were overweight and 40 were “At Risk of Overweight,” meaning that of the children tested, 25% were classified in one of those two categories

Aboelata of the Prevention Institute and Caroline Nelson of Revolution Foods to discuss policy changes that promote health and fitness at a local level and opportunities to improve nutrition in the public education system. The task force grappled with the role of the City in recommending changes to other institutions, financing healthy school lunches and policies and practices to create accessible services and programs. Task force members interested in developing strategies focused on physical activity requested the opportunity to hear from experts in physical education. At a subsequent meeting, Dr. Dan Cooper, a pediatric exercise researcher from the University of California at Irvine, as well as Scott Bowman and Monica Colunga, principals and Physical Education Coordinators from Irvine Unified School District, discussed current efforts to reshape physical education and potential strategies to build on existing reforms.

Subsequently, the task force reviewed relevant research on model programs in other communities, focusing on practices, policies and approaches in three broad areas, including:

1. Improving Nutrition in the Schools
2. Expanding Physical Education in the Schools
3. Policies and Practices to Enhance Health & Fitness at the Local Level

Out of these two meetings, a set of initial strategies to consider for inclusion in the plan emerged. Strategies fell into the above three categories, with 21 strategies initially identified. The list was narrowed to 11 strategies by eliminating those that were deemed unfeasible and combining related strategies. Gibson & Associates staff developed logic models for each of the proposed strategies, outlining proposed program or policy, outcomes, impact on indicators, performance measures, staffing needs and associated costs. Task force members reviewed and discussed the list of strategies under consideration and began to identify high priority strategies to advance. In a process facilitated by the consultant team, task



forces spent the fourth meeting prioritizing proposed strategies, weighing the following criteria:

- Perceived impact on indicators and/or other positive impacts
- Cost effectiveness/use of existing resources
- Connection with City of Irvine’s vision and values
- Use of volunteers

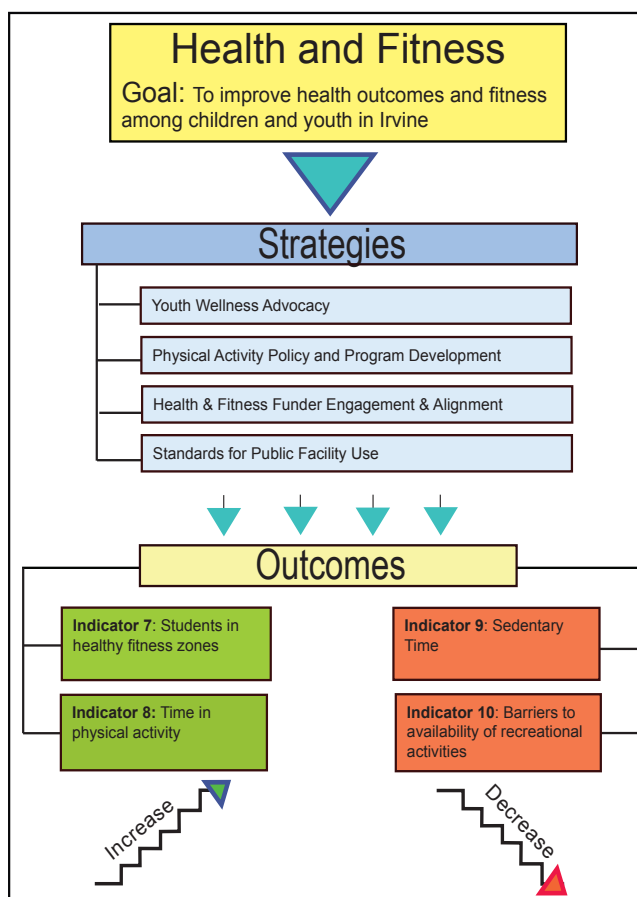
The Health & Fitness task force members ranked strategies requiring additional funds and those using existing resources separately. They developed a set of strategies to submit to the advisory committee for inclusion in the plan, advancing two strategies that required additional funds and two strategies that utilized existing resources. They included Youth Wellness Advocacy, Physical Activity Policy & Program Development, Health & Fitness Funder Engagement & Alignment, and Standards for Public facility use.

HEALTH & FITNESS: SELECTED STRATEGIES

Due to fiscal constraints, a limited number of strategies were selected by advisory committee for inclusion in this plan.¹⁵ The advisory committee ranked strategies by preference, weighing cost effectiveness, impact on indicators and connection with the vision and values of the City of Irvine. Advisory committee members also allocated funding to selected strategies, seeking to maintain a balance across priority areas. Task force members had the opportunity to review selected strategies and make revisions and modifications to the scope and budget. All proposed strategies were selected for the Health & Fitness Priority Area. The logic model below outlines the relationship between the goal, selected strategies, and indicators related to this priority area; it is followed by detailed descriptions of each strategy.

YOUTH WELLNESS ADVOCACY

The goal of the youth wellness advocacy strategy is to build support for environments that support healthy food choices and activity levels among children and youth. Through advocacy efforts that support community norm change and the adoption of policies that promote the health and fitness of young people, the strategy aims to create long-term system's change in schools and the community. The strategy includes a coordinator position that will be responsible for several areas of focus, including forming and staffing the Youth Wellness Committee, a youth-led advocacy program, collaborating with the School Wellness Committees and Nutrition Services staff at local school districts to promote healthy food offerings, identifying and promoting policies that strengthen healthy food offerings in the community and collaborating with key decision makers and institutional partners to promote healthy food offerings. This will include the exploration or conducting a walkability assessment to identify barriers that limit integration of physical activity into daily routines. It will also include the identification of 1-2 schools in Irvine and their surrounding communities to target in creating healthy food zones around the schools and communities (most likely high schools with open campuses).



The Youth Wellness Committee, a youth led team, aims to engage and empower young people as advocates for healthy communities, in addition to the promoting service learning. Students will receive training on advocacy techniques, policy change and decision-making bodies in the City of Irvine. Through a mini-

¹⁵ Should fiscal constraints ease during the five-year period, the strategies recommended by the task forces, but not recommended for inclusion in this plan will be examined by the City as potential fundable initiatives.

grant program, students will engage in one or more of the following activities:

- ▶ Building support for healthy food offerings in the schools by creating parental and student advocacy efforts that influence decision makers within the district and on the school board
- ▶ Strengthening the implementation of policies that support healthy nutrition in the schools through collaborations and support of the school wellness policy
- ▶ Social marketing and media literacy campaigns to increase young people's awareness of the fast food industry and to improve their selection of healthy food choices
- ▶ Influencing decision-making bodies in Irvine (i.e. school board, city council, PTA) and other groups through advocacy for policies and practices that support the healthy communities

The City may contract with a community-based organization with experience working with youth volunteers to administer the program or may choose to administer the program internally.



Rationale

The Youth Wellness Advocacy strategy focuses on improving collaboration among school, local government and local businesses to create healthy food environments in Irvine. By promoting healthy food environments through advocacy and policy change, as well as incorporating principles of youth development and prevention, this strategy effectively integrates the vision and values of the City of Irvine. By creating healthy food environments, this strategy would create neighborhoods that are livable and family friendly.

Outcomes

By changing community food environments, this strategy should impact the overall health of young people in Irvine. Over the long term, this indicator should have an impact on the following indicators:

- ▶ Indicator 7: Students in Healthy Fitness Zone (increase)
- ▶ Indicator 8: Time Spent in Physical Activity (increase)
- ▶ Indicator 9: Sedentary Time (decrease)
- ▶ Indicator 10: Barriers to Availability of Recreational Activities (decrease)

Because this strategy incorporates youth led components, building on the principles of youth development, ownership and resilience, this strategy will also be preventive against substance abuse and other risky behavior. While the indicators do not measure prevention, there would likely be a decrease in the Risky Behavior Indicators, including indicators 19-28.

On an annual basis, the effectiveness will be measured by the following:

- ▶ Number of young people engaged in the Youth Wellness Committee
- ▶ Number of changes adopted as a result of initiative activities

- ▶ Number of meetings and presentations with collaborative partners and decision-making bodies
- ▶ Number and amount of mini-grants distributed

Use of Volunteers

The youth wellness committee will be a youth led, volunteer-based program. Parents, family members, teachers and local business owners will also be engaged as advocates.

PHYSICAL ACTIVITY POLICY & PROGRAM DEVELOPMENT

The purpose of the Physical Activity Policy & Program Development strategy is to expand the offerings and quality of physical education and fitness programs in the City of Irvine and other youth serving institutions, such as Irvine Unified School District (IUSD). The initiative focuses on developing and expanding partnership programs with key institutional partners and provides funding for a coordinator position to be housed within the City or Irvine Unified School District.



Additional partnership development will rely on existing funds. The coordinator will work with the objective of enhancing the physical education program within IUSD and develop partnerships to increase the offerings of fitness activities to young people in Irvine. Potential partnerships include:

1. Developing a Community Services Division and Concordia College partnership to expand the delivery of the Lunch Time Activities Program at Irvine Unified School District campuses
2. Partnering with Irvine based healthcare agencies to enable physicians to encourage at-risk patient enrollment in Irvine Community Services Department-sponsored physical fitness activities
3. Partnering with Irvine Prevention Coalition, and Junior Youth Action Team organizations to conduct an annual Youth Health Expo
4. Partnering with Jamboree Housing Corporation and City of Irvine Housing Division to enable the delivery of onsite physical activity programs at apartment complexes for youth who may be unable to participate in traditional activity due to transportation and economic barriers
5. Partnering with Orange County in Motion (OCiM) to deliver programs and services in Irvine that impact the physical condition of youth
6. Partnering with Child Resources Center and IUSD Early Childhood Learning Center to develop, promote, distribute pre-school curricula for leading/teaching physical activities
7. Partnering with the with Irvine Ranch Conservancy to coordinate regularly scheduled hikes Open Space areas in Irvine, while utilizing youth and adult volunteers to lead hikes

The task force grappled with the potential organizational barriers in recommending a strategy to be implemented by another institution and agreed that the City and IUSD should work collaboratively to identify the best placement of this position.

Rationale

This strategy focuses on building the capacity of institutions that serve young people in Irvine. These strategies will improve the quality and level of physical activity programs available to young people. By building partnership with natural organizational and institutional partners such as IUSD and the Prevention Coalition, the City of Irvine will offer additional physical activity programs to better serve young people who have not accessed existing programs.



Outcomes

By building capacity of the PE department and instructors across the district and expanding the number of physical fitness programs available in the community through partnership development, the following indicators will be influenced over the long run:

- ▶ Indicator 7: Students in the Healthy Fitness Zone (should increase)
- ▶ Indicator 8: Time Spent in Physical Activity (should increase)
- ▶ Indicator 9: Sedentary Time (should decrease).

Additional outcomes include:

- ▶ Improved preparation among PE instructors and elementary educators providing PE.
- ▶ Improved physical activity levels during PE.
- ▶ Improved student perception of PE.

On an annual basis, program success will be measured by the following:

- ▶ Number of new partnerships performed
- ▶ Number of teachers accessing physical education curriculum & training in IUSD
- ▶ Number of young people participating in physical fitness activities in the schools and in the community.

Use of Volunteers

Volunteers will be used in partnership programs.

HEALTH & FITNESS FUNDER ENGAGEMENT

The goal of this strategy is to increase the level of coordination and engagement of key funders in Irvine who are concerned with the health & fitness of young people. The strategy also aims to increase the number of business community and health care sector partners who make financial commitments to programs and initiatives that support the health of young people. Utilizing existing funds, Community Services staff will work with Irvine funders to collaboratively develop and adopt a uniform funding policy

that prioritizes proposals that aim to improve the health and fitness of young people in Irvine. The Public Health Ombudsman will be responsible for developing partnerships, drafting policy and promoting financial investment from community stakeholders.

Rationale

This strategy uses existing resources and aims to leverage the City's investment in the health of young people in Irvine by obtaining greater investment and alignment from other community stakeholders. By aligning resources and investment strategies, the City will fund programs that improve the health of young people in Irvine over the long term.



Outcomes

This strategy is a policy change and aims to improve the level of coordination of among health and fitness funders and stakeholders in Irvine. In the short term, this strategy will have little impact on the indicators. However, it aims to develop funding practices among diverse stakeholders that are strategic, coordinated and designed to positively impact the health of young people over the long term. By directing funding to those initiatives with evidence of positive health outcomes, the strategy will improve the health of young people over time, resulting in the following outcomes:

- Increased investment by local businesses.
- Leveraging of resources
- Increased availability of physical activity and nutrition-focused programs and initiatives
- Improved collaboration

On an annual basis, the strategy will be measured by:

- Number of new financial commitments generated
- Number of new partnerships generated
- Development of policy identifying priorities
- Number of co-funded efforts and initiatives.

Use of Volunteers

Volunteers are not included in this strategy.

STANDARDS FOR PUBLIC FACILITY USE

The goal of the Standards for Public Facility Use strategy is to 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 food at events. Using existing resources, the City will partner with the Irvine Sports Committee and Irvine Aquatics Advisory Board to define standards that link use of public facilities to the fulfillment of health-focused criteria. City staff will develop guidelines for healthy snacks for all sports leagues and contractors that provide community sports leagues (i.e. AYSO, Swimming, and snack bars), consistent with city and school policies.

Rationale

This strategy leverages existing resources, implements a policy change that will improve the quality of food available on city grounds and integrates health and fitness outcomes into standard City operations. By implementing such standards and creating uniformity with other public agencies, this strategy will improve collaboration and consistency of messaging across agencies.

Outcomes

Over the long term, this strategy should impact the following:

- ▶ Indicator 7: Students in Healthy Fitness Zone (increase)
- ▶ Indicator 8: Time Spent in Physical Activity (increase)
- ▶ Indicator 9: Sedentary Time (decrease)
- ▶ Increased awareness of healthy food choices
- ▶ Increased awareness of benefits of vigorous physical activity

On an annual basis, the progress will be measured through the following:

- ▶ Engagement of major public agencies and users of public facilities in Irvine
- ▶ Development of standards for use of public facilities
- ▶ Timeline for implementation
- ▶ Plan for program monitoring and reports of monitoring.

Use of Volunteers

Volunteers may be used to monitor implementation of standards.

VA.3 STRATEGIES TO REDUCE UNDERAGE DRINKING

The purpose of the Underage Drinking Task Force was to develop a set of strategies to reduce underage drinking in Irvine. The problem of underage drinking in Irvine was identified in the 2007 Indicators Report and confirmed in the Teen Youth Summit and focus group conducted by Gibson & Associates. While data suggests that Irvine is ahead of communities with similar demographics, underage drinking remains a concern to parents, young people and community stakeholders. Irvine is home to a wide range of prevention and youth development programs that aim to build on youth assets and limit substance use and abuse. The City, local school districts and community-based partners have delivered numerous programs and initiatives to reduce underage drinking. Despite these efforts, the data suggests that young people in Irvine continue to consume alcohol at high rates. Sid Gardner and his colleagues reported the following in the 2007 Indicators Report:

“From 1600-1800 Irvine youth break the law regularly by using alcohol, based on the data from the 2005 Healthy Kids survey;¹⁶ 24% of 11th graders used alcohol in the past 30 days; From 700-800 high school students were involved in binge drinking more than five drinks at a time) within the past 30 days; From 700-800 high school students (9%) used alcohol while attending high school at some point; In a January 2007 survey, 75% of Irvine parents of adolescents agree with the statement “it is easy for teenagers to get alcohol or drugs if they want them.” Studies in other communities in California, based on the statewide Healthy Kids surveys, have indicated that students in affluent communities are more likely to abuse alcohol and other drugs than students from lower-income communities.”¹⁷

Consistent with Gardner’s report, findings from the Teen Youth Summit and focus group suggest that alcohol and drug use among adolescents is high in Irvine. Students expressed a perceived lack of available social and recreational activities, as well as social norms among young people and their parents that sanction alcohol use. Participants concurred that there is little consequence to being caught, which contributes to the problem of underage drinking.

Strategy Development: Underage Drinking

The task force used the process outlined in the Planning Process/Strategy Development Section above to create a set of prioritized strategies. As a first step, they reviewed the data and rationale outlined in the 2007 Indicators Report and discussed existing community assets, resources and potential strategies for reducing underage drinking in Irvine. The task force was comprised of many representatives from the Irvine Prevention Coalition and seemed to have a clear sense about the strategies they wanted to explore from the outset. Some noted that data outlined above may be worse than reported and also identified the challenge with measuring the effectiveness of prevention. After the first meeting, the task force was particularly interested in exploring the design and implementation of a social hosting ordinance.



¹⁶ The 2005 Healthy Kids survey had sampling issues regarding ethnicity, and drinking patterns are significantly different among different ethnic groups, so these figures are presented as a range, but it would appear that the higher side of the range is a more accurate figure.

¹⁷ “...disposable income, disconnected families, and pressure to succeed all contribute to drug use among upscale youth...parents in these communities add to the problem by denying that it occurs.” “Study Finds Rich Kids More likely to Use Drugs than Poor.” www.jointogether.org February 20, 2007.

City of Irvine
Strategic Plan for Children, Youth and Families

At the second meeting, the Underage Drinking Task Force met with Michael Sparks of Community Action & Training Coalition, Bonnie Benard of WestEd, and Jim Kooler of Friday Night Live to discuss social hosting ordinances and prevention strategies. The task force noted that while Irvine has made significant progress in implementing prevention and youth development activities, it was still important for those strategies to be considered for inclusion in the plan. Task force members were able to discuss the development and enforcement of social hosting ordinances and whether such a policy was suited to Irvine.

Subsequently, the task force reviewed relevant research on model programs in other communities, focusing on model programs, policies and strategies in three areas, including:

1. Existing Prevention Programs
2. Youth Development Activities
3. Accountability and Enforcement.

Out of these two meetings, a set of initial strategies to consider for inclusion in the plan emerged. Strategies fell into the above three categories, with seven strategies initially identified- 3 fell into the category of Accountability & Enforcement and the remainder fell into Youth Development and Prevention Activities. Gibson & Associates staff developed logic models for each of the proposed strategies, outlining proposed program or policy, outcomes, impact on indicators, performance measures, staffing needs and associated costs. Task force members reviewed and discussed the list of strategies under consideration and began to identify high priority strategies to advance. In a process facilitated by the consultant team, task forces spent the fourth meeting prioritizing proposed strategies, weighing the following criteria:

- ▶ Perceived impact on indicators and/or other positive impacts
- ▶ Cost effectiveness/use of existing resources
- ▶ Connection with City of Irvine's vision and values
- ▶ Use of volunteers.

The Underage Drinking Task Force ranked strategies requiring additional funds and those using existing resources separately. They developed a set of strategies to submit to the advisory committee for inclusion in the plan, advancing six strategies all together. They included:

Comprehensive School-Linked Supports: A strategy that emphasizes early intervention and support through counseling to youth and their families. Provides funding to maintain counselors at high schools and other resources provided through the Family Resource Center.

Irvine Prevention Coalition: The goal of this strategy is to reduce risky behavior among young people through the activities of the Prevention Coalition. The strategy includes funding for a social-norms marketing campaign and sustains existing programming.

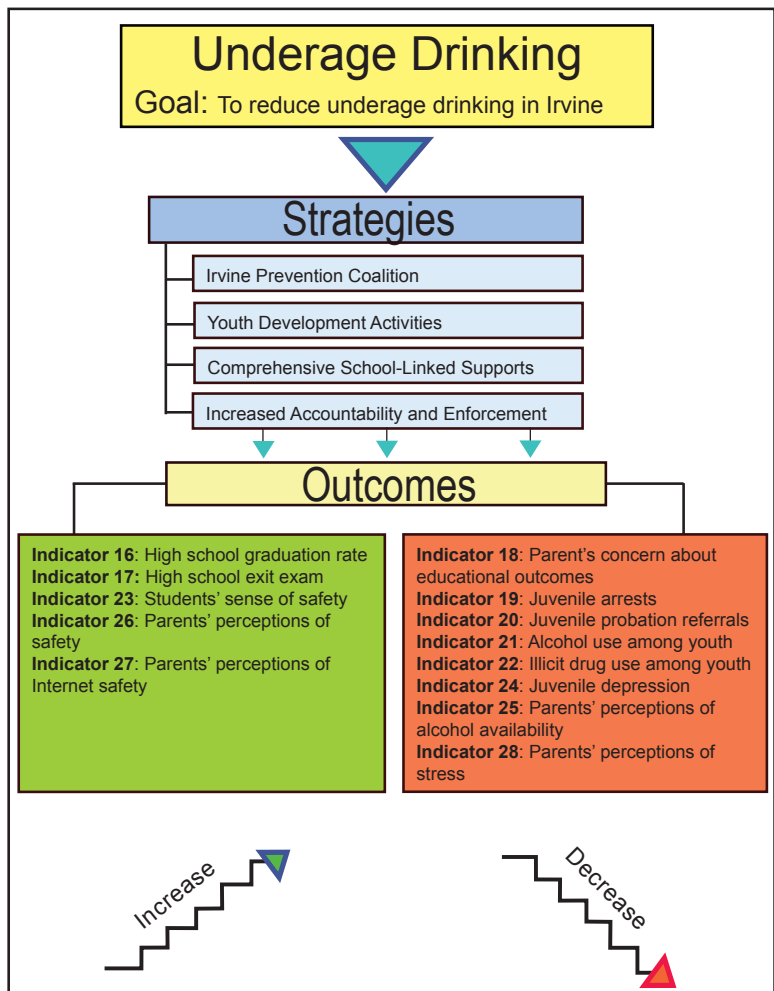
Youth Development Activities: This strategy is designed to prevent risky behavior by building on youth assets and strengths and includes funding for existing youth development activities, including the Youth Action Teams.

Pledge: This strategy provides for the development of a pledge to be promoted and signed by local government, law enforcement, parents, and young people to not engage in or condone underage drinking. It also includes exploration of a social hosting ordinance with an enforcement component.

Accountability & Enforcement: The strategy provides funding to develop a protocol outlining consequences for underage drinking and include a law enforcement officer to respond to party calls in order to develop a consistent level of enforcement.

Underage Drinking: Selected Strategies

Due to fiscal constraints, a limited number of strategies were selected by the advisory committee for inclusion in this plan.¹⁸ The advisory committee ranked strategies by preference, weighing cost effectiveness, impact on indicators and connection with the vision and values of the City of Irvine. Advisory committee members also allocated funding to selected strategies, seeking to maintain a balance across priority areas. Task force members had the opportunity to review selected strategies and make revisions and modifications to the scope and budget. The four strategies selected for the Underage Drinking priority area include: the Irvine Prevention Coalition, Youth Development Activities, Accountability and Enforcement and Comprehensive School-Linked Supports. The logic model above outlines the relationship between the goal, selected strategies and indicators related to the Underage Drinking priority area and is followed by detailed descriptions of each strategy.¹⁹



IRVINE PREVENTION COALITION

The goal of this strategy is to reduce risky behavior among young people through the activities of the Prevention Coalition. The Irvine Prevention Coalition (IPC) serves as the vehicle for communication, collaboration, and action in Irvine. With over 60 member agencies, the partnership has created

¹⁸ Should fiscal constraints ease during the five-year period, the strategies recommended by the task forces, but not recommended for inclusion in this plan will be examined by the City as potential fundable initiatives.

¹⁹ Comprehensive School-Linked Support is described under Children’s Mental Health.

an environment where service providers work together to meet the needs of the community. This organization will continue to collaborate and coordinate services to reduce substance abuse, violence and related problems among Irvine’s youth. In addition to sustaining current programming, this strategy would also incorporate the development of a sustainability plan to address the termination of the grant in 2009. A subcommittee will be responsible for exploring the creation of a social hosting ordinance in Irvine. A separate subcommittee will oversee the Social Norms Marketing Campaign and develop strategic partnerships to enhance its implementation.

Rationale

The IPC supports the vision of creating a safe community for children, youth and families through its extensive network and collaboration of agencies. Through this partnership, the IPC has been able to create an environment where service providers work together to meet the needs of the community, and subsequently contribute to a livable, family-friendly city.



Outcomes

The participating agencies will continue to benefit from a sharing of resources and expertise; families, youth and community members who participate in trainings and events will gain an increased awareness of services and resources. Through the Social Norms Marketing Campaign, the IPC will develop positive and accurate messages about the problem of underage drinking and promote positive and healthy behavior.

This strategy has an impact on the following “Risky Behavior” and “Academic Achievement” related indicators over the long term:

- Indicator 21– Alcohol use among youth (decrease)
- Indicator 22 – Illicit drug use among youth (decrease)
- Indicator 23 – Students’ sense of safety (Increase)
- Indicator 24 – Juvenile depression (decrease)
- Indicator 25 – Parents’ perceptions of alcohol availability

On an annual basis, outcomes will be measured by:

- Number of joint initiatives and activities sponsored by IPC
- Number of social marketing activities
- Number of youth served through planned activities

Use of Volunteers

The IPC will continue to seek youth volunteers through such vehicles as the IPC Student Board and through collaboration with the volunteer and community services organizations.

YOUTH DEVELOPMENT ACTIVITIES

This strategy is designed to prevent risky behavior by building on youth assets and strengths for existing youth development activities, including the Youth Action Teams and Youth Leadership Academy. The youth development organizations work collaboratively with community-based organizations and institutions to foster healthy youth development, to provide safe social-recreational activities and to prevent youth substance use and abuse, while simultaneously teaching youth to become leaders in their communities. Student leaders emerge from these programs and encourage peer participation in healthy activities, modeling exemplary behavior and teaching others to make healthy decisions



about things like alcohol and drug use. This strategy proposes the inclusion of a part-time Youth Action Team Coordinator to begin in Year 2, who will also support the Youth Leadership Academy.

Rationale

This strategy supports the value of “Participation as a goal that mobilizes greater resources”. Youth development organizations provide youth a meaningful role in making change throughout their community through activities that encourage them to participate in community service and civic life. This strategy seeks broad participation of youth from different religious, socio-economic, and ethnic backgrounds, to make a significant impact on a broad spectrum of youth in Irvine.

Outcomes

This strategy has an impact on the following “Risky Behavior” and “Academic Achievement” related indicators over the long term:

- Indicator 21 – Alcohol use among youth (decrease)
- Indicator 22 – Illicit drug use among youth (decrease)
- Indicator 23 – Students’ sense of safety (increase)

On an annual basis, outcomes will be measured by:

- Number of youth participating in volunteer activities
- Number of leadership development opportunities offered
- Number of participants in youth-led recreational activities
- Number of Youth Action Team members at Irvine high schools, middle schools and parks

Use of Volunteers

Youth volunteers are essential to the youth development organizations and activities. Continued opportunities and leveraging of youth volunteers are integral to the success of this strategy. The program will collaborate with voluntarism and community service organizations.

ACCOUNTABILITY AND ENFORCEMENT

The purpose of this strategy is to develop a set of consequences and a protocol for dealing with youth who are caught drinking or under the influence of alcohol. Currently there are limited consequences for these youth, as parents and school officials are not informed about the risky behavior young people are engaging in. It is believed that with a set of consequences attached to this behavior (e.g. citation, community service, and meeting with school counselor), youth will be further deterred from drinking. Additionally, this strategy will provide for a log/record of youth offenders who have received multiple citations for drinking and allow school and law enforcement authorities to identify youth who may be experiencing a problem with alcohol and make a referral to the appropriate intervention resource. This strategy provides one year of funding to better explore the extent of the problem and identify potential solutions.

Rationale

By developing a set of consequences related to underage drinking, this strategy will likely prevent youth from engaging in risky behavior. Furthermore, this strategy contributes to social norm change around drinking as an acceptable behavior.

Outcomes

This strategy will most likely have an impact on the following indicators:

- ▶ Indicator 17 – High School Exit Exam (increase)
- ▶ Indicator 19 – Juvenile arrests (decrease)
- ▶ Indicator 20 – Juvenile probation referrals (decrease)
- ▶ Indicator 22 – Illicit drug use among youth (decrease)
- ▶ Indicator 23 – Students’ sense of safety (increase)

On an annual basis, the effectiveness will be measured by:

- ▶ The creation of a protocol
- ▶ The engagement of law enforcement, parents, students and teachers in crafting consequences and protocol
- ▶ A work plan for next steps from year 2-5
- ▶ The number of citations and referrals made.

VA.4 STRATEGIES TO ENHANCE SUPPORT TO FAMILIES IN NEED

The purpose of the Support to Families in Need Task Force was to develop a set of strategies to reduce or eliminate poverty and the harmful effects of near-poverty status among families in Irvine. Support to Families in Need was identified as a priority in the 2007 Indicators Report. While Irvine is certainly more affluent than many surrounding communities in Orange County, the high cost of housing and child care make Irvine an increasingly difficult community for low-income families to thrive in. Sid Gardner and his colleagues reported the following findings from the 2007 Indicators Report:

“The resident survey indicated that lower-income families tend to have more difficulty accessing city recreational programs for youth. They had proportionately more problems finding child care, and agencies said that the affordability of housing makes up the largest single component of their caseloads. Lower-income parents were more than twice as concerned that their child might not be able to pass the high school exit exam, and they were significantly more concerned than other parents that their child might leave high school lacking the skills to go to college or earn a good wage. Lower-income parents indicated that their children sometimes had difficulty participating in recreation programs in the city, and were less actively involved in their neighborhoods than those with higher incomes.”

While the City has made strides in setting aside affordable housing for new developments, the need for improved access to housing, affordable child care, health insurance and care, and adequate recreation activities remains in Irvine. Low-income families in Irvine tend to be the working poor, rather than those living on public assistance. As a result, there is a need for strategies that effectively reach a population that tends to be well integrated.

Strategy Development: Support to Families in Need

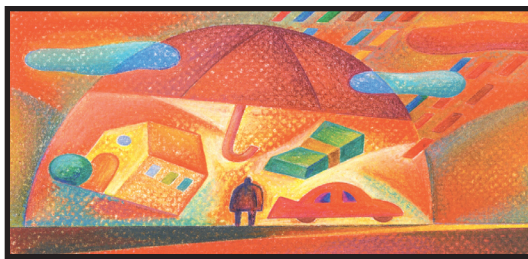
The task force used the process outlined in the Planning Process/ Strategy Development Section above to create a set of prioritized strategies. As a first step, they reviewed the data and rationale outlined in the 2007 Indicators Report and discussed existing community assets, resources and potential strategies for better serving low income families in Irvine. The task force was comprised of many individuals representing community-based organizations in Irvine. At the first meeting, task force members concurred that the target population was the working poor and recent immigrants who may not be accustomed to seeking services or supports from the local government. Particular attention was paid to developing strategies that effectively engage these populations.



At the second meeting, the task force met with Anne Broussard, Child Care Coordinator in Orange County. Ms. Broussard confirmed the need for additional services and supports for families in Irvine, particularly in relation to child care, housing, and health care coverage. The task force members also discussed the need for increased community-based outreach and engagement to link families to existing services and programs. Subsequently, the task force reviewed relevant research on model programs in other communities, focusing on best practices, policies and strategies in three areas: increasing access to child care, affordable housing and wraparound services.

Out of these two meetings, a set of four initial strategies to consider for inclusion in the plan emerged. Gibson & Associates staff developed logic models for each of the proposed strategies, outlining proposed program or policy, outcomes, impact on indicators, performance measures, staffing needs and associated costs. Task force members reviewed and discussed the list of strategies under consideration and began to identify high priority strategies to advance. In a process facilitated by the consultant team, task forces spent the fourth meeting prioritizing proposed strategies, weighing the following criteria:

- Perceived impact on indicators and/or other positive impacts
- Cost effectiveness/use of existing resources
- Connection with City of Irvine’s vision and values
- Use of volunteers



The Assistance to Low-Income Families Task Force ranked strategies requiring additional funds and those using existing resources separately. They developed a set of strategies to submit to the advisory committee for inclusion in the plan, advancing three strategies all together. They included:

Mobile Recreation Services: The purpose of this strategy is to expand and implement a comprehensive-alternative intramural physical education and after-school enrichment program, providing access to team sports, and individual exercise programs and tutoring to low-income communities.

Community Outreach & Education Campaign: The purpose of this strategy is to build collaborative efforts to increase access to health and wellness resources and services for Irvine children, youth and families.

Housing Education: This strategy provides a city-sponsored housing education program to low-income families. The program focus will be to create a housing alternative for families/people with special needs such as senior citizens at risk of losing independence, a person with disabilities, single parents, AIDS patients and foster youth.

Support to Families in Need: Selected Strategies

Due to fiscal constraints, a limited number of strategies were selected by the advisory committee for inclusion in this plan.²⁰ The advisory committee ranked strategies by preference, weighing cost effectiveness, impact on indicators and connection with the vision and values of the City of Irvine. Task force members had the opportunity to review selected strategies and make revisions and modifications to the scope. Task force members selected the Community Outreach & Education campaign for inclusion. The logic model below outlines the relationship between the goal, selected strategies, and indicators related to the Support to Families in Need priority area and is followed by a detailed description of the strategy developed during the process.

²⁰ Should fiscal constraints ease during the five-year period, the strategies recommended by the task forces, but not recommended for inclusion in this plan will be examined by the City as potential fundable initiatives.

COMMUNITY EDUCATION & OUTREACH CAMPAIGN

The purpose of this strategy is to support and enhance existing community education campaigns in order to increase access, information and resources for low-income families. Through a collaboration between City of Irvine Community Services, FOR Families and various non-profit agencies, this program will raise awareness about available services and supports. In addition, this strategy will expand education and outreach at recreation centers throughout the City. This strategy will continue to support and enhance existing community coalitions to increase access, information sharing and utilization of community resources and services. The Campaign will include the following:

- ▶ FOR Families staff will train Community Services staff on opportunities to identify and refer low-income families through the recreation services provided at centers throughout Irvine.
- ▶ Community Services staff will have the capacity to receive and disseminate information and resources at community centers and provide referrals to non-profit agencies
- ▶ Develop partnerships with non-profit agencies providing services to Irvine residents.

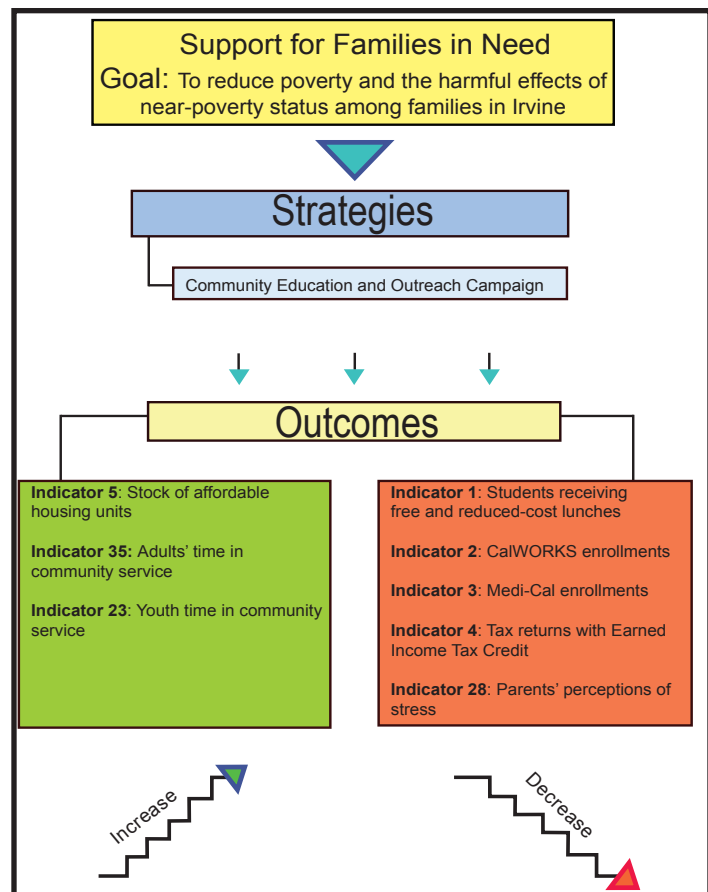
Rationale

This strategy increases effectiveness and outreach by aligning existing resources, policy and funding priorities to address prioritized community needs and concerns.

Outcomes

By increasing collaboration and outreach, this strategy should cause a change in the following indicators:

- ▶ Families with problems accessing health coverage
- ▶ CalWORKS
- ▶ Medi-Cal enrollments
- ▶ Tax returns with Earned Income Tax Credit
- ▶ Parents' perceptions of stress
- ▶ Adults' time in community service
- ▶ Youth time in community service.



On an annual basis, outcomes will be measured by:

- ▶ Number of community stakeholders involved
- ▶ Number of planning meetings per year
- ▶ Number of families served.

Use of Volunteers

Community service staff will recruit, train and support outreach volunteers to help disseminate information, develop community partnerships and lead educational and recreational activities (e.g. EITC presentations, financial literacy and life skills workshops, etc.) at centers.

VA.5 STRATEGIES TO IMPROVE CHILDREN'S MENTAL HEALTH

The goal of the Children's Mental Health Task Force is to improve the health and wellness of Irvine children by identifying children with mental health needs early and by increasing the capacity of parents, schools and child care programs to address those needs. While data was not summarized specifically in relation to children's mental health, task force and advisory committee members concurred that there was a need for programs, services and supports that reduced parental and family stress and identified mental health needs in children at the earliest point possible. Through meetings with Community Services staff and leadership, the decision was made to add a sixth priority area- children's mental health. The Children's Mental Health Task Force was formed in November 2007 to address concerns about the need for initiatives that support the mental health of young people in Irvine.

Concerns expressed in the 2007 Indicators Report, as well as in focus groups during the strategic planning process highlighted the need for strategies that support early identification of mental health issues and build families' capacity to cope with stress and mental health issues. By identifying mental health issues early, families will be better equipped to support their children. In the focus groups, young people cited the intense drive for perfection and the sense of competition many of them experience, noting that eating disorders, depression and substance abuse are not uncommon among their peers.

Strategy Development: Children's Mental Health

The first task force meeting was held in December 2007. Due to logistics, the prioritization of strategies for this task force occurred in a condensed time frame. The task force used the process outlined in the Planning Process/ Strategy Development Section above to create a set of prioritized strategies. Due to the shortened time frame, the Children's Mental Health Task Force did not have the opportunity to meet with experts, though local expertise was certainly represented among task force members. The



task force members also discussed the need for supports across the age spectrum, though many emphasized the need for early interventions and supports during the first five years of life. Subsequently, the task force reviewed relevant research on model programs in other communities, focusing on best practices, policies and approaches. Conversations centered on early intervention and supports to promote positive coping among young people and their families.

Out of these meetings, a set of four initial strategies to consider for inclusion in the plan emerged. Gibson & Associates staff developed logic models for each of the proposed strategies, outlining proposed program or policy, outcomes, impact on indicators, performance measures, staffing needs and associated costs. Task force members reviewed and discussed the list of strategies under consideration and began to identify high priority strategies to advance. In a process facilitated by the consultant team, task forces spent the fourth meeting prioritizing proposed strategies, weighing the following criteria:

- Perceived impact on indicators and/or other positive impacts
- Cost effectiveness/use of existing resources

- ▶ Connection with City of Irvine’s vision and values
- ▶ Use of volunteers

The Children’s Mental Health Task Force ranked strategies requiring additional funds and those using existing resources separately. They developed a set of strategies to submit to the advisory committee for inclusion in the plan, advancing five strategies all together. They included:

Parent and Community Education: The Parent and Community Education project is designed to coordinate, focus and enhance current resources related to educating parents, teachers, faith community and youth leadership about the early warning signs of mental illness, eating disorders, depression and other relevant topics.



Youth Wellness Promotion: School and community-based strategies that promote child and youth wellness, through the delivery of health & nutrition, exercise, yoga and stress reducing activities, provided by volunteers. Project would promote youth development and reduce the number of preventable mental health conditions.

School-based Wellness Promotion: The goal is to provide ongoing assessment of school policies and school environment in relation to wellness promotion. The program would promote practices that support early intervention and positive coping with stress and mental health challenges among young people.

Comprehensive School Linked Supports: The goal of this strategy is to provide a range of school or Family Resource Center-based individual, group and peer counseling and support services targeting youth with behavioral or developmental problems.

Infant Toddler Support: Infant-Toddler Support Services would fund a City staff person or consultant to develop a partnership with First Five, IUSD, School Readiness Project, and the Mental Health Department to provide mental health and parent training support for families with pre-school age children identified through the Visiting Nurses Program as being at risk of emotional-behavioral problems.

Children’s Mental Health: Selected Strategies

Due to fiscal constraints, a limited number of strategies were selected by the advisory committee for inclusion in this plan.²¹ The advisory committee ranked strategies by preference, weighing cost effectiveness, impact on indicators and connection with the vision and values of the City of Irvine. Advisory committee members also allocated funding to selected strategies, seeking to maintain a balance across priority areas. Task force members had the opportunity to review selected strategies and make revisions and modifications to the scope and budget. The two strategies selected for inclusion in the plan

²¹ Should fiscal constraints ease during the five-year period, the strategies recommended by the task forces, but not recommended for inclusion in this plan will be examined by the City as potential fundable initiatives.

to address the Children’s Mental Health priority area include Comprehensive School Linked Support and Infant-Toddler Support. The logic model below outlines the relationship between the goal, selected strategies, and indicators related to the Children’s Mental Health priority area; it is followed by detailed descriptions of each strategy.

COMPREHENSIVE SCHOOL-LINKED SUPPORT

The goal of this strategy is to increase identification of and support for children and youth experiencing mental health issues and behavior challenges. The strategy includes provision of a range of school or Family Resource Center-based individual, group and peer counseling and support services targeting youth with behavioral or developmental problems. Among those programs that proposed to be funded:

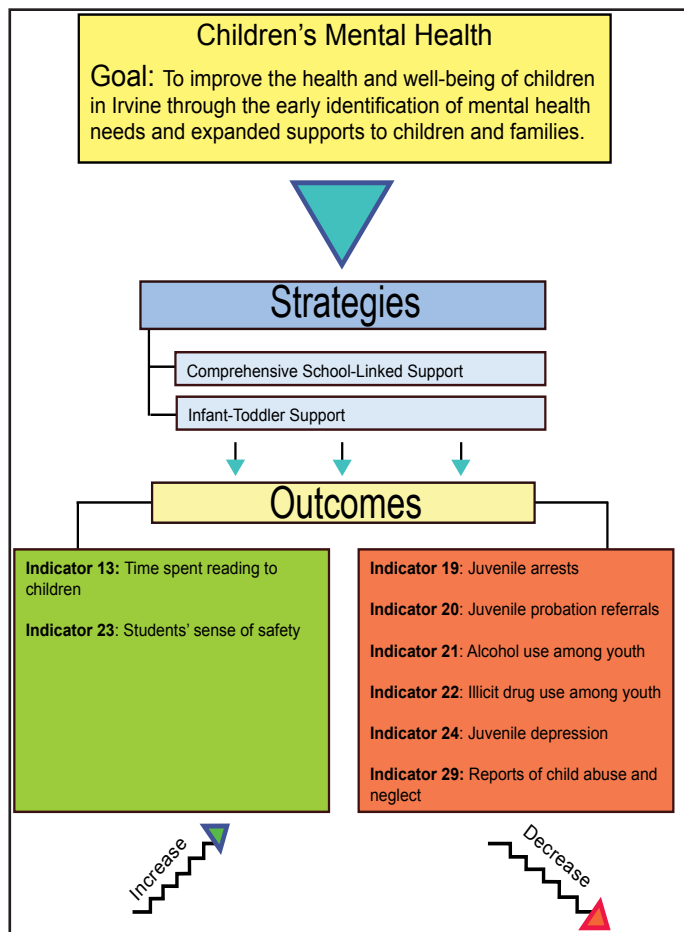
- ▶ Project Success--middle and high school small group and short-term individual counseling and information, referral and case management.
- ▶ Guidance Assistance Program provides paraprofessional counseling and support at all 22 elementary schools; and
- ▶ Family Resource Center and For Families Program, which provide a range of supports to families. Funding would support case management for 100 families and parent education for 90 families.

Services would be delivered in partnership with community-based providers of social, psychological and developmental services such as For Families, Families Forward and/or Human Options.

Rationale

Early intervention services have been shown to reduce the impact of or prevent more serious disorders. Early intervention promotes resiliency and healthy decision making and offers the necessary counseling and support to families and youth in need. This strategy is a collaborative effort of organizations and institutions whose collective missions serve to support the healthy social and emotional development of youth.

Two important values of the strategic plan are directing services to those who need them most and prioritizing strategies that promote prevention. This strategy accomplishes both of those objectives. By providing early and intensive interventions and supports,



this strategy will reduce the negative impacts of social and behavioral problems among young people in Irvine.

Outcomes

This strategy has an impact on the following “Risky Behavior” and “Academic Achievement” related indicators over the long term:

- Indicator 19 – Juvenile arrests (decrease)
- Indicator 20– Juvenile probation referrals (decrease)
- Indicator 21– Alcohol use among youth (decrease)
- Indicator 22 – Illicit drug use among youth (decrease)
- Indicator 23 – Students’ sense of safety (Increase)
- Indicator 24 – Juvenile depression (decrease)

On an annual basis, outcomes will be measured by:

- Number of young people served
- Number of referrals
- Number of families served

Use of Volunteers

There is a limited role for volunteers in this strategy, largely serving in coordination and administrative support functions. Staff will work with the voluntarism program to identify opportunities to use volunteers.

INFANT-TODDLER SUPPORT SERVICES

The goal of the Infant-Toddler Support Services strategy is to reduce the impact of social, emotional, behavioral and developmental conditions in infants and toddlers that are identified through the Visiting Nurse Program or other programs working with families and child care programs. Infant-Toddler Support Services would include the provision of mental health and parent training support, particularly for pre-school age children. The program proposed funds for a City staff person to develop a partnership with First Five, IUSD, School Readiness Project, and the Mental Health Department to provide mental health and parent training support for eligible families. This strategy may use internal and external funds for program operation beyond year one. In subsequent years, \$100,000 per year would represent about 1/3 the total cost of the program with funding also coming from First 5, Mental Health Services Act and other sources.



Rationale

This strategy would build the parents' capacity to be the primary teacher and service provider for their child(ren), one of the central tenets to the vision statement. It also would serve as an early intervention, preventing or reducing the impact of behavioral problems by intervening early.

Intended Outcomes

The program should result in an improvement in parenting skills, family functioning and parent understanding of child's condition as determined by assessment instruments used by the program to measure effectiveness and to help identify family needs. Family satisfaction as measured by a satisfaction survey will be administered by the program. In addition, the strategy should result in changes in:

- ▶ Reports of child abuse
- ▶ Parents perception of stress
- ▶ Time spent reading to child
- ▶ Reports of student depression [long-term]

On an annual basis, program will be measured by:

- ▶ Number of families served
- ▶ Number of partnerships with other institutional partners formed
- ▶ Number of education and training classes provided.

Use of Volunteers

Adult volunteers could function as respite providers if a good training program were developed. The program will work with voluntarism and community service organizations to identify additional opportunities.

VA.6 STRATEGIES TO ENHANCE VOLUNTARISM & COMMUNITY SERVICE

The identification of community service and voluntarism as a priority area occurred in the 2007 Indicators Report. The goal is to enhance and expand community service by adults and youth in Irvine, through both youth-oriented and intergenerational programs. While Irvine has many active volunteers, organizations that promote volunteers, and opportunities for young people to contribute through service learning, many stakeholders wanted community service to be elevated as a priority because it fills such an important role. Gardner and his colleagues reported the following data in the Indicator's Report:



“On the question of time devoted to voluntary activities, 52% of respondents had volunteered for an organization or cause within the last year; the bulk of this activity occurred in Irvine. The organization types that received the most volunteer time were those with a religious base [58%], those helping the poor or elderly [52%], and school or youth programs [49%]. An average of 82 hours was volunteered (if that figure is applied to the adult population of the city over 25, the value of this donated time [at \$15/hour] represents \$160 million.) Of those over 65, 43.5% had volunteered some time. A total of 39% of respondents said they would be very interested [12%] or somewhat interested [27%] in increasing the amount of time that they volunteer.”

A decision was made to incorporate the value of voluntarism and community service into all priority areas, instead of forming a task force to address this priority separately. The hope was that community service would be effectively integrated throughout the plan. The goal of this program is to promote community service as a meaningful means of community engagement, youth development and learning for Irvine's residents of all ages. The role of staff is to recruit, screen, train, and place potential volunteers to efforts in each of the other initiatives, as well as to promote community service throughout the Irvine community. The City will explore the feasibility of assigning this role to existing staff resources.

V.B. List of Strategies

The table below outlines the strategies selected for inclusion in the plan. They are listed by task force but are not ranked.

	Strategy	Priority Area
1.	<p>Child Care Capacity Expansion</p> <p>The goal of this strategy is to expand the supply of high quality, affordable child care in Irvine. The strategy proposes that a team work with developers, the City, school district, university, faith community and any other potential partners in developing new high quality, affordable child care programs. Staff will have knowledge of child care regulations, city planning and policy development and potential funding streams, in addition to best practices in early childhood education.</p>	Child Care & School Readiness
2.	<p>Child Care Quality Enhancement</p> <p>The goal of this strategy is to improve the quality of existing early care providers, at both centers and family day care programs, in addition to increasing the number of slots operated by NAEYC accredited programs in Irvine. This strategy proposes funding to assign a staff or contract agent to the responsibility of expanding professional development and on-site training programs for existing early child care providers. The work group is responsible for delivering professional development at centers and family day cares to improve the quality of care and integrates many of the elements of the Family Day Care Site Training strategy originally ranked by the task force. Staff will provide technical assistance in applying for NAEYC accreditation. This strategy includes funds for stipends and incentives to family day care and child care operators for participating in trainings and making facility improvements. With the goal of promoting school readiness among those who are least prepared when they enter kindergarten, the team will explore opportunities to integrate parent education and early childhood/kindergarten readiness assessments throughout the child care system.</p>	Child Care & School Readiness
3.	<p>Health & Fitness Funder Engagement</p> <p>The goal of this strategy is to increase the level of coordination and engagement of key funders in Irvine who are concerned with the health & fitness of young people. Utilizing existing funds, community services staff will work with Irvine funders invested in health and fitness to adopt a uniform policy to fund programs and initiatives in Irvine that explicitly aim to improve the health and fitness of young people in Irvine. The strategy also aims to engage the business community and health care sector in making financial commitments to programs and initiatives that support the health of young people. The Public Health Ombudsman currently being recruited by the City of Irvine will be responsible for developing partnerships, drafting policy and promoting financial investment from community stakeholders.</p>	Health & Fitness

City of Irvine
Strategic Plan for Children, Youth and Families

	Strategy	Priority Area
4.	<p>Youth Wellness Advocacy</p> <p>The goal of the youth wellness advocacy strategy is to build support for environments that support healthy food choices and activity levels for communities throughout Irvine. Through advocacy efforts that support community norm change and the adoption of policies that promote the health and fitness of young people, the strategy aims to create long-term system's change in schools and the community. The strategy includes re-assignment of an existing coordinator position that will be responsible for several areas of focus, including forming and staffing the Youth Wellness Committee, a youth-led advocacy program, collaborating with the School Wellness Committees and Nutrition Services staff to promote healthy food offerings, identifying and promoting policies that strengthen healthy food offerings in the community, and collaborating with key decision makers and institutional partners to promote healthy food offerings. This will include the exploration or conducting a walkability assessment to identify barriers that limit integration of physical activity into daily routines. It will also include the identification of 1-2 schools in Irvine and their surrounding communities to target in creating healthy food zones around the schools and communities (most likely high schools with open campuses).</p>	Health & Fitness
5.	<p>Physical Activity Policy & Program Development</p> <p>The purpose of the Physical Activity Policy & Program Development strategy is to expand the offerings and quality of physical education and fitness programs in the City of Irvine and other youth serving institutions, such as Irvine Unified School District (IUSD). The initiative focuses on developing and expanding partnership programs with key institutional partners and proposes funding for a coordinator position to be housed within the City or Irvine Unified School District. Additional partnership development will rely on existing funds. The coordinator will work with the objective of enhancing physical education program within IUSD and develop partnerships to increase the offerings of fitness activities to young people in Irvine.</p>	Health & Fitness
6.	<p>Standards for Public Facility Use</p> <p>The goal of the Standards for Public Facility Use strategy is to 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 food at events. Using existing resources, the City will partner with the Irvine Sports Committee and Irvine Aquatics Advisory Board to define standards that link use of public facilities to the fulfillment health focused criteria. City staff will develop guidelines for healthy snacks for all sports leagues and contractors that provide community sports leagues (i.e. AYSO FB, Swimming, and snack bars), consistent with city and school policies.</p>	Health & Fitness

City of Irvine
Strategic Plan for Children, Youth and Families

	Strategy	Priority Area
7.	<p>Irvine Prevention Coalition</p> <p>The goal of this strategy is to reduce risky behavior among young people through the activities of the Prevention Coalition. The Irvine Prevention Coalition (IPC) serves as the vehicle for communication, collaboration and action in Irvine. With over 60 member agencies, the partnership has created an environment where service providers work together to meet the needs of the community. This organization will continue to work together to coordinate services to reduce substance abuse, violence and related problems among Irvine’s youth. In addition to sustaining current programming, this strategy would also incorporate the development of a sustainability plan to address the termination of the grant in 2009. A subcommittee would also be responsible for exploring the creation of a social hosting ordinance in Irvine. A separate subcommittee will oversee the Social Norms Marketing Campaign and develop strategic partnerships to enhance its implementation.</p>	Underage Drinking
8.	<p>Youth Development Activities</p> <p>This strategy is designed to prevent risky behavior by building on youth assets and strengths and includes funding for existing youth development activities, including the Youth Action Teams and Youth Leadership Academy. The youth development organizations work collaboratively with community-based organizations and institutions to foster healthy youth development, provide safe social-recreational activities and prevent youth substance use and abuse, while simultaneously teaching youth to become leaders in their communities. Student leaders emerge from these programs and encourage peer participation in healthy, productive activities and model exemplary behavior, teaching others by example to make wise decisions about things like alcohol and drug use. This strategy proposes a part-time Youth Action Team Coordinator to begin in year 2 and support the Youth Leadership Academy.</p>	Underage Drinking
9.	<p>Accountability and Enforcement</p> <p>The purpose of this strategy is to develop a set of consequences and a protocol for dealing with youth who are caught drinking or under the influence of alcohol. Currently there are few consequences for young people, as parents and school officials are not informed about the risky behavior young people are engaging in. It is believed that with a set of consequences attached to this behavior (e.g. citation, community service, and meeting with school counselor), youth will be further deterred from drinking. Additionally, this strategy will provide for a log/record of youth offenders who have received multiple citations for drinking and allow school and law enforcement authorities to identify youth who may be experiencing a problem with alcohol and make a referral to the appropriate intervention resource. This strategy proposes funding for enforcement in 2009-2010 with efforts in 2008-09 committed to investigating the extent of the problem and identifying alternative solutions.</p>	Underage Drinking

City of Irvine
Strategic Plan for Children, Youth and Families

	Strategy	Priority Area
10.	<p>Community Education & Outreach Campaign</p> <p>The purpose of this strategy is to build collaborative efforts to increase access to health and wellness resources and services for Irvine children, youth and families. This strategy will continue to support and enhance existing community coalitions to increase access to, information sharing and utilization of community resources and services by children and families.</p>	Support to Families in Need
11.	<p>Comprehensive School-Linked Support</p> <p>The goal of this strategy is to increase identification of and support for children and youth experiencing mental health issues. The strategy includes provision of a range of school or Family Resource Center-based individual, group and peer counseling and support services targeting youth with behavioral or developmental problems. Among those programs that would be funded:</p> <ul style="list-style-type: none"> ▶ Project Success--middle and high school small group and short-term individual counseling and information, referral and case management. ▶ Guidance Assistance Program provides paraprofessional counseling and support at all 22 elementary schools; and ▶ Family Resource Center, which provides a range of support to families. Funding would support case management for 100 families and parent education for 90 families. <p>Services would be delivered in partnership with community-based providers of social, psychological and developmental services such as For Families, Families Forward and/or Human Options.</p>	Children's Mental Health Underage Drinking
12.	<p>Infant-Toddler Support Services</p> <p>The goal of the Infant-Toddler Support Services strategy is to reduce the impact of social, emotional, behavioral and developmental conditions in infants and toddlers that are identified through the Visiting Nurse Program or other programs working with families and child care programs. Infant-Toddler Support Services would include the provision of mental health and parent training support for families, particularly focusing on pre-school age children. Infant-Toddler Support Services would fund a City staff person to develop a partnership with First Five, IUSD, School Readiness Project and the Mental Health Department to provide mental health and parent training support to eligible families. This strategy may use internal and external funds for program operation beyond year one. In subsequent years, \$100K per year would represent about 1/3 the total cost of the program with funding also coming from First 5, Mental Health Services Act and other sources.</p>	Children's Mental Health

City of Irvine
Strategic Plan for Children, Youth and Families

	Strategy	Priority Area
13.	Community Service and Voluntarism Program The goal of this program is to promote community service as a meaningful means of community engagement, youth development and learning for Irvine’s residents of all ages. Existing resources will be utilized to recruit, screen, train and place potential volunteers to efforts in each of the initiatives.	Voluntarism

VI. IMPLEMENTATION PLAN

Developing an implementation plan for this initiative was limited by the absence of a clear funding plan for the first or future years. Depending upon the nature of how the City Council responds to this plan, the implementation plan could change considerably. What is presented here is a plan for how the plan could be implemented in Year 1 when most of the activities will be implemented through the redirection of existing resources while City staff and the City Council clarify the long-term funding and monitoring plan.

The Irvine Children & Youth Strategic Plan will prioritize and focus the efforts of the City and its partners in serving the needs of Irvine's youth. Since the plan covers a five-year period, the implementation plan must address the demands of each stage of implementation, as varying levels and types of management, oversight and administrative support will be necessary. In Irvine, for example, during the first year of implementation more emphasis will be placed upon using redirected City and partner resources to implement Year 1 strategies. As a result, there will not be a need for significant staffing support for procurement, contracting and contract monitoring processes. However, in Years 2 and beyond, the City may fund more community-based initiatives, which will require the coordination and oversight of a request for proposal process, followed by contracting and monitoring processes. Significantly different types of staffing will be required for each phase of the plan. The implementation plan will outline recommendations for staffing and community oversight over the five years and at various stages of the strategic plan.

VI.A. Realignment of Existing Resources & Staffing

Irvine began its strategic planning process with a recent history of annual budget surpluses and with an intent to use anticipated surplus funds to support a range of high priority initiatives identified through the strategic planning process. However, as the year and the planning process unfolded, national, state and local fiscal conditions deteriorated significantly resulting in budget constraints not only for the City of Irvine, but for all of its planning partners. In Spring 2008, City staff will still submit the plan to the City Council and may seek funds for some components of the plan. Prior to making that request, staff will conduct internal planning to identify ways in which the strategic plan can be used to organize and align existing City staff and funding resources to the strategic plan priorities. Through that process, a team of staff will discuss current priorities and job responsibilities and identify ways in which shifting fiscal and human resources could better focus City resources on strategic plan priorities.

Through this realignment process, the City will reorganize its staffing and fiscal resources focusing upon high priority strategies identified in the strategic planning process. For each strategy it will also identify a very specific City staff designee who will be responsible for the oversight of that strategy and who will be held accountable to the performance measures and outcomes identified with that strategy.

VI.B. Administration, Governance & Monitoring

The administration, governance and monitoring framework requires both staffing to oversee the plan, coordinate collaboration and planning among City staff and with community stakeholders and partners. It requires a volunteer body to monitor progress in plan implementation and to update plan priorities and approach. This section will describe the staffing plan and the volunteer framework for overseeing the plan's implementation.

Staffing for Plan Implementation

At minimum in Year 1, a senior staff person within the Community Services Department will be responsible for:

- ▶ Managing the strategic plan process
- ▶ Communicating with the City Manager, City Council and City partners and stakeholders
- ▶ Overseeing staff assigned to the implementation of prioritized strategies
- ▶ Working with key partners and stakeholders to expand the scope of the plan and integrate the use of other resources and funding sources to support the plan's strategies
- ▶ Coordinating the recruitment, screening and orientation of members of the Advisory Committee
- ▶ Staffing the advisory Committee and its task forces
- ▶ Managing contracts with outside consultants responsible for facilitating ongoing research, planning and evaluation.

Additional city staffing needs may be identified during planning conducted during the Spring 2008. Likely one staff person will be assigned to each of the six high priority goal areas. Their responsibility will be to staff a task force for one of the high priority goal areas and to oversee the implementation of strategies funded in Year 1. In addition some City staff will be assigned to oversee volunteer recruitment. This will be determined during planning conducted during the spring. The resulting realignment of staff will enable the City to staff the task forces and advisory committee, as well as to drive the implementation of some of the high priority strategies identified in the plan.

In Year 2 and beyond, plan staffing needs will change depending upon the scope of the plan, the amount of funding allocated annually, and the degree to which plan strategies are implemented by City staff or through contracts with community-based agencies. In the event that the majority of plan strategies funded by the City would be implemented through contracts with community-based agencies, then there would need for staff to perform the following functions:

- ▶ Develop Request for Proposals (RFP), facilitate bidders conferences and oversee an annual proposal review and selection process
- ▶ Staff the advisory committee and volunteer/staff review panels that are responsible for reviewing and selecting proposals submitted in response to the RFP process
- ▶ Develop an annual written Program and Funding Plan to the City Council summarizing the various strategies and funding levels recommended by the advisory committee.

GOVERNANCE: THE ROLE OF THE ADVISORY COMMITTEE

The creation of a strong advisory committee serves the purpose of providing a framework for community stakeholders a structure. It establishes a process for reviewing plan progress, conducting annual indicators studies, monitoring funded activities, and integrating community input on an ongoing basis. The advisory committee also will insulate the City Council against pressure from constituents and interest groups, allowing for an apolitical process to guide the governance of the initiative. This preserves the City Council's role as setting the overall scope, vision, values, and principles that guide the plan while allowing stakeholders to determine the plan's details.

Throughout the strategic planning process an advisory committee comprised of city staff and community stakeholders has met to oversee the process, to integrate the findings of each task force, and to prioritize strategies recommended by those task forces. The recent planning process did not include formal selection criteria or a process for recruiting members for this advisory committee. However, as the plan moves toward implementation it will be important that a formal structure be put in place that ensures a clear, transparent membership to this important committee. As the plan unfolds, the advisory committee will be responsible for approving annual plans and for forwarding funding recommendations to the City Council. Given the importance of these recommendations it is important that the selection process for advisory committee members is transparent and ensures that the committee is representative of the diverse community it serves.

NOMINATION PROCESS

The advisory committee nomination process will allow for the Mayor and each member of the City Council to nominate 1 member from the community to serve on the advisory committee. In addition, except where noted otherwise, the following groups will be asked to nominate one person to represent the interests of their constituency. The Youth and At-Large Community Member positions on the advisory committee would be selected through interviews with the Community Services Commission meaning that the Community Services Commission would appoint four members total.

- City of Irvine Community Services Commissioners (2)
- Irvine Unified School District
- Tustin Unified School District
- Irvine Prevention Coalition
- Irvine Child Care Committee
- Irvine Public Safety (Ex-Officio)
- Youth Members (2)
- At-Large Community Members (2)

Terms would be for two years with the opportunity for each member to be re-nominated and re-elected for a second term. During the first year one half of the members would be selected to serve an initial one-year term. This will ensure that each year only one half of the membership will be up for re-election.

ADVISORY COMMITTEE ROLES AND RESPONSIBILITIES

The advisory committee's responsibilities will be to:

- ▶ Determine the scope of ongoing planning activities
- ▶ Review annual performance data on strategic plan projects
- ▶ Oversee the procurement process utilized to identify organizations to receive funds to implement plan strategies
- ▶ Approve the annual update of the strategic plan
- ▶ Submit to the City Council an annual Program and Funding Plan for Council review and approval.

The annual Program and Funding Plan would be submitted to the City Council each spring. The plan would identify the specific programs recommended for funding, the agencies selected for funding and the funding level. The City Council must approve the plan for contracts to be developed by City staff. The City Council will have the authority to either approve the plan, modify it, or send it back to the advisory committee to make changes and resubmit. The annual updating of the strategic plan would be designed to identify strategic partnerships, create integrated funding plans to support high priority strategies, and create a system of children and youth services. The plan would be constructed by City staff and community stakeholders who would have reviewed data, research and performance reports on projects funded in prior years in determining which strategies to advance to the City Council.

VI.C. Partnership & Strategy Development

A key activity for Year 1 implementation of the strategic plan will be the exploration and development of partnerships with key stakeholders and funders. This will involve ongoing meetings with planning partners to explore ways to maximize existing resources, how to access new funding streams and how to integrate these efforts to take maximum advantage of current and potential resources. Convening partners to explore these options requires a dedicated staff person with sufficient logistical support to facilitate scheduling, development of shared documents and budgets and communication and coordination. While it will be the task forces that will oversee these partnership development efforts, staffing support to their work will be essential. As Section VI.B. describes, each task force would benefit from one City staff person who is responsible for directing the planning and partnership development strategies falling under the aegis of that task force. The level of effort involved in staffing that process will differ by priority area and will be determined during planning sessions in Spring 2008.

Below is a summary of a few of the partnership opportunities unearthed during this planning process.

Child Care Development Partnerships:

This project will require extensive research of a wide range of funding options both for the creation of child care programs and to support their operation. In addition, the development coordinator will be

responsible for working with businesses, corporations, churches, family day care operators and others to identify ways to develop new or expand existing child care facilities. Multiple projects could be in development at any given time and the person coordinating these efforts will need expertise in child care regulations, funding, facilities and program operations.

Model Child Care Lab:

The development of a model child care program that could serve both as a model child care program for low-income children and a training site for students and existing child care staff will require planning among developers, university/colleges and the child care community.

Infant Toddler Support Services:

The Children's Mental Health Task Force identified two projects that will benefit from planning and partnership development. The Mobile Infant-Toddler-Pre-School Assessment and Early Intervention Services could be funded through a partnership with Orange County Children & Families Commission. The Comprehensive School-Linked Support Services is losing its Safe Schools funding and may be able to develop funding from the Mental Health Services Act via a partnership with Orange County Behavioral Health Services. Both of these strategies will require clarifying conditions under which the projects can develop funding and to integrate strategies with existing services and systems.

Other strategies identified by other task forces will also require this kind of coordination and partnership formation and it will be the responsibility of the City staff person assigned to each task force to coordinate that planning.

Strategic Partnerships and Planning with Youth-Serving Institutions in Irvine

Advisory committee and task force members concurred on the need for greater collaboration between the City of Irvine and other major youth serving institutions in Irvine. Of particular interest is the need for alignment of organizational priorities with Irvine Unified School District, given that as an institution it serves the majority of young people in Irvine on a daily basis. During Year 1, City staff will develop forums to conduct inter-agency/institutional planning and policy development with IUSD and other major youth serving institutions, as well as a forum for reviewing individual programs and initiatives within each priority area. Through increased collaboration and alignment, community partners will more effectively reach children, youth and families throughout the city.

VI.D. Funding Plan

Year 1 of the strategic plan will be devoted to realigning existing city funding and personnel resources, in addition to forging new partnerships. As such, in Year 1 (2008-09) City staff will submit a budget to the City Council seeking one-year of funding for a range of strategies identified in the community planning process. Most of the strategies advanced by City staff will be ones that involve developing new partnerships or redirecting existing programmatic strategies. However, as part of ongoing planning during Year 2, the City will work with the advisory committee to develop a long-term funding plan that ensures stable support for high priority strategies and partnerships.

Research conducted by Gibson & Associates in support of this initiative identified a number of communities in which dedicated funding was set aside for the purpose of funding strategies and programs that were identified through planning processes such as the one the City of Irvine has just completed. Generally, funding plans provide a predictable level of funding that is long-term for at least a period of ten years. Funding that is at a specific, predictable level and extends into the future allows stakeholders to build stable programs that become a part of the infrastructure of child and family services. Furthermore, it allows City leadership to use the funding strategically, encouraging and leveraging partner contributions and demonstrating local commitments of resources for grant applications.

In some cases, communities create ballot initiatives seeking community approval and thus create a mandate for the initiative. In others a vote of the County Board of Supervisors or of the City Council can create such a fund and define the length of the initiative, the conditions under which funding will be allocated and the level and source of funding. Determining if the City wants to create its long-term funding and governance framework will be reviewed by the City Council and City Manager.

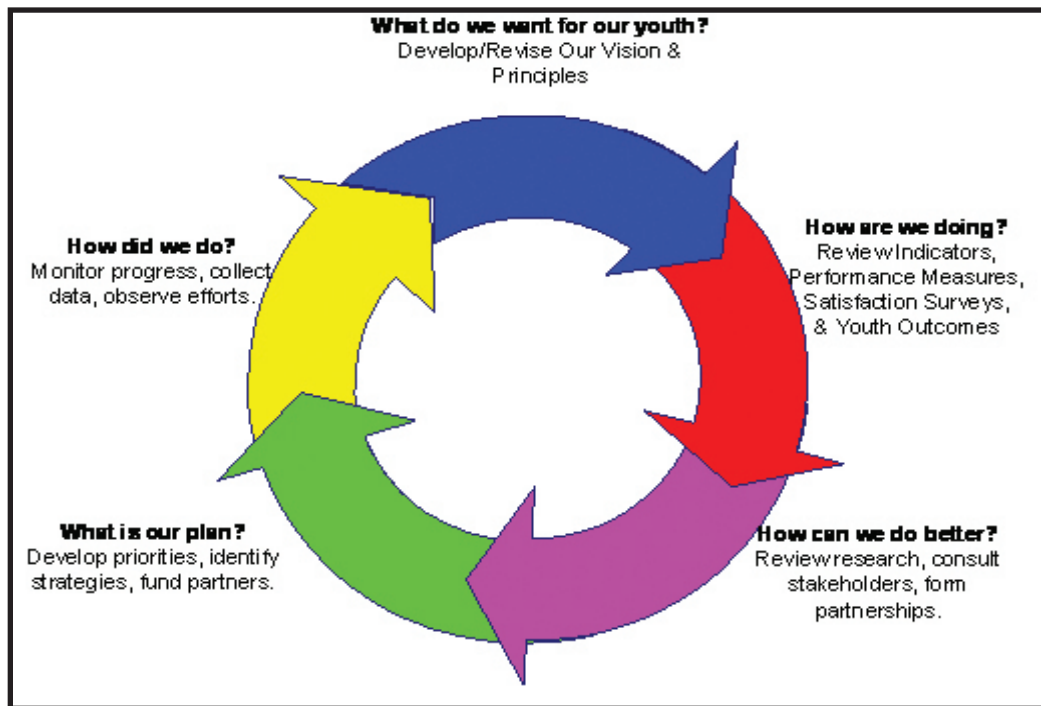
VI.E. Timeline

Here we outline the steps for advancing the plan to the council, seeking funding, distribution of funding, monitoring of programmatic initiatives and reassessing the plan. A conversation with Children & Family Futures is needed to determine the best time frame for incorporating the advisory committee's annual review of the Indicators Study. This annual analysis of local data related to plan strategies will be an important element of the annual planning process and will inform the funding priorities established each year. Likely as the plan becomes established an annual calendar will include the following key cyclical planning steps:

- Review most recent indicator data
- Review performance data on individual projects
- Conduct community surveys, youth surveys and/or focus groups
- Review and update research
- Convene task force meetings to share findings from all of the above and to consider recommendations to the advisory committee
- Determine funding priorities for the year
- Issue RFP
- Conduct review of proposals
- Develop Program and Funding Plan
- Obtain community input
- Submit for approval to City Council
- Issue contracts for approved activities
- Conduct ongoing program monitoring activities

City of Irvine
Strategic Plan for Children, Youth and Families

The chart below depicts a cycle of research and planning that would be part of the annual planning process conducted by City staff, the advisory committee and the task forces.



The timeline below represents how City staff, the task forces, the advisory committee, the Community Services Commission and the City Council will collaborate in moving the initiative through Year 1 and preparing the City to implement a more structured funding, administration, oversight and planning framework to govern the plan in future years.

Lead	Approve	Action Step	Implementation Benchmark	Target
DL-G&A	City Mgr.	Conduct staff planning process to identify how to realign staff and funding resources	Realignment and budget plan for 2008-09 submitted to City Council	3-3-08
DL-G&A	AC	Finalize governance and monitoring framework	Approved advisory committee operating procedures relating to nomination and election of members and roles and responsibilities	5-13-08
DL G&A	AC City Council	Final plan submitted to City Council for approval	Approved plan	5-13-08
DL G&	AC City Council	Finalize strategic plan and submit to City Council for approval	Written strategic plan with staffing and funding plan and oversight and monitoring system delineated	6-15-08

City of Irvine
Strategic Plan for Children, Youth and Families

Lead	Approve	Action Step	Implementation Benchmark	Target
AC	City Council	Advisory committee Retreat to review plan, confirm meeting protocols and norms, performance measures for each strategy and program and for the initiative	Confirmed schedule of meetings Meeting norms and protocols Officers Committee structure Calendar for year Funding priorities	9-10-08
Staff G&A	AC	Draft plan for conducting RFPs to fund strategic plan activities	Draft RFP Review process, protocols and tools Schedule for RFP and review process Plan for developing and monitoring contracts	9-15-08
Staff	AC City Council	Draft proposal for long-term funding plan submitted to City Council	Written plan outlining long-term plan for funding initiative strategies	9-15-08
Staff	AC	RFP issued for 2009-10 program activities	Published RFP	10-30-08
Staff		RFP responses due		11-20-08
Staff		Proposal review process		12-23-08
Staff	AC	Review ratings from review process and create Program & Funding Plan for 2009-10	Draft Funding Plan available for AC for review	1-20-09
Staff	AC	Revisions to Program & Funding Plan incorporating AC input	Plan available for public comment and presentation to the Community Services Commission	2-20-09
Staff	AC	Incorporate input from community input	Draft to City Council	3-15-09
Staff		Contract preparation & conference with funded agencies to review contract and monitoring process	Shared understanding of contract requirements, data collection protocols and schedules, and contract deliverables	4-30-09
Staff	City Council	Contracts developed and approved, submitted to Council for approval	Slate of contracts supporting 2009-10 program activities passed by City Council	7-10-09

VI.F. Ongoing Monitoring, Evaluation & Planning

The strategic plan establishes a set of high priority strategy areas designed to positively impact community indicators relevant to the health and wellness of children and youth. Throughout the implementation of the plan, the City and its partners will be operating programs and projects selected by the advisory committee and recommended for funding to the City Council. To ensure accountability, a framework and system of ongoing monitoring, evaluation and planning will need to be created.

The monitoring of project activities will be conducted through collaboration between City staff and priority area task forces, the advisory committee, funded program operators and community-based organizations. The task forces will establish and update annually a set of goals and objectives for their task force. In conference with funded agencies, they will also generate more specific performance measures for each project. Funded agencies will then work with City staff to develop data collection tools, protocols and procedures to ensure that sufficient data is collected to verify that program activities occurred as planned and that they were having the desired impact. City staff will be responsible for reviewing quarterly and annual data reports provided by the funded programs and producing summaries for review by each task force, the advisory committee, the Community Services Commission and the City Council.

Monitoring data could include attendance data, staff, youth, parent and community satisfaction data, as well as reports on independent observations of program operations conducted by City staff and/or community volunteers trained to observe specific kinds of program operations and other data identified by program staff. While program-generated data and staff/volunteer observations will provide the City a measure of assurance that City funds are being used effectively, periodic independent evaluations should be used to deepen the understanding of program operations, to identify program strengths and areas for improvement and to identify other means of developing and using data for ongoing program improvement. Results will be used to create more informative reports to the task forces, Commission and City Council. Evaluation can be conducted annually or every two or three years.

As the timeline above indicates and as the chart above depicts, monitoring and evaluation data, community indicators, research, community surveys, forum and other input strategies will be used by the task forces on an ongoing basis, as they perform a cyclical planning process designed to monitor and revitalize the strategic plan. Ongoing deliberations of the task force will also be used to initiate and track the development of new partnerships that are responsive to changing conditions, review new funding opportunities, and weigh input from youth, families and stakeholders. In this way, the plan will remain an organic, living document responsive to local conditions and reflective of community priorities.

VI.G. Budget

The Strategic Plan for Children, Youth and Families began in fiscal Year 2007-08 with the delivery of the Base Year Implementation Plan. The funding source of the Base-Year Plan was the City of Irvine General Fund Budget.

City of Irvine
Strategic Plan for Children, Youth and Families

The implementation of the Strategic Plan for Children Youth and Families in fiscal Year 2008-09 (and beyond) is contingent upon funding from a variety of sources. For the 2008-09 Fiscal Year, the City of Irvine's Community Services Department has committed to re-aligning staff resources to provide short-term labor and leadership to initiate action in the defined strategies.

The long-term approach to funding the execution of the strategies contained in the Strategic Plan for Children, Youth and Families will require the involvement of community partners, to include both funding agents and service providers. Throughout its implementation, partners will be identified and funding and grant sources will be explored for inclusive elements of the Strategic Plan.