



PROJECT SAFETY NET

STRATEGIC PLAN 2023–2025

THE PROJECT SAFETY NET STRATEGIC PLAN IS
GROUNDED IN COLLECTIVE IMPACT AND IDEAL
PRINCIPLES AND HAS BEEN CREATED BY
ENGAGING THE COMMUNITY IN ITS
FORMULATION

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Project Safety Net

Youth mental health
and suicide prevention



A Message From The Board Chair

On behalf of the Project Safety Net Board of Directors, I am pleased to present to you our Strategic Plan for 2023-2025.

Project Safety Net has become an important convenor and connector for youth, service providers, and community members focused on youth mental health and suicide prevention since we came together as a scrappy group of committed volunteers in 2009 in response to a suicide cluster in Palo Alto. Over time, we became a program funded by the City of Palo Alto with part-time and then full-time staff support. In 2020, we became an independent 501(c)3 non-profit, with a vision of expanding our role of convenor and collaborator to support youth well-being throughout northern Santa Clara and southern San Mateo counties. This new organizational structure gives us the opportunity to collaborate with new voices and partners in more diverse communities and advocate more fiercely for policies which will support improved mental health services for our youth, reduce the stigma of mental health struggles, and amplify the voices of youth advocates. We were deeply honored to be named a 2022 California Nonprofit of the Year by Senator Josh Becker.

We welcome your support for our work. Your time, your talents, and your financial contributions all help us to continue and grow in our ability to support a robust collaborative voice for youth mental health.

Peace be with you,

The Rev. Dr. Eileen Altman, Board Chair

Associate Pastor, First Congregational Church of Palo Alto, UCC

Project Safety Net

Youth mental health
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MISSION

Project Safety Net mobilizes community support and resources for youth suicide prevention and mental wellness. We are a coalition working on community education, outreach, and training; access to quality youth mental health services; and policy advocacy.

VISION

Young people are empowered, in partnership with the whole community, to advocate for themselves and their peers. Youth suicide is ended. Stigma is non-existent, and high-quality mental health services are culturally relevant, accessible, and well-utilized. We envision a community where youth and young adults feel safe, supported, and accepted.

VALUES

Collaboration: We effect change through the connections, creativity and contributions from our entire community working together.

Hope: We are committed to preventing the most preventable form of death, suicide.

Courage: We face the challenge of mental health and suicide-related stigma with strength and perseverance.

Accountability: We act with integrity, honesty and sincerity.

Belonging: Anti-racism, inclusion, diversity, equity, access, and liberation guide our efforts.

Learning: Best practice and ongoing reflection advance our work.

Youth Voice: We invite, listen to, and amplify the voices of youth and young adults.



FRAMEWORKS

During the strategic planning process, CEN centered IDEAL and used the Collective Impact principles of practice.

IDEAL

Inclusion: Inclusion is a universal human right. It moves beyond diversity and toward creating an equitable environment, where the richness of ideas, backgrounds, and perspectives are harnessed. Inclusion is the act of creating space where each person is authentically valued, respected, and supported.

Inclusion is Belonging, Agency, and Ownership.

Diversity: Our different identities such as age, race, ethnicity, gender, nationality, socio-economic status, physical/mental ability, sexual orientation, immigration status, spiritual practice/beliefs, employment status, geographic location, or other characteristics.

Diversity encompasses ALL the ways we identify.

Equity: When a person or group receives the unique opportunities needed to reduce or eliminate barriers, equity is demonstrated. It is a process that begins by acknowledging an unequal starting place and works to correct and address imbalance. Equity ensure that people have the opportunity to grow, contribute, and develop, regardless of their identity.

Equity is not equality; it is about people getting what they need.

Access: Also referred to as accessibility, this refers to the equitable right, engagement, or entry for everyone, regardless of human ability and experience. For organizations, it refers to how they encompass and celebrate characteristics and talents that each individual brings. It is about representation for all.

Access refers to engagement, information and decision-making.

Liberation: The gaining of equal rights or full social or economic opportunities for a particular group, including the protection from abuse or exploitation. It is ultimately freedom from oppression, allowing one to be their whole self.

Liberation is showing up as your whole self.

Collective Principles Impact

1. Design and implement the initiative with a priority placed on equity
2. Include community members in the collaborative
3. Use data to continuously learn, adapt, and improve
4. Build a culture that fosters relationships, trust, and respect across participants
5. Customize engagement for local context

"PSN has given young people in our community a voice."

PROCESS OVERVIEW

Objectives

- Prioritize equity and elevate diverse community voices
- Define a blueprint that advances youth mental health, suicide prevention, and resiliency
- Serve Northern Santa Clara and Southern San Mateo counties

Three Phases

- Organize:** Prepare and listen
- Imagine:** Envision and describe
- Launch:** Execute and evaluate

Processes

Strategic plan committee, document review, IDEAL survey, listening sessions, SWOT analysis, board retreat, community conversations

Ensure Inclusion

- Community participants include self-identified LGBTQIA+ youth and allies
- At least 50% of community participants contributing to community assessment will racially self-identify as non-White
- At least 2/3 of key informant interviews will be with partners that serve communities beyond Palo Alto

During the process we were unable to meet the above objectives and have listed strategies to employ moving forward

A Few Key Findings

- PSN has a positive and long-standing reputation for those who know about the organization.
- The mission of the organization is clear, the "how" is not.
- Youth shared the desire to have more opportunities to enter spaces that normalize talking about youth mental health.

STRATEGIC PRIORITIES

Based on the information compiled, CEN has determined the following as Strategic Priorities for the PSN Strategic Plan 2023-2025



DEFINE AND ESTABLISH THE SCOPE OF PROJECT SAFETY NET'S PROGRAMS AND SERVICES



DEFINE AND LAUNCH A PUBLIC POLICY AND ADVOCACY PROGRAM



FORTIFY PROJECT SAFETY NET'S FINANCIAL STRENGTH



EXPAND PSN PROGRAMS AND SERVICES INTO SOUTHERN SAN MATEO AND NORTHERN SANTA CLARA COUNTIES



STRENGTHEN COMMUNITY IMPACT

RECOMMENDATIONS

1. Redesign psnyouth.org
2. Assess and build a framework for the PSN network via IDEAL subcommittee
3. Include PSN staff in discussions and processes of the PSN board
4. Outreach to middle schools
5. Coordinate a regional effort to elevate youth mental health
6. Create spaces for youth to talk about mental health with parents and adults
7. Create education for parents about youth mental health and suicide prevention
8. Determine additional opportunities for collaboration with other entities and fill gaps in collective impact
9. Implement continuing education requirements as part of PSN board service
10. Build staff and board advocacy toolkits, resources, and skillsets
11. Define a board Give and Get policy
12. Strategize an all-encompassing fundraising plan
13. Provide opportunities for community members to actively contribute to PSN's mission
14. Build strategic relationships with key people in the community at the ground level
15. Strategize a youth volunteer program which emphasizes leadership training, capacity building, and youth mental health advocacy
16. Re-imagine the way that you mobilize organizations to reach better outcomes

THANK YOU

Project Safety Net (PSN) thanks its coalition partners for their unwavering commitment to ensure communities are stronger so youth can thrive and live a life of mental wellbeing. PSN's work is possible through the diversity and acceptance within our coalition that fosters collaboration, big ideas, fresh perspectives, and inclusive leadership. We are especially grateful to the young people for using their voices and passion for action to promote wellness, resilience, and transformative change.

Thank you to Center for Excellence in Nonprofits (CEN) for their assistance with PSN's strategic plan development. During this process, CEN centered IDEAL and Collective Impact principles; therefore, centering the communities served. By centering the PSN community, CEN developed an understanding of the organization, the explicit needs, a map of resources, and a solidified direction for addressing the work.



Through the leadership of PSN's inaugural Board of Directors and guidance of the Strategic Planning Steering Committee, this strategic planning process was made possible through funding from community donors, the City of Palo Alto, El Camino Healthcare District and Sand Hill Foundation.



LAND ACKNOWLEDGEMENT

The collective efforts of Project Safety Net occurs upon the aboriginal homeland of the Tamien Nation, Ramaytush, and Ohlone since time immemorial and recognizes the continued persistence and resilience of culture and community despite the adverse impacts of settler colonialism. The three nations continue to have a relationship with the land; one of deep respect, agreement and reciprocity collaborating to help maintain balance. Project Safety Net acknowledges and supports the Tamien Nation, Ramaytush, and Ohlone in solidarity and commitment to partnership advocating for a more equitable and inclusive future.



*To learn about the land you live on, go to <https://native-land.ca/>

STRATEGIC PLANNING STEERING COMMITTEE

PSN thanks the following representatives for your guidance and participation during the 6-month planning process

- **49ers Academy**
- **County of Santa Clara Behavioral Health – School Based Service, Mental Health Services Act**
- **County of San Mateo Behavioral Health – Suicide Prevention & Equity**
- **East Palo Alto & Palo Alto Family YMCA**
- **El Camino Health Care District – ASPIRE (After-School Program Interventions and Resiliency Education)**
- **Mountain View Los Altos High Union High School District**
- **Mountain View Youth – AAPISV: Stop Asian Hate Student Group**
- **National Alliance on Mental Illness - Santa Clara County**
- **One EPA**
- **Palo Alto Unified School District**
- **Project Cornerstone**
- **South San Mateo County Behavioral Health Youth Advisory Group Youth Leaders**
- **Stanford Center for Youth Mental Health & Wellbeing**
- **University of Oregon**
- **Young People representing Mountain View, Palo Alto, and San Mateo County**

Strategic Planning Co-Chairs:

Pattie DeMellopine, PSN Board Director & Mary Gloner, PSN CEO

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- **CITY OF MOUNTAIN VIEW YOUTH ADVISORY COMMITTEE**
 - **CITY OF PALO ALTO TEEN LIBRARY**
 - **EAST PALO ALTO YMCA**
 - **YOUTH COMMUNITY SERVICE**
 - **YOUTH UNITED FOR COMMUNITY ACTION**
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THANK YOU

FOR ELEVATING
YOUTH VOICE

“Our generation is more comfortable speaking openly about mental health.”

-Youth Listening Session Participant

Project Safety Net

Youth mental health and suicide prevention

"PSN brings community partners together, supports and elevates community partners, is a community resource of information for families, and is a strong advocacy voice for Santa Clara and San Mateo counties."
- PSN Partner

YOUTH MENTAL HEALTH RESOURCES

SUPPORT FOR INDIVIDUALS WHO ARE SUICIDAL OR IN CRISIS AND THOSE AROUND THEM:

- National Crisis and Suicide Prevention Lifeline: **988**
- California Youth Crisis Line: **1-800-843-5200**
- Trevor Project Lifeline specializing in crisis help for LGBTQ Youth: **1-866-488-7386**
- Uplift Family Services: **877-41-CRISIS (877-412-7474)**
- Pacific Clinics Helpline: **877-722-2737**
- Text "BAY" or "RENEW" to Crisis Text Line at **741741**
- **Emergencies:** Call or Text **911** and ask for Crisis Intervention Trained (CIT) officer
- **San Mateo County**
 - 24/7 Crisis Line (run by StarVista): 650-579-0350
 - Youth Stabilization, Opportunity, and Support (S.O.S.) team: 650-579-0350
 - Teen Crisis Services: 650-747-6463
- **Santa Clara County**
 - Mental Health & Substance Use Services: 1-800-704-0900
 - 24/7 Crisis Line & Trusted Urgent Response Team (TRUST): 1-800-704-0900, Press 1

LOCAL GRIEF SUPPORT, COUNSELING, AND RESOURCES:

Kara: **650-321-5272**

Lucile Packard Children's Hospital Family Guidance & Bereavement Program: **650-497-8175**;
bereavement@stanfordchildrens.org

LOCAL CLINICS THAT WILL TRIAGE AND/OR SEE INDIVIDUALS AFFECTED BY A LOSS DUE TO SUICIDE:

- Sutter Health/Palo Alto Medical Foundation: **650-321-4121**
- Lucile Packard Children's Hospital & Clinics: **650-723-5111** (children/teens); **650-498-9111** (adults)
- El Camino Hospital ASPIRE Intensive Outpatient Programs: **650-940-7000** (Mountain View); **408-866-4021** (Los Gatos)
- Mills Peninsula Intensive Outpatient Programs: **650-696-4666**

YOUTH WELLBEING AND MENTAL HEALTH SERVICES:

- Youth-led support groups, with faculty guidance, and on-site mental health services offered by local schools.
- Adolescent Counseling Services (ACS), **650-424-0852**, www.acs-teens.org
- allcove: Palo Alto - 650-798-6330; San Mateo - allcovesanmateo@peninsulahealthcaredistrict.org
- Children's Health Council (CHC), **650-688-3625**, www.chconline.org
- The Gronkowski Center, **650-961-9300**, www.gronowskicenter.org
- HEARD Alliance, www.heardalliance.org

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More resources available at PSN's website: www.psn youth.org/resources/



Appendices

Appendix A: Strength Weaknesses Opportunities and Threat (SWOT) Analysis

This analysis incorporates information received via the community engagement survey, listening sessions, and board retreat facilitation between July and November 2022. This SWOT analysis is a strategic planning tool that will help form the core of Project Safety Net’s (PSN’s) final strategic plan. Throughout this analysis, “stakeholders” are referred to as interested, invested, and impacted parties. Interested parties are those individuals or organizations with an interest in the work of PSN, this includes community members, former board members, and anyone who has indicated an interest in the work of PSN. Invested parties are those with some type of investment in the organization through volunteerism, donations, or collaboration. Impacted parties are those who are impacted by the mission of PSN and will typically include individuals who are beneficiaries of PSN’s services.

STRENGTHS		WEAKNESSES	
I N T E R N A L	Positive and long-standing reputation in the community	Mission clarity, shared messaging and website comprehension	
	The community values the mission	Staff communication, bandwidth and trust	
	Regarded as an expert in youth mental health	Fundraising and development	
	Positive perceptions of the staff and their abilities	Communications, social media and branding	
	The organization and board are employing IDEAL practices	Employing strategies to reach youth from historically excluded communities.	
OPPORTUNITIES		THREATS	
E X T E R N A L	Substantial opportunity to increase partnerships and expand service area	Lack of mission clarity will result in lack of partnership and funding support.	
	Leveraging Youth voices to adopt greater clarity and direction in decision making	Without filling gaps with youth, the organization will struggle to be able to mobilize youth serving organizations in a meaningful way	
	Community advocacy as it relates to suicide prevention and youth mental health	PSN struggles to demonstrate relevance by way of impact which in turn is a threat to organization sustainability	
	Heightened opportunity to diversify funding sources	Crisis and uncertainty-economic, health, natural or communal	
	Improve donor relations through messaging Community engagement through resource sharing		