Organizational Structure and Implementation Planning Process Summary

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Introduction
Since May 2009, the Palo Alto community has experienced suicide contagion with a cluster of teen suicides. Project Safety Net (PSN) is a grassroots network that formed in response to this crisis in the community. It includes representatives of the City of Palo Alto (City), Palo Alto Unified School District (PAUSD), health care community, non-profit organizations, faith community members, residents and many others. In July 2010, the PSN Executive Committee presented a list of Priority Next Steps for the network. One of these Priority Next Steps was to create an effective and sustainable organizational structure for PSN.

This document summarizes PSN’s organizational structure and implementation development planning process and describes key areas of agreement reached during the process. Next steps for each key PSN stakeholder group are also included.

Background
Youth Suicide
Suicide is the third leading cause of death among young people in the U.S., though the rate of teen suicide has declined over the last decade.\(^1\) Research has found that one youth suicide has far-reaching impacts in the community.\(^2\) A county in Nebraska experienced a series of youth suicides and compared these events to a rock being thrown into a pond, with ripple effects in the schools and the community at large.\(^3\)

Tragically, suicide contagions occur in communities around the U.S. annually. The Center for Disease Control and Prevention (CDC) defines suicide contagion as a process by which exposure to the suicide or suicidal behavior of one of more persons influences others to commit or attempt suicide.\(^4\) Teens, in particular, are the most susceptible to suicide contagion. Media coverage can contribute to contagion.\(^5\)

Palo Alto Suicide Cluster
Between May 2009 and January 2011, the Palo Alto community experienced seven teen suicides. The suicides shocked the community.

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\(^1\) www.kidsdata.org
\(^2\) Gould et al 1990
\(^3\) Sarpy County, 2010
\(^5\) Sarpy County, 2010
Community Response
Over the summer and fall of 2009, the City, PAUSD, health care professionals, faith community and residents initiated a community-wide response to prevent additional suicides. School officials, local agencies and community members held meetings to address the tragedy as well as forums on mental health strategies for teens.

A great deal of information was gathered, ideas were shared, experts were consulted, and community workshops were held during the summer and fall of 2009. The PAUSD staff developed a 14-point action plan to make institutional changes for the 2009-2010 school-year. The Palo Alto Medical Foundation (PAMF) and Lucile Packard Children’s Hospital (LPCH) staff encouraged the health care community and City and PAUSD officials to develop support plans within their organizations.

Local health care officials formed the group Health Care Alliance in Response to Adolescent Depression (HEARD). City officials and Caltrain (operators of the trains that pass through Palo Alto) addressed safety at the railroad crossing. Caltrain also met with several groups to support community prevention efforts. The faith community formed support groups and Santa Clara County considered the development of a suicide prevention task force. Local and national experts recommended efforts focused on interventions that were discrete, planned and did not unintentionally romanticize the act of suicide or the means of death.

Development of PSN
PAUSD and City staff decided to bring together everyone interested in helping. In September 2009, local agencies, non-profits, physicians, parents, and PAUSD and City staff were invited to a meeting. This initial group agreed to meet regularly and form a Community Task Force, later called Project Safety Net (PSN). The name was chosen to reflect the integrated system of strategies that together form a safety net for youth and teens in the community.

Project Safety Net
Eager to respond to a crisis in the community, organizations and community members collaborated to form a network. PSN participation is voluntary. Participating organizations and individuals tend to join PSN because they have been personally impacted by suicide or they are directly or indirectly involved in youth education, health and/or quality of life; and because they care deeply for youth well-being and the Palo Alto community. As a result, PSN includes a diversity of individuals, entities and organizations that collaborate to enhance youth well-being in the community.

The current PSN mission statement is “to develop and implement an effective, comprehensive, community-based mental health plan for overall youth well-being in Palo Alto.”
The PSN Community Coalition (formerly referred to as the PSN Task Force) includes the following organizations and individuals (entities with an asterisk are also on the Steering Committee):

- Adolescent Counseling Services (ACS)*
- Caltrain
- Center for Sustainable Change (CSC)
- City of Palo Alto City Manager’s Office*
- City of Palo Alto Community Services Department*
- City of Palo Alto Police Department*
- Community Center for Health and Wellness
- Health Care Alliance for Response to Adolescent Depression (HEARD)
- City of Palo Alto Human Relations Commission
- Kara – Grief Support and Education*
- Leaders of the faith community
- Local psychologists
- Lucile Packard Children’s Hospital*
- Palo Alto Chamber of Commerce
- Palo Alto Drug and Alcohol Community Collaborative
- Palo Alto Medical Foundation*
- Palo Alto Unified School District (PAUSD)*
- Palo Alto University
- Parent representatives*
- Parks and Recreation Commission
- City of Palo Alto Council of PTA's*
- Santa Clara County Health Department
- Suicide Prevention Advocates
- Palo Alto Family YMCA
- Youth and teen representatives*
- Youth Community Services (YCS)

At present, an Executive Committee acts as the PSN leadership body. There are two Co-Chairs appointed by the City of Palo Alto and PAUSD: Rob de Geus, Division Manager, Recreation Services - Community Services Department, and Amy Drolette, Coordinator of Student Services (each referred to here as a Co-Chair of the Executive Committee).

**PSN Plan**

In July 2010, the PSN Executive Committee produced the Project Safety Net Plan (PSN Plan). The plan builds on PAUSD’s 14-point action plan, adding eight strategies for a total of 22 education, prevention and intervention strategies.
These strategies are briefly summarized below; strategies with an asterisk were considered immediate priorities by the PSN Task Force due to their potential for stemming the cluster crisis.

**Education**
- Mental health curriculum in schools
- Parent and community education*
- Media education*
- Mental health training for teachers

**Prevention**
- Youth outreach*
- Mental health support for students*
- Character education and resilience skill building programs
- Reduction of lethal means to self-harm*
- Crisis manual and safety plan
- Accessible resources on suicide prevention and depression
- Reduction of harassment and social cruelty
- Supportive school environment

**Intervention**
- Adopted suicide prevention policies
- Screening*
- Peer to peer counseling
- Surveys/assessment of risk
- Gatekeeper programs
- Affordable and expanded mental health care
- Crisis hot-line
- Support for highest risk youth
- Grief counseling for those impacted by suicide*
- Organized health care provider network

Together, these strategies endeavor to create a comprehensive, community-based mental health plan for overall youth well-being in Palo Alto. The PSN Plan also provides a summary of PSN’s history.

The PSN strategies above have two essential pillars at either end of a spectrum. On the one end are specific suicide prevention strategies, seeking out and supporting those most vulnerable. Suicide prevention is the reason PSN came to be and remains a core focus. On the other end of the spectrum are strategies that focus on youth well-being more generally that aim to activate the entire community in supporting youth well-being. This other end of the spectrum is best
described by the 41 Developmental Assets initiative which has also become a core focus of PSN’s work as the group evolved. PSN members tend to gravitate to either end of the spectrum depending on their expertise, interests and or area they feel they can have the greatest impact. PSN has made a concerted effort to keep people interested in both ends of this spectrum working together, as the belief is much can learned and gained from a united effort.

The 2010 PSN Plan presents recommendations and a list of Priority Next Steps. One of the Priority Next Steps was to create an effective and sustainable structure for PSN. This report summarizes PSN’s organizational structure and implementation development planning process and describes key areas of agreement reached during the process.

Organizational Structure and Implementation Planning Process and Results

In response to the PSN Plan’s Priority Next Steps, the PSN Co-Chairs convened a Planning Team to address PSN organizational structure and implementation.

Santa Clara County Mental Health Department

The Santa Clara County Mental Health Department offered to sponsor the planning process, enabling PSN to engage MIG, Inc. to assist. MIG is an urban planning and design firm based in Berkeley, California that specializes in strategic planning, community engagement and organizational development. Since 2007, MIG has worked with the County of Santa Clara Mental Health Department to provide Mental Health Services Act (MHSA) planning and implementation support as well as communications services.

The California Mental Health Services Act (MHSA) of 2004 increased funding for the community mental health system and laid the groundwork for the eventual transformation of the mental health service delivery system from a “fail first” system to one that promotes early intervention and recovery. MHSA requires that funds be used to expand or to create new, innovative mental health service programs including prevention and early intervention services for children, adults and older adults with severe mental illness.

The Santa Clara County Suicide Prevention and Early Intervention Plan (PEI Plan) addresses key community needs and priority populations. The PEI Plan presents interrelated and mutually complementary projects (or initiatives) intended to achieve critical outcomes for those served. The Santa Clara County Suicide Prevention Strategic Plan was developed in June 2010 by an advisory committee comprised of a broad and diverse group representing a cross-section of the county. The PEI Plan, Strategic Plan, with the PSN Plan, serves as a foundation for the PSN organizational planning process.
A summary of the PSN organizational structure and implementation planning process and lessons learned will be included in a “Blueprint” document. The purpose of the Blueprint is to make available to entities similar to PSN, in communities experiencing a similar crisis, the experiences and learning of PSN with regard to its mission, organizational structure and strategy. The Santa Clara County Mental Health Department believes the Blueprint will be a valuable resource and intends to share it state and nationwide.

**Planning Team**

The Organizational Structure and Implementation Planning Team (Planning Team) included members of the PSN Executive Team as well as other community members. Representatives from the following entities and sectors served on the Planning Team:

- Adolescent Counseling Services (ACS)
- City of Palo Alto Chamber of Commerce
- City of Palo Alto City Council
- City of Palo Alto City Manager’s Office
- City of Palo Alto Community Services Department
- City of Palo Alto Human Relations Commission
- City of Palo Alto Police Department
- Health Care Alliance for Adolescent Depression (HEARD)
- Kara - Grief Support and Education
- Lucile Packard Children’s Hospital
- Palo Alto Medical Foundation (PAMF)
- Palo Alto Unified School District (PAUSD)
- PAUSD School Board
- Parks and Recreation Commission
- PTA Council
- Suicide prevention advocates

**Objectives and Desired Outcomes**

The goals of the organizational structure and implementation planning process included:

- Develop a sustainable organizational structure for PSN;
- Build on existing strategy implementation processes;
- Identify roles and responsibilities within the organizational structure;
- Enable resource development and fundraising; and
- Maintain the positive spirit of PSN.

The Planning Team believed that with a defined organizational structure and implementation direction PSN would be better equipped to continue to advance
its mission, sustain itself over time, and make its operations clearly defined and efficient. Additionally, because PSN participating organizations and individuals value the informality and diversity of experience in the group and the relationships they have built together, there was an expressed desire to preserve these qualities moving into the future.

**Plan Development Methodology**

To develop the PSN Organizational Structure and Implementation Plan, the Planning Team worked closely with MIG between January and June 2011. Plan development included five Planning Team Meetings throughout the five-month time frame as well as a PSN Questionnaire distributed to individuals, including representatives from each participating organization.

**Co-Chair Meetings**

MIG met with the PSN Co-Chairs at the commencement of the project to learn about PSN’s background and to discuss the plan development methodology. The group agreed upon a project schedule and process. The Co-Chairs and MIG coordinated frequently throughout the course of the project to prepare for PSN Planning Team Meetings and to discuss next steps.

Emily Leonard, Partner with Covington and Burling LLP, provided pro bono legal services to the PSN during this process to help work through issues and alternatives related to PSN governance, Memorandum of Understanding between members organizations and decision making.

**PSN Planning Team Meetings (5)**

The PSN Planning Team met five times between March and May 2011. Meetings were held at the City of Palo Alto’s Community Services building on Monday afternoons between 2:00 and 4:00 PM. MIG staff Carolyn Verheyen facilitated and Andrea Nelson graphically recorded each meeting. The PSN Planning Team developed and agreed to meeting guidelines.

Meeting topics were organized to achieve the primary objective – definition of the organizational structure and related implementation plan for PSN moving into the future. Planning Team meetings covered the following:

- **Meeting 1**
  - Review objectives and desired outcomes for the planning process;
  - Present and discuss PSN questionnaire results;
  - Assess existing level of collaboration; and
  - Determine preferred level of collaboration.

- **Meeting 2**
  - Revisit mission statement;
  - Review and discuss proposed organizational structure; and
Review and discuss proposed implementation structure for the PSN Plan’s 22 strategies.

Meeting 3
- Confirm implementation structure and determine Community Collaborative Team participants for the PSN Plan’s 22 strategies (for more information regarding the role and function of the Community Collaborative Teams, please refer to page 16); and
- Confirm Community Collaborative Team operations and responsibilities.

Meeting 4
- Define PSN Steering Committee (for more information regarding the role and function of the PSN Steering Committee, please refer to page 14); and
- Define Community Collaborative Teams.

Meeting 5
- Discuss PSN Steering Committee decision-making;
- Identify fiscal agent;
- Define potential PSN Community Coalition Coordinator/Program Manager and Administrative Assistant positions (for more information regarding the role and function of the PSN Community Coalition Coordinator/Program Manager and Administrative Assistant, please refer to page 17); and
- Review and reflect on PSN history and process.

PSN Planning Team Meeting Materials and Wallgraphic Transcriptions can be seen on the PSN website www.PSNPaloAlto.org

PSN Questionnaire
The PSN Questionnaire was available for one week (March 19-24, 2011) and distributed to 60 PSN participants in the PSN network. The questionnaire sought to assess the following with respect to PSN:
- Overall effectiveness;
- Opportunities and challenges;
- Organizational structure; and
- Operations.

Thirty-three (33) PSN partners completed the survey, providing the PSN Planning Team with a sound understanding of the opinions of PSN participating organizations and individuals regarding PSN issues, challenges and opportunities.
PSN Self-Assessment
The Planning Team identified PSN’s existing conditions by reviewing the Questionnaire results and determining Levels of Collaboration (see discussion following: Levels of Collaboration, page 11).

PSN Questionnaire Results
Some of the key PSN Questionnaire results are below:

Overall effectiveness
- 78 percent of participants think the efforts of PSN have been successful in achieving its stated mission.
- 79 percent believe the PSN mission statement is well defined.
- 75 percent report PSN’s efforts have been effective in achieving its strategies.
- Nearly half of participants (49 percent) are satisfied with the role they have played in PSN, 30 percent stated somewhat satisfied.

Opportunities and challenges
- 63 percent of participants report that “Building on the energy and commitment of a large number of stakeholders, volunteers and interested community members” is the primary opportunity for PSN.
- Participants tended to report that PSN faces a number of challenges, with 47 percent selecting “All of the above.” The challenges include a lack of resources; number and variety of PSN strategies; and effective management and activation of the number of stakeholders, volunteers and interested community members.

Organizational Structure
- 52 percent of participants support changes in the PSN organizational structure to accomplish the work.
- 42 percent support that PSN work in a Coordination level of collaboration (Share information and resources; defined roles; frequent communication; and some shared decision making) for PSN in the future.
- Participant responses varied in the primary function of the PSN Executive Committee or leadership group moving forward.
- Of the 22 PSN strategies, participants identified the following as the most important (E=Education, P=Prevention, I=intervention):
  - P-2 Mental Health Support for Students (67 percent);
  - E-2 Parent and Community Education (63 percent);
  - P-8 Supportive School Environment (63 percent);
  - I-5 Gatekeeper Programs (63 percent);
  - I-8 Support for Highest Risk Youth (63 percent);
  - E-1 Mental Health Curriculum in Schools (60 percent);
- P-1 Youth Outreach (60 percent);
- P-3 Character Education and Resilience Skill Building Programs (57 percent); and
- I-3 Peer to Peer Counseling (57 percent).

**Operations**
- 38 percent of participants think the Memorandum of Understanding\(^6\) is successful; 35 percent had no opinion.
- 28 percent suggested the organization make decisions evaluated against PSN mission and values.

Appendix D includes a complete summary of the PSN Questionnaire results and comments.

**Levels of Collaboration Scale**
Collaboration can be defined as the cooperative way that two or more entities work together towards a shared goal. The School Program Evaluation and Research Team at the University of Kansas developed the *Levels of Collaboration* scale, based on the work of other collaboration researchers (Hogue, 1993; Borden & Perkins, 1998, 1999) to measure progress over the five stages of collaboration.\(^7\) The five stages are described as:

1. Networking
   - Aware of organization;
   - Loosely defined roles;
   - Little communication; and
   - All decisions are made independently.

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\(^6\) A Memorandum of Understanding (MOU) is a document describing a bilateral or multilateral agreement between parties, expressing a convergence of will between the parties and indicating an intended line of action.

2. Cooperation
- Provide information to each other;
- Somewhat defined roles;
- Formal communication; and
- All decisions are made independently.

3. Coordination
- Share information and resources;
- Defined roles;
- Frequent communication; and
- Some shared decision making.

4. Coalition
- Share ideas;
- Share resources;
- Frequent and prioritized communication; and
- All participants have a vote in decision-making.

5. Collaboration
- Participants belong to one system;
- Frequent communication characterized by mutual trust; and
- Consensus is reached on all decisions.

**Existing PSN Level of Collaboration**
The Planning Team discussed PSN’s existing level of collaboration. The group agreed that PSN operates as a *cooperation* of organizations and individuals with a *coordination* decision-making structure.
As individuals and/or representatives of one organization, PSN Planning Team members had the opportunity to complete a survey regarding existing levels of collaboration among PSN entities. Representatives indicated the extent to which they currently interact with each other PSN participating organization and individual. Based on the responses received, the City Manager’s Office, City of Palo Alto Police Department and a resident/activist tend to cooperate with more participating organizations and individuals than others.

**Recommendations on Organizational Structure and Function**

Over the course of five meetings, the Planning Team defined a preferred PSN organizational structure for moving into the future. The Planning Team aligned on recommendations with respect to such matters, recognizing that the recommendations would require and benefit from input by other representatives of PSN participating organizations and individuals. The Planning Team’s recommendations are also intended to be subject to consideration and adoption by the Steering Committee, as it determines to be appropriate, and with modifications that the Steering Committee may implement, presently or in the future.

The group identified the following:

- A preferred level of collaboration for the PSN Community Coalition;
- PSN’s role and functions including those for:
  - The Palo Alto Community,
  - The PSN Community Coalition (formerly referred to as Task Force),
  - The partner organizations and individuals;
  - The PSN Steering Committee (formerly referred to as the Executive Committee);
  - The Community Collaborative Teams; and
  - The PSN Coordinator.

**Preferred Level of Collaboration**

The PSN Planning Team discussed the five levels of collaboration (networking, cooperation, coordination, coalition and collaboration) and determined the preferred level of collaboration for PSN moving forward. The group identified some combination of *cooperation* and *coordination* as the best framework for PSN. This is consistent with their assessment of the current levels of collaboration, but with a stated emphasis on increased clarity and structure while preserving the relationship-based network of individuals and organizations.

**PSN Role and Functions**

The Planning Team recommended specific roles and functions for each layer of organization in this initiative. The Palo Alto community, the PSN Community
Coalition, and partner organizations and individuals contribute to and are responsible for youth well-being in the city.

The role of the *Palo Alto community* is to:
- Be responsible for youth well-being and suicide prevention; and
- Contribute to an environment that is inclusive of all youth and supports youth well-being.

The PSN Community Coalition includes the PSN Steering Committee, partner organizations and individuals (those signing a Memorandum of Understanding (MOU)), and other participating organizations and individuals. A Memorandum of Understanding is a document describing a bilateral or multilateral agreement among parties, expressing a convergence of will between the parties and indicating an intended line of action.

The role of the *PSN Community Coalition* is to:
- Build relationships among people and among organizations;
- Collaborate and leverage each others’ efforts to support youth well-being;
- Serve as an advisory entity (not an implementer or enforcer);
- Facilitate the implementation of the PSN Plan by interested and committed organizations and individuals;
- Facilitate a conversation with people who care about Palo Alto youth at risk;
- Seek out and share information, best practices and learning about suicide prevention and youth well-being;
- Maintain website as an information clearinghouse and resource for the community;
- Participate in coordinated crisis response in the event of a teen suicide;
- Host wider PSN meetings, contribute to an inclusive environment, and provide background materials and meeting ground rules; and
- Advocate for youth well-being in Palo Alto.

*PSN partner organizations and members* are responsible to:
- Decide what role is appropriate and possible for each organization in regards to strategy implementation (including resource allocation), collaboration and phasing and garner the necessary support or approval within such organization;
- Collaborate to conduct selected programs and projects to implement PSN Plan strategies; and
- Commit to playing an active role in PSN by completing and signing a MOU and participating in PSN meetings and decisions.
PSN Steering Committee
The Planning Team aligned on recommendations with respect to the Steering Committee, including its role, function, organization and preferred decision-making principles, as follows.

Role and Function
A Steering Committee will be the leadership body that, with input from the broader PSN community, plans, coordinates, communicates, advises and develops resources to support the collaborative work of the PSN Community Coalition. The Steering Committee will continue to have Co-Chairs that convene the group, and will have the following roles and functions:

1. Planning
   - Refine and update the existing PSN Plan and develop new strategies as needed with input from the PSN Community Coalition and broader Palo Alto community;
   - Develop a job description and work plan for the PSN Coordinator; and
   - Plan and conduct PSN public meetings.

2. Coordination
   - Recommend and recruit Community Collaborative Teams (CCTs) to implement each of the PSN Plan strategies;
   - Maintain mechanism of commitment (e.g. MOU) with partner organizations and individuals;
   - Compile and share annual status reports from CCTs and the community;
   - Provide input into recruitment, hiring and supervision of a possible PSN Coordinator and support staff (subject to available funding/resources);
   - Facilitate relationship building in the Palo Alto community; and
   - Coordinate the PSN Community Coalition.

3. Communications
   - Develop and implement a Communications Plan;
   - Maintain PSN website;
   - Support education and information-related strategies;
   - Serve as a credible and effective voice on relevant issues;
   - Facilitate communications among PSN Community Coalition, organizations, individuals and the Palo Alto community;
   - Provide support and response during crisis situations; and
   - Report decisions out to PSN Community Coalition and to the Palo Alto community.

4. Advisory
   - Research and provide information or suggested direction to the Palo Alto community, elected officials, individual organizations and/or the broader PSN Community Coalition, as appropriate.
5. Resource Development
   - Seek funding sources to support the coordination of PSN; and
   - Support the fiscal agent in the review of request for funding applications based on agreed-upon criteria.

**Size, Composition and Selection**
The Steering Committee will maintain the current size and composition of the former Executive Team as listed below, and will modify the size and composition in the future as needed. PSN Steering Committee members will include representatives of the following organizations and individuals:
   - Palo Alto Unified School District (PAUSD)
   - City of Palo Alto
   - Adolescent Counseling Services (ACS)
   - Kara Grief Counseling
   - Lucile Packard Children’s Hospital/Stanford University Department of Psychiatry
   - Palo Alto Medical Foundation
   - Parent Representative
   - PTA Council
   - Palo Alto Youth Council*

* The Palo Alto Youth Council serves as an advisory body to the PSN Steering Committee

Steering Committee representatives will be selected by their representative organizations. There will be two Co-Chairs appointed, one by the City and one by PAUSD. The full Steering Committee will consider and decide on proposed changes to its membership.

**Decision-Making**
The Planning Team recommends that the Steering Committee will make decisions in the following areas:
   - Exercise of advice, advocacy and other functions;
   - PSN Steering Committee composition;
   - Review of recommendations for resource allocation;
   - Input into possible recruitment, hiring of PSN Coordinator;
   - Alignment with or endorsement of other organizations and/or initiatives; and
   - Review and acceptance of proposed MOUs.
The Planning Team recommends that the Steering Committee use a “Gradients of Agreement” decision-making approach using a three-point scale of: “Support” (1), “Support with Reservations” (2) or “Oppose” (3). Minority opinions would be noted in the record, but decisions would carry with 75 percent of members present choosing 1 or 2, or with 75 percent of members present choosing 3. Decisions could only be made with a quorum present. Decisions regarding any one participating organization or individual would be outside the purview of the Steering Committee. The Steering Committee would move forward as a body after a decision is made.

**Community Collaborative Teams (CCTs)**
Community Collaborative Teams (CCTs) are comprised of PSN partner organizations and individuals. Each CCT is responsible for the implementation of a particular PSN strategy or set of strategies.

Appendix A includes a list of PSN strategies and a draft list of CCT’s responsible for strategy implementation.

**Role and Function**
The role of the *Community Collaborative Teams (CCTs)* is to:

- Develop an implementation action plan for a given strategy or set of strategies to guide joint activities and those that are appropriate for individual CCT participating organizations to implement;
- Implement PSN Plan strategies with additional participating organizations and individuals as needed;
- Annually share progress and status of strategy implementation with the PSN Steering Committee and community; and
- Complete a mechanism for commitment to PSN (Each partner organization or individual will complete an MOU as individual entities. Community Collaborative Teams will not be required to complete a MOU to commitment the Team).

**Mechanism for Commitment**
As a coalition made up of individuals and representatives of independent organizations and entities, the Planning Team recognized that PSN does not direct or control the activities of participating individuals, organizations or entities. Each participating organization or entity ultimately determines what resources it will dedicate, which strategies to adopt and how to implement those strategies within its organization.

Each PSN partner organization or individual is encouraged, however, to complete and sign a Memorandum of Understanding (MOU), through which it commits to dedicate particular resources and make specified commitments or contributions toward advancing PSN’s stated goals and recommended strategies. Appendix B includes the existing Memorandum of Understanding
among PSN partner organizations and individuals. This MOU will continue to serve as the mechanism for commitment among partner organizations and individuals and the PSN Community Coalition.

**PSN Staff**

The Planning Team recommends a two-person PSN Staff to be initially comprised of a paid, full-time PSN Community Coalition Coordinator/Program Manager and a paid, part-time Administrative Assistant. These individuals will work closely with the Co-Chairs and the Steering Committee, and be supervised by the fiscal agent.

The recommended role of the *PSN Community Coalition Coordinator/Program Manager* is to:

- Work with the Co-Chairs and Steering Committee to create and manage an effective and sustainable structure for the PSN Community Coalition, including working with Palo Alto youth and teens;
- Lead in effecting positive communications among PSN partners and other participating organizations and individuals, youth organizations, and within the City and PAUSD;
- Reach out and engage the Palo Alto community, including the faith, business and nonprofit communities, in the PSN mission; utilize social media effectively;
- Plan and conduct PSN public meetings;
- Maintain mechanism of commitment (e.g. MOU) with partner organizations and individuals;
- Compile and share annual status reports from CCTs and the broader community;
- Develop and implement a Communications Plan;
- Continuously update and implement suicide prevention plans and monitor the readiness of crisis intervention plans;
- Build the 41 Developmental Assets\(^8\) concept and vocabulary into the community with special emphasis on the City and PAUSD government and administration; the faith, business, and nonprofit communities; and organizations like PTA, Palo Alto Neighborhoods (PAN), and other parts of the civic and social infrastructure;

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\(^8\) Years of research by the Search Institute of Minneapolis have identified 41 "developmental assets" that have a proven relationship to healthy youth development. These assets include both external experiences which provide young people with support, empowerment and boundaries and the internal values, strengths and commitments that they need in order to thrive. There is a direct relationship between increasing the number of assets and decreasing the incidence of high risk behaviors such as violence and drug and alcohol abuse.
- Explore long-term models to sustain the PSN competencies and strategies, with emphasis on how various community efforts can work together;
- Support fundraising from private and public sources to enable programs, research, events and outreach;
- Act as Chair of one or more PSN Subcommittees;
- Coordinate the design of and manage the fund allocation process if PSN receives funding for possible disbursement to partner organizations.; and
- Other duties as assigned by the Fiscal Agent (described below) and PSN Steering Committee.

The role of the *PSN Administrative Assistant* is to:

- Manage ongoing support needs such as arranging meetings, preparing agendas and minutes, and other logistical requirements (rooms, supplies, etc.);
- Maintain the PSN website as a current source of information on programs and activities as well as background information; consult with youth and teens on making this website especially relevant to them;
- Respond to inquiries from the community;
- Assist in the preparation, documentation and distribution of reports, press releases, surveys, grant proposals, etc.; and
- Provide program support for trainings, youth outreach and planning, community education, and Steering Committee initiatives.

**Fiscal Agent**

The Planning Team agreed that organizational resources are necessary to maintain PSN in the future. Since the beginning, PSN leadership has been lodged in the City and PAUSD Co-Chairs and the Executive Committee, with substantial support from volunteers to make things happen. Due to the talent, engagement and commitment of PSN partners and other participating organizations and individuals, progress has been made in implementing PSN strategies. However, the Planning Team recognized that coalitions built on good will and organized under an MOU umbrella have initial potency but are inherently short-lived without dedicated resources. Improving and sustaining a community in which suicide gets no traction and where youth and teens thrive is a long-term endeavor that requires dedicated resources.

The Planning Team recommends the City of Palo Alto be the primary fiscal agent to support PSN coordination at this time. The role of the fiscal agent is dependent on available resources, but may include the hiring of staff to support PSN and to provide a mechanism to receive and disburse funds to partner organizations.

The Planning Team based their recommendation on the following:
The City has negotiated two million dollars of community benefits to support PSN as part of the Stanford Hospital expansion; and

The City has an established mechanism to review and approve grants to other organizations. This process is called the Human Services Resource Allocation Process, which includes a Council-appointed commission that reviews grant applications and makes recommendations to the City Council.

The fiscal agent, who would direct resources for PSN staff compensation and potentially to partner organizations and individuals, could receive funding to support PSN from grantors, benefactors, foundations or other sources. The PSN Steering Committee would help review requests for funding applications, evaluate them based on an agreed-upon set of criteria, and develop and forward recommendations for resource allocation to the fiscal agent. It is, however, the preference that grantors, benefactors and foundations fund PSN member organizations directly. PSN partner organizations and individuals engaged in strategy implementation will be responsible for funding strategy implementation. It is the hope and aim of PSN that the capacity and scope of fundraising is strengthened for all partner organizations and individuals by being a part of this multi-disciplined Community Collaborative.

The PSN Planning Team recommends that the City of Palo Alto make at minimum a five-year commitment at a level of $200,000 annually to provide for staff, consulting, program and associated expenses to support PSN.

City staff, with the support of the PSN Steering Committee, will study the fiscal agent issue further and return to the City Council with one or more specific recommendations for the City Council to consider in September 2011.

**Additional Agreements**

**Emphasizing Community Responsibility**

In order to address the crisis of suicide as effectively as possible, the Planning Team believes that it is important to emphasize the critical role and responsibility of the full Palo Alto community in preventing suicides and ensuring youth well-being. PSN can play an important role in this community effort. PSN can serve to bring together organizations and individuals which, through effective coordination and collaboration, can align on strategies, share learning and best practices, pool resources and advance collective efforts to support youth well being. To ensure that PSN can continue to advance its mission and strategies, the Planning Team believes that it is important to create an organizational structure and implementation plan for PSN that is sustainable into the future.

**Preserving PSN’s Informality and Spirit**

PSN’s informality, teamwork and community spirit are three of its greatest assets. PSN’s success is largely due the combined efforts of different organizations and
individuals who are contributing to strategy implementation. A number of Planning Team members had concerns that a formal PSN organizational structure that concentrated in one organization the role of advancing the stated mission would compromise the network’s efforts and successes.

The Planning Team agreed to preserve the organization’s collaborative spirit and basis in relationships moving forward. To support this notion, the group defined the Steering Committee’s role as an advisor that should and can provide strategic direction, but it also recommends that each Community Collaborative Team to develop shared strategy-specific implementation action plans.

**Refining PSN’s Mission**

Some Planning Team members expressed concern that PSN’s mission statement lacks clarity and does not reflect the entirety of PSN’s charge. During the second meeting the group discussed the existing statement as well as a number of possible revisions. Members considered calling out youth social and emotional well-being and mental health, as well as defining “community-based.”

The Planning Team also discussed the two spectrums of suicide prevention. On one end of the spectrum, a healthy environment and lifestyle (defined by the 41 Development Assets) support general youth well-being. On the other end of the spectrum, the reduction of suicide and suicide attempts require time-sensitive intervention strategies.

After discussion, the Planning Team agreed that the current mission statement, as written, “To develop and implement an effective, comprehensive, community-based mental health plan for overall youth well-being in Palo Alto”, embodies the core components of PSN – youth well-being and suicide prevention. The Community Coalition may revisit the contents and phrasing of the mission statement in the future.

**Advancing Multiple Strategies**

The Planning Team expressed an initial interest in prioritizing PSN strategy implementation. The PSN Plan does not include a prioritization method. The group agreed that all 22 strategies are important to develop and implement to create an effective, comprehensive, community-based mental health plan for overall youth well-being in Palo Alto. Several CCTs, partners and other participating organizations and individuals are responsible to implement more than one PSN strategy each.

The Planning Team recognized that resources are limited and certain strategies may require short-term implementation plans. They considered prioritizing strategy implementation based on the percentage of PSN Questionnaire respondents who rated strategies as “Most Important.” However, after discussion, the Planning Team decided not to prioritize PSN strategy implementation and to maintain the Steering Committee’s role as an
advisor/coordinator and not a “task master” or “enforcer.” Strategy implementation will be based on a variety of factors including need; a critical mass of partner organizations and individuals; CCT action plans; and available resources.

**Collaborating for Strategy Implementation and Desired Outcomes**

Planning Team members discussed the role and responsibility of partner organizations and individuals regarding strategy implementation. It was recognized that certain participating organizations, including the City and PAUSD, given their role and function in the community, clearly have key roles to play in addressing the crisis. But there was a shared view that there are important benefits to be achieved through the coordination and collaboration that PSN can facilitate across the broader community of participating organizations and individuals.

The Planning Team agreed to define the CCTs as collaborative teams to emphasize the importance of collaboration and ensure that organizations with key roles in advancing particular strategies would be well supported in those efforts. It was important to the Planning Team to emphasize that suicide education, prevention and intervention depend on the entire Palo Alto community and not just on the actions of a couple of partner organizations and/or individuals.

**Enhancing Communications**

The Planning Team agreed that communications within the Community Coalition and between PSN and the Palo Alto community need to be enhanced. CCTs will periodically report strategy implementation progress to the Steering Committee. The Steering Committee, in turn, will share suicide education, prevention and intervention efforts with the Palo Alto community. Additionally, the Steering Committee will continue its role as an advocate and education resource.

The Planning Team recognized the need for a PSN Communications Plan that outlines communications agreements for the Community Coalition. This is considered a priority moving forward.

**Orienting New Members**

As the Steering Committee assumes its defined role and functions, it will be important for members to ensure that each Steering Committee member, PSN partner, participating organization and individual, and Palo Alto community member has a solid understanding of PSN’s mission, role and functions. Planning Team members suggested developing a summary brochure to meet this need.
Next Steps
The PSN Planning Team agreed upon the following next steps:

- **Steering Committee**
  - Coordinate the development of a 2011-2012 PSN Memorandum of Understanding (MOU);
  - Attempt to secure resources for a PSN Community Coalition Coordinator/Program Manager and PSN Administrative Assistant; and
  - Create a PSN Communications Plan.

- **Community Collaborative Teams**
  - Develop a realistic, measurable action plan with target dates for each PSN strategy; and
  - Begin and or continue implementation.

- **PSN Partner organizations and individuals**
  - Develop and commit to a PSN MOU.
  - Help to promote PSN fundraising efforts

- **PSN Community Coalition**
  - Participate in strategy implementation;
  - Attend and actively participate in PSN Community Coalition meetings;
  - Support Steering Committee and PSN Staff (when/if hired); and
  - Educate friends, neighbors and fellow community members about youth well-being, suicide prevention and the work of PSN.

- **Palo Alto Community**
  - Contribute to enhancing youth well-being and preventing youth suicides.
## Appendix A

### PSN Strategy Action Matrix

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>Community Collaborative Teams</th>
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</thead>
<tbody>
<tr>
<td><strong>EDUCATION</strong></td>
<td><em>(Draft)</em></td>
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<tr>
<td>E1</td>
<td>Mental Health Curriculum in Schools</td>
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<td>E2</td>
<td>Parent &amp; Community Education</td>
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<tr>
<td>E3</td>
<td>Media Partnership</td>
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<tr>
<td>E4</td>
<td>Mental Health Training for Teachers</td>
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<tr>
<td><strong>PREVENTION</strong></td>
<td></td>
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<td>P1</td>
<td>Youth Outreach</td>
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<tr>
<td>P2</td>
<td>Mental Health Support to Students</td>
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<tr>
<td>P3</td>
<td>Resilience Building and Character Education Programs aka Developmental Assets</td>
</tr>
<tr>
<td>P4</td>
<td>Reduction of Lethal Means of Self Harm</td>
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<tr>
<td>P5</td>
<td>Crisis Manual and Safety Plan</td>
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<tr>
<td>P6</td>
<td>Accessible Resources on Suicide Prevention and Depression</td>
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<tr>
<td>P7</td>
<td>Reduction of Harassment/Social Cruelty</td>
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<td>P8</td>
<td>Supportive School Environment</td>
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<td><strong>INTERVENTION</strong></td>
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<tr>
<td>I1</td>
<td>Adopted Suicide Policies</td>
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<tr>
<td>I2</td>
<td>Screening</td>
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<td>I3</td>
<td>Peer to Peer Counseling/Support Groups</td>
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<td>I4</td>
<td>Surveys/Risk Assessment</td>
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<td>I5</td>
<td>Gatekeeper Programs</td>
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<td>I6</td>
<td>Affordable Behavior Health Care</td>
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<td>I7</td>
<td>Crisis Hot Line</td>
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<tr>
<td>I8</td>
<td>Support for highest risk youth</td>
</tr>
<tr>
<td>I9</td>
<td>Grief Counseling for those Impacted by Suicide</td>
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<tr>
<td>I10</td>
<td>Organized Health Care Provider Network</td>
</tr>
</tbody>
</table>

* Indicates existing Community Collaborative Teams (CCT’s)
Appendix B

Memorandum of Understanding among Project Safety Net Contributors

MEMORANDUM OF UNDERSTANDING
AMONG
PROJECT SAFETY NET CONTRIBUTORS

This MEMORANDUM OF UNDERSTANDING (this “MOU”) is entered into by and among each of the corporations, partnerships, trusts, limited liability companies or other such entities or organizations who execute this MOU, or on whose behalf this MOU is executed, as evidenced by the signature page(s) affixed hereto from time to time (hereinafter referred to collectively as the “Contributors” and individually as a “Contributor”), in each case as of the date set forth beside each of the respective signature.

WHEREAS, Contributors have been participating in Project Safety Net, a community-based task force (“PSN”) dedicated to developing and implementing an effective, comprehensive, community-based mental health plan for overall youth well-being, with an emphasis on Palo Alto, California, including education, prevention and intervention strategies for addressing teen suicide;

WHEREAS, PSN, with assistance and support from Contributors and various other entities, organizations and individuals, has adopted a report outlining an initial plan for addressing key issues and initiatives in the Palo Alto community (the “2010 Report”);

WHEREAS, Contributors share certain mutual interests in, and wish to advance, PSN's goals, including as outlined in the 2010 Report;

WHEREAS, in order to advance those goals and interests, each Contributor is willing to dedicate particular resources and make specified commitments and/or contributions to or for the benefit of PSN;

WHEREAS, Contributors desire to develop and implement, or facilitate the development and implementation of, a sustainable, long-term organizational or other structure through which PSN can maximize and coordinate resources in the Palo Alto community directed to youth well-being;

WHEREAS, Contributors are entering into this MOU to confirm the resources to be dedicated and the commitments and/or contributions to be made
by each Contributor during an initial commitment period through June 30, 2011 (the “Initial Contribution Period”), during which period efforts will be directed to the development and implementation of such structure for PSN; and

WHEREAS, Contributors also wish to acknowledge the valuable contributions that have been made and that will continue to be made to PSN by various individual members of the community, including those individuals that have signed Appendix B to pledge their continued support of PSN;

NOW THEREFORE, in consideration of the premises and of the mutual covenants, conditions and agreements contained herein, the parties hereto, intending to be bound, agree as follows:

Contributions. Each Contributor shall (a) fulfill any and all commitments, (b) perform any and all undertakings, and (c) provide any and all contributions (including, without limitation, monetary contributions), as applicable, to or for the benefit of PSN (collectively, “Contributions”), in each case ((a), (b) and (c)) as described in the applicable Contributor Commitment attached to Appendix A. In the case of any such Contribution that is transferred directly to PSN, PSN shall have the right to use such Contribution as PSN determines, except to the extent that such Contribution was made subject to express written conditions on its use, in which event such Contribution shall be used by PSN consistent with those conditions unless otherwise agreed in writing by the applicable Contributor.

Participation. Each Contributor shall designate an employee, agent or representative (each a “Contributor Representative”) to participate in PSN on behalf of such Contributor. Each Contributor shall cause its Contributor Representative to make reasonable efforts to attend, directly or through an appropriate designee, scheduled meetings of PSN and other community events sponsored by PSN. The Contributor Representative for each Contributor shall be identified in the Contributor Commitment attached to Appendix A.

Effective Date; Period of Performance. This MOU shall become effective as to each Contributor as of the date this MOU is executed by or on behalf of such Contributor. Each Contributor shall fulfill its Contributor Commitments during the Initial Commitment Period, provided that in the case of any Contribution for which a contribution or performance date has been specified in the applicable Contributor Commitment, such Contribution shall be fulfilled by such date.

Disclosure of Affiliation/Contribution. In the event that any Contributor publicly discloses its participation in or affiliation with PSN, or any Contribution made by such Contributor to PSN, including in connection with any application for funding or other fund raising activities, such Contributor shall ensure that the description of its participation, affiliation or Contribution is accurate in all respects and fairly describes such participation, affiliation or Contribution.
Contributions Not Limited. Although this MOU is intended to confirm the Contributions to be made by each Contributor to or for the benefit of PSN during the Initial Contribution Period, nothing contained in this MOU is intended or shall be construed as a limitation on the commitments or contributions that each Contributor may make to or for the benefit of PSN, whether during such period or thereafter.

Miscellaneous.

Nothing contained in this Agreement shall be construed as creating a partnership, joint venture or agency relationship among the parties or, except as otherwise expressly provided in this MOU, as granting any party the authority to bind or contract any obligation in the name of or on the account of any other party or to make any statements, representations, warranties or commitments on behalf of any other party.

This MOU constitutes the entire agreement between the parties with respect to the subject matter of this MOU. This MOU supersedes all prior agreements, whether written or oral, with respect to the subject matter of the Agreement. All Appendices to this MOU Agreement are intended to be and are hereby specifically incorporated into and made a part of this MOU. In the event of any inconsistency between any such Appendix and this MOU, the terms of this MOU shall govern.

This MOU may be executed in any number of counterparts, each of which shall be deemed an original and all of which taken together shall be deemed to constitute one and the same instrument. An executed signature page of this Agreement delivered by facsimile transmission or “pdf” shall be as effective as an original executed signature page.

This MOU shall be governed by the laws of the State of California as applied to agreements entered into and to be performed entirely within the State of California.

[Signatures page(s) to follow]
Appendix C

List of Resources: Suicide Education, Prevention and Intervention

A. Crisis Hotline Phone Numbers and Select Online Programs

- Project Safety Net hotline numbers
  - Corrections or changes:
    1. for 9-1-1 number added ask for a Crisis Intervention Team (CIT) police officer.
    2. Suicide and Crisis Hotline (24/7) or Suicide and Crisis Services (SACS) number changed to toll-free number 1-855-278-4204
- Santa Clara County Network of Care
  - http://santaclara.networkofcare.org/mh/home/index.cfm
- Online interactive web-based programs:
  1. Inspire USA reachout.com
  2. Onyourmind.net

B. Guidelines, Toolkits, or Studies

- Youth Suicide Prevention School-Based Guide
- School-based Mental Health Tool Kit
  - 2008 Developed for Cuyahoga County School Districts by Schools/Mental Health Subcommittee Prevention Initiative Committee Family and Children First Council
- School-based Mental Health
  - http://rtckids.fmhi.usf.edu/rtcpubs/study04/SBMHfull.pdf
- Youth Suicide-Prevention Guidelines for California Schools attached
- After a suicide: A toolkit for schools
- Youth Suicide Fact Sheet
- Every Child Has a Story The Need for Mental Health Prevention and Early Intervention Services: Perspectives of Santa Clara County Schools June 2008
- Parents and Teachers As Allies: check with local NAMI Office
  - http://www.nami.org/Content/ContentGroups/Youth/Parents_and_Teachers_as_Allies.htm
Call To Action - The Oregon Plan for Youth Suicide Prevention

Suicide Prevention and Intervention (National Association of School Psychologists)

After a Suicide: A Toolkit for Schools. American Foundation for Suicide Prevention, Suicide Prevention Resource Center.

C. School-based Programs

RESPONSE (Columbiacare)

Making Educators Partners in Suicide Prevention and other materials (Society for the Prevention of Teen Suicide) http://sptsusa.org/

Teen suicide prevention education (The Jason Foundation, Inc.)
http://www.jasonfoundation.com/resources/

More Than Sad - DVD (American Foundation for Suicide Prevention)
http://www.morethansad.org/indextd.html
Appendix D

Project Safety Net
Organizational Structure and Implementation Plan

Questionnaire Results

The Project Safety Net Organizational Structure and Implementation Plan Questionnaire was available online between March 19-24, 2011. Thirty-three PSN partners completed the survey during that period. The following is a summary of the results.

Overall Effectiveness Assessment

1. How effective do you think the efforts of Project Safety Net have been in achieving its stated mission? (Please select one)

   PSN Mission: To develop and implement a community-based mental health plan for overall youth well-being in Palo Alto.

   - Very effective: 15.2%
   - Effective: 63.6%
   - Neutral: 18.2%
   - Ineffective: 3.0%
   - Very ineffective: 0.0%

1a. Please explain your assessment.

   Successes
   - A lot of work has gone into the process.
   - It seems that suicides have a least decreased.
   - The County and the HEARD Alliance have been working hard.
   - More Than Sad as a part of mental health education at the school.
   - Gate keeper program moving forward.
   - Project Cornerstone's first Development Asset survey being released to create a baseline to guide community priorities.
   - We are on the road to getting there.
   - Gathering together relevant organizations such as YCS, YMCA, ACS, etc.
   - Parsing through the multiple strategies to highlight 5 for focus this year.
   - Impact of the group.
   - A committee representing a cross section of the community.
   - Decided on actions.
- Harnessed and mobilized the tremendous community resources and goodwill that surround Palo Alto’s youth.
- Defined a set of strategies and next steps which has been a catalyst for action.
- Getting all the players at the table and looking at this collectively, instead of individual agencies.
- Connections between the school and hospitals.
- Raising awareness of the need for mental health needs for youth.
- Accomplished a lot in one year.
- Responding to the crisis portion of the program.
- Responded to a crisis.
- Brought the community together; stakeholders include the city, schools, mental health professionals, parents, youth-serving organizations, businesses and the faith community.
- Developing and implementing a community-based plan that includes education, prevention and intervention strategies for resiliency and well-being of our youth.
- Community based.
- Comprehensive report with tons of action steps.
- Pulling together and focusing a wide circle of talent, commitment, experience, and caring.

**Opportunities**
- Help students learn where well-being comes from, well-being as a state of mind and inner resource.
- Identify teens at risk and connecting them with mental health professionals.
- Reducing stigma so parents and teens will want to get help).
- Pace can seem slow to those viewing from outside the effort.
- No plan for screening for at risk kids. No formal plan for triaging.
- Level of sophistication of the contracted in-school mental health service.
- Goals need to be developed and ways of assessing progress created.
- Actual implementation is hard to see.
- Purpose of membership is unclear. No decisions are made. No commitments are made.
- Few know about PSN or understand it, and those who are aware of it think it is a closed group of "other people" who will fix the problem.
- Harness public's energy and put to good use.
- Group seems to be gravitating away from suicide prevention and the issues that underlie suicidal ideation to more "feel good" and less "heavy" topics.
- Actions have no timeline and there are no measurements for success.
- Get community on board.
- Lacking the coordinated effort and integrated system of care.
- Need for a more holistic definition of developing a community-based happiness or connectedness plan.
- Develop more comprehensive on-going strategies for a community-based mental health plan.
- Still looking for traction.
- I don't feel that "mental health" has been adequately defined, generally speaking--nor well being.

2. **Is the PSN mission statement well defined?** *(Please select one)*

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<tr>
<th>Option</th>
<th>Percentage</th>
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<td>12.1%</td>
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<tr>
<td>No Opinion</td>
<td>9.1%</td>
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</table>
2a. If you answered "No" to Question 2, what would you change about the PSN mission?

- Recent shift in group focus with resultant attention and effort away from suicide prevention is in discord with the stated mission.
- Evolved to include social and emotional health, student connectedness and the Developmental Assets as important components to the PSN mission.
- Change "mental health plan" to "mental health and suicide prevention plan" would give clarity and legitimacy to the effort.
- Needs to be defined.
- The mission of PSN has expanded to youth well-being.
- Deemphasize "mental health" and just say "To develop and implement a community-wide plan for overall youth well-being in Palo Alto."
- Too limited.

3. In general, how effective do you think the efforts of Project Safety Net have been in achieving its strategies? (Please select one)

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<table>
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<tbody>
<tr>
<td>Very effective</td>
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<tr>
<td>Effective</td>
<td>62.5%</td>
</tr>
<tr>
<td>Neutral</td>
<td>18.8%</td>
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<tr>
<td>Ineffective</td>
<td>3.1%</td>
</tr>
<tr>
<td>Very ineffective</td>
<td>3.1%</td>
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</tbody>
</table>

3a. Please explain your assessment.

**Successes**

- MOU works as a measurement of progress.
- Community wide adoption of developmental assets.
- QPR training at the school district.
- Track watch.
- More to be done to address specific barriers (stigma, case management in mental health, etc).
- Efforts have expanded to include the whole community.
- The right players/organizations are at the table.
- Suicide prevented policies.
- Gatekeeper training.
- Youth outreach: Youth Council Survey, Youth Forum, Ignite and planning another Youth Forum.
- Media partnerships.
- Community education.
- Strategies have been prioritized and some aspects have been implemented.
- Providing a collaborative forum.
- Diffusing some of the blame between the community and education partners.
- Strategies that have clear owners or sub teams are making progress.
- Grounded in strong partnership and research baseline.
- Enhanced counseling opportunities for our students.
- Elevated youth voice.
Opportunities

- Need the parents and the businesses in Palo Alto involved.
- Challenging to leverage other partners to be effective.
- Certain agencies are not been able to attend the meetings with any regularity.
- Need for intra-agency share: our work and outcomes with the group.
- Barriers to getting this work done at the school quickly.
- Things need to move more quickly.
- Need a full-time project manager with 1) authority and 2) accountability.
- Not one strategy has been fully implemented.
- PAUSD’s report is met with skepticism.
- We are tacitly accepting a lack of good faith and reasonable effort.
- Undefined responsibility or accountability for each of the strategies.
- Greater sense of urgency is needed.
- No one officially stepped up to lead, so the city had that default position.
- Work needed on the gatekeeper training component.
- The sub teams could use more structure.
- More effective media/communications strategy.
- Slow to be implemented.
- Working with the school district is hard.
- Develop the integrated system of care.
- Deference to school district issues has slowed down progress.

4. Are you satisfied with the role you have played in Project Safety Net? (Please select one)

- Yes 48.5%
- No 21.5%
- Somewhat 30.5%

4a. Why or Why not?

Yes

- I have been of value.
- I have been impressed with the commitment of everyone involved PSN.
- I feel my voice is being heard.
- Committees could be more active and potentially more effective.
- When PSN was being formed, I felt I had a lot of input and was being effective.
- Provide a broad spectrum of expertise and insight.
- Work is shared.
- I have enjoyed participating in PSN meetings and sub-committee meetings.
- It is clear that everyone's voice is listened to.

No

- Absence of an administrative infrastructure and of a strategic plan.
- I believe my strengths and skills (and those of many others) could have been better utilized.
- The structure of decision-making has been problematic.
- Veteran partners that have been around since the beginning and may/can represent or chair the committee.
- I feel that I can make time to contribute more but I am not sure how sometimes.
- I don't really have a defined role and don't think I am alone in this.
- I wish I could do more.
- I would like to know more directly how I (or my agency) can be more involved.
- As a periphery player who was not a community member or in education, it was difficult to be heard.
- City budget reductions although necessary have had a sobering impact; capacity to sustain the current level of commitment is unrealistic without new or reallocated staff support.
- I have been ineffective because of the change of my role.
- I wish I could do more.
- I would like to play a major role.
- No time.
Opportunities and Challenges

5. What are the primary opportunities facing Project Safety Net related to its organizational structure? (Please select as many as apply)

Building on the energy and commitment of a large number of stakeholders, volunteers and interested community members. 62.5%

Building on the mission, strategies, and priorities set out in Project Safety Net’s Plan (July 2010). 50.0%

Capitalizing on funding opportunities for youth and adolescent development. 25.0%

Developing a community-based mental health plan model for communities nationally and internationally. 15.6%

All of the above 34.4%

Some of the above 6.3%

None of the above 0.0%

Other (please specify): 9.4%

• The addition of the survey data and any other metrics to measure happiness will help PSN's efforts in 1 and 2 above become more metric-driven and systematic, I hope. Helping to achieve that overall orientation toward youth, driven by the measurements, will also be an important opportunity.

• Amplifying the vision throughout the community, not just to those already engaged.

• Promoting the understanding that suicide is preventable and all have a role to play in prevention.

5a. If you answered "Some combination of the above" in Question 5, please specify.

• We need to expand the knowledge of and commitment to this effort, for suicide prevention and that kids realize their fullest potential as students and as people.

• The organizational structure needs to adjust.

• We need to do what's right for Palo Alto. If it ends up being a model for other communities, that's an added bonus but it shouldn't be a primary focus.

• The primary opportunity is the value of bringing stakeholders together to work on a critical issue.

• The right people are in the room and the strategies are good.

• Keep the eye on mental health- there is a risk that many other projects and agendas (important and worthy in their own right) may dilute the effectiveness of the task force.
6. What are the primary challenges facing the Project Safety Net organizational structure? (Please select as many as apply)

Effectively managing and activating the number of stakeholders, volunteers and interested community members. 43.8%

Implementing the number and variety of strategies to educate, prevent and intervene. 37.5%

Lack of resources in the City and the PAUSD, and in partner organizations. 31.3%

Lack of roles and responsibilities for each Executive Committee member and/or partner organizations. 21.9%

All of the above 46.9%

Some of the above 3.1%

None of the above 0.0%

Other (please specify): 15.6%

- Are there enough "worker bees" and agreement about what to do?
- Not all of the Exec members know or understand their roles. Not enough representation of school personnel on the Exec team including a school psychologist, counselor, administrators from the schools, school nurse. There are more community members on the Exec committee than school people. This should be primarily a school intervention organization with key community organizations/members supporting their efforts.
- Lack of courage, waning focus away from the crisis at hand and primary mission of suicide prevention, no accountability, no authority, valuing collegiality above challenging the weak links.
- the endemic difficulties of making organized mental health plans in the absence (a national problem) of an organized mental health system outside the public sector.
- Need a coordinator tasked solely with PSN.

6a. If you answered "Some combination of the above" in Question 6, please specify.

- PSN needs a full time project manager. Executive Committee members can chair committees and report back to the Manager and the Exec. Committee.

Organizational Structure

7. Are there changes in the organizational structure needed to accomplish the work? (Please select one)

Yes 51.6%

No 25.8%

No opinion 22.6%
7a. Why or Why not?

**Partner Representation and Community Involvement**

- The current structure is heavy on certain partners (i.e. the city and district).
- The organization is going to be fluid. The commitment of the stakeholders holds it together.
- Need representation from school district personnel at the exec committee level, such as nurse or psychologist involved at this highest level.
- PSN needs to have a structure that clearly allows people to contribute, time, money and resources.
- Same steering committee but more committed working committees.
- More emphasis on education parents and getting the youth involved.
- Need to find a way for people find their optimal level of engagement: some people want to be informed/involved and some people want to roll up their sleeves and work. Right now they all attend the same meetings and it impedes progress.
- Need to have more student participation, and the principals from secondary schools could be part of the team.

**Dedicated Staff and Conditions**

- Need a set of conditions that sparked it to develop and maintain forward motion.
- In order for PSN to be sustained it needs a dedicated position.
- Full time staff needed.
- Someone who’s only purpose is PSN and is getting paid for the position.

**Actions and Implementation**

- Allowing members to self-select without direction has resulted in key initiatives with little or no support (e.g., Track Watch, Gatekeeper) while the more popular and less mission-critical projects are overstaffed (e.g., developmental assets).
- We need a dedicated project lead.
- More influence can be exerted to actively staff the various projects and set out goals and milestones.
- I like to division of duties between the steering committee and broader board of member participants.

**Meeting Structure**

- In the large group, discussion is not as free and does not produce a nice cross-fertilization of ideas as when we are able to meet in small groups.
- I liked some of the meetings at the old Youth Center at Mitchell Park.

**Decision-Making**

- Decisions need to be made by the entire executive committee.
- Decision-making, how the EC makes decisions, and how these decisions apply to the PSN is unclear.
- The power of decision-making seems very much driven by the schools.
- Might be more effective to have smaller working groups such as the DA group and meet as a larger group more infrequently.
- Executive Committee needs the “authority” to make some decisions on behalf of the collaboration.
- Need a defined decision-making process and a structure that allowed teams to work in parallel and come together for decisions, updates, etc.

**Resources**
• Grants, ability to support other local initiatives,
• We just need adequate resources.

8. What do you think Project Safety Net’s degree of collaboration should be, moving forward? (Please select one)

Networking – Aware of organizations, loosely defined roles, little communication, and all decisions are made independently. 0.0%

Cooperation – Provide information to each other, somewhat defined roles, formal communication, and all decisions are made independently. 3.2%

Coordination – Share information and resources, defined roles, frequent communication, and some shared decision making. 41.9%

Coalition – Share ideas, share resources, frequent and prioritized communication, and all members have a vote in decision making. 22.6%

Collaboration – Members belong to one system, frequent communication is characterized by mutual trust, and consensus is reached on all decisions. 29.6%

None of the above 0.0%

Other (please specify): 3.2%
• “Coordination” comes closest to my views, but omits strategic thinking, assessment of progress against goals, and leadership in the community.

8a. Please explain your degree of collaboration selection (Question 8).

Coordination
• I was torn between coordination and coalition. It’s important that the group have some level of authority that is acknowledged publicly.
• Networking and Cooperation seem too weak, Collaboration seems unrealistic, Coalition seems idealistic but truly desirable. I’d shoot for Coordination first and then go for the Coalition once Coordination is achieved.
• Coordination can take best advantage of power of broad range of partners with deep experience in their own sectors.
• Different issues require different degrees of collaboration. In general, I think that there should be coordination of activities and frequent communication. There are some members of the executive committee who might not be as interested in PSN if its mission shifts. As is present now, there are different levels of interest depending on the topic.

Coalition
• Some groups are more loosely organized and need help through sharing ideas and planning. Some decision-making must reside with the particular stakeholders to align with their own missions. Paralysis will set in if all decisions must be voted on by the whole group.
• The group needs to be more than a loose coalition that networks once a month. Consensus decision-making is usually ineffective, time-consuming, and when decisions are finally made they remain open to undoing. We need clarity on what decisions PSN
should be making. Then each organization is expected to state how they intend to support this goal.

- A coalition strikes a balance between autonomy of stakeholders and the need to belong to a unified mission.

**Collaboration**

- Without some central decision making process there the task force has not clout to move things forward.
- I fear I could not participate in decision making, since I cannot make meetings.
- We need transparency, accountability and better communication. If we could get that with a more loose structure, I would choose a more loose structure. But from what I've seen we need a better structure for decision-making power, communication and accountability for action steps.
- I find it helpful to have all the information instead of working more side by side. Eliminates doubling up on some work.
- Collaboration is necessary in order to make and implement decisions that are meaningful to the group and community.
- This is a life and death issue. Full commitment is necessary. I believe collaboration is the best way to achieve full commitment.
- To make a difference, I think we need to present our selves as one unified body. This does not discount the individual missions/work of each organization that they do separately, but if you are in the collaboration, you agree to do certain things towards meeting the mission/goals of the collaboration.
- All members are the decision makers not small meetings with the two co-chairs making the decisions.
- Some orgs are more deeply involved than others due to the nature of their work. Some should be in the core of the collaborations.
- I think to keep this diverse group of organizations interested, they need a role, frequent communications, and a vote. Again, a steering committee with key subcommittees (each of which might have members not on PSN, sort of like the 41 developmental assets committee model) might work best.
- Members bring their own sets of ideas, experiences, network, sphere of influence and could mobilize and keep the community informed and organize grassroots efforts.
- PSN aims to mobilize the entire community in support of youth wellbeing, it is not practical to have any one committee make all the decisions and or be a gatekeeper of programs and services that support PSN. There may be a handful of strategic decision that should be shared that defines priorities, modes of communication among the partner organizations and the community at large, grant applications on behalf of PSN etc.

**Some Combination**

- I would have selected both coalition and collaboration.

**General**

- We need to work together while recognizing the diversity within our community.
- Create a more organized structure that can make networking a force, cooperation a means to achieving particular goals, coalescing around certain big initiatives, and collaborating across time to build into the community new ways of thinking about youth.
9. What do you think the primary function of Project Safety Net Executive Committee or leadership group should be, moving forward? *(Please select one)*

- Coordinator of all implementation as led by others. 9.7%
- Lead implementer of specific PSN strategies and shared role in supporting the efforts of other partners. 19.4%
- Manager and applicant of grants and funds. 0.0%
- Organizer of partnership activities, including meetings and projects, and minimizing the barriers to participation in the partnership’s meetings and activities. 6.5%
- Coordinator of communications between partners and with people and organizations outside the partnership. 0.0%
- Evaluator of progress and impact of partnership. 9.7%
- None of the above 0.0%
- Some combination of the above (please specify in 9a.) 51.6%
- Other (please specify):
  - Make decisions 3.2%

9a. If you answered "Some combination of the above" in Question 9, please specify.

*All of the Above*
- If/when a coordinator is dedicated to PSN, I would like to see the primary function and leadership to include all of the above.
- If and when PSN has a designated Coordinator and the resources/time to carry out the primary functions, I would check all of the above.
- The Steering Committee needs to oversee all of the above, but they can delegate some of these responsibilities to subcommittees.

*Coordinator and Lead Implementer*
- The Executive Committee definitely needs to take the lead in coordinating communications and can, where appropriate, be the lead implementer of PSN strategies.

*Other Combinations*
- Some combination of Bullets 3, 4, 5 and 6. I think it is reasonable to expect that PSN Exec leadership could have these 4 as their responsibilities (with the assistance of subcommittees on grants and evaluation). But I do not think it’s at all reasonable for the Exec Committee to be able to do Bullets 1 or 2.
- The four that seemed to be important include evaluator of progress; coordinator of communications; lead implementer of strategies; and coordination of all implementation as led by others.
Lead Implementer and Organizer of Partnership activities seem a good combination and then I'd toss evaluator as well.

I'd like to see PSN go for grants and funding, but I would have a side committee of retired pros and passionate people do that.

We need lead implementer, coordinator of outside communication, and manager and applicant of grants and funds.

Most of the above, actually: Coordinator, lead implementer for some, grand manager, partner organizer, and evaluator.

9b. Please explain your preference for Project Safety Net's primary function moving forward (Question 9).

Coordinator of Implementation
- Need to have a group that is overseeing all efforts to make sure that everyone is moving along.
- There are many organizations that play a role in the implementation of PSN strategies, which makes coordination and prioritization essential.
- We need an entity pushing people forward to do the work they agreed to do in the MOU.
- Coordinator but not sole or primary implementer. Unless PSN becomes a formal part of the PAUSD, in which case it should be lead implementer.
- The Executive Committee should be like an orchestrate conductor. Shape the agenda for the meetings and see priorities are achieved.
- Providing the necessary leadership to bring community groups together around this focus - respecting and drawing out each stakeholder's contribution, facilitating goal-setting and accountability.

Lead Implementer
- #2 comes closest ("Lead implementer . . ."). This sketches an organization that can preserve the MOU kind of independence with the more strategically designed activities that can build a coherent response to the tangled web of growing up. Several of the other options under question 9 are necessary also.
- I favor the ultimate goal of PSN being again Lead Implementer of specific goals plus the organizer role. We seem to be doing that already and I believe that is PSN strength in being able to do elements of each of these already. Who else is doing this?
- There needs to be a clearly identified leader (s) for the process to move forward and reach its goals.

Evaluator
- There are some incredibly insightful and knowledgeable people on this group. They should help evaluate the progress and impact, but they should also be aware of the activities and work to enhance communication.

Combination
- I see PSN as the hub in a wheel of efforts throughout the community. It will serve as and idea generator, implementer and evaluator of what works and what does not work in the effort to improve youth mental well being and suicide prevention.
- Coordinate/collaborate/break down barriers between people on the exec committee, be more inclusive, have the right people around the table, define roles, go back and look at the PSN report!
- The Exec Committee needs to provide a pretty broad array of leadership and support.

None of the Above
PSN could use a good public relations person who will work with the media, neighborhood associations, other organizations and the entire community.

The function of PSN should be to inspire and motivate every community member to be engaged in some way in realizing the mission.

**General**

- I think there should be room for new strategies and ways of looking at things, always.
10. Which of the following 22 strategies (from the PSN Plan, July 2010) can be implemented using the existing Project Safety Net structure, a more formal implementation structure, or an individual organization or group of organizations? *(Please check one box for each strategy)*

<table>
<thead>
<tr>
<th>Education</th>
<th>Existing PSN Structure</th>
<th>More Formal Structure</th>
<th>Individual Organization or Small Group of Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-1 Mental Health Curriculum in schools</td>
<td>13.8%</td>
<td>41.4%</td>
<td>44.8%</td>
</tr>
<tr>
<td>E-2 Parent and Community Education</td>
<td>37.9%</td>
<td>34.5%</td>
<td>27.6%</td>
</tr>
<tr>
<td>E-3 Media Education</td>
<td>48.3%</td>
<td>34.5%</td>
<td>17.2%</td>
</tr>
<tr>
<td>E-4 Mental Health Training for Teachers</td>
<td>25.0%</td>
<td>32.1%</td>
<td>42.9%</td>
</tr>
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</table>

<table>
<thead>
<tr>
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<th>Existing PSN Structure</th>
<th>More Formal Structure</th>
<th>Individual Organization or Small Group of Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>P-1 Youth Outreach</td>
<td>41.2%</td>
<td>37.9%</td>
<td>20.7%</td>
</tr>
<tr>
<td>P-2 Mental Health Support for Students</td>
<td>13.8%</td>
<td>51.7%</td>
<td>34.5%</td>
</tr>
<tr>
<td>P-3 Character Education and Resilience Skill Building Programs</td>
<td>24.1%</td>
<td>34.5%</td>
<td>41.4%</td>
</tr>
<tr>
<td>P-4 Reduction of Lethal Means to Self-harm</td>
<td>27.6%</td>
<td>55.2%</td>
<td>17.2%</td>
</tr>
<tr>
<td>P-5 Crisis Manual and Safety Plan</td>
<td>28.0%</td>
<td>53.6%</td>
<td>17.9%</td>
</tr>
<tr>
<td>P-6 Accessible Resources on Suicide Prevention and Depression</td>
<td>48.3%</td>
<td>34.5%</td>
<td>17.2%</td>
</tr>
<tr>
<td>P-7 Reduction of Harassment and Social Cruelty</td>
<td>39.3%</td>
<td>39.3%</td>
<td>21.4%</td>
</tr>
<tr>
<td>P-8 Supportive School Environment</td>
<td>20.7%</td>
<td>37.9%</td>
<td>41.4%</td>
</tr>
</tbody>
</table>

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</tr>
</thead>
<tbody>
<tr>
<td>I-1 Adopted Suicide Prevention Policies</td>
<td>59.3%</td>
<td>37.0%</td>
<td>3.7%</td>
</tr>
<tr>
<td>I-2 Screening</td>
<td>10.7%</td>
<td>46.4%</td>
<td>42.9%</td>
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### Existing PSN Structure

<table>
<thead>
<tr>
<th>Strategy</th>
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<th>Individual Organization of Small Group of Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-3 Peer to Peer Counseling</td>
<td>21.4%</td>
<td>39.3%</td>
<td>39.3%</td>
</tr>
<tr>
<td>I-4 Surveys/Assessment of Risk</td>
<td>42.9%</td>
<td>42.9%</td>
<td>14.3%</td>
</tr>
<tr>
<td>I-5 Gatekeeper Programs</td>
<td>50.0%</td>
<td>42.9%</td>
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</tr>
<tr>
<td>I-6 Affordable and Expanded Mental Health Care</td>
<td>17.9%</td>
<td>60.7%</td>
<td>21.4%</td>
</tr>
<tr>
<td>I-7 Crisis Hot-line</td>
<td>35.7%</td>
<td>50.0%</td>
<td>14.3%</td>
</tr>
<tr>
<td>I-8 Support for Highest Risk Youth</td>
<td>22.2%</td>
<td>59.3%</td>
<td>18.5%</td>
</tr>
<tr>
<td>I-9 Grief Counseling for those Impacted by Suicide</td>
<td>40.7%</td>
<td>14.8%</td>
<td>44.4%</td>
</tr>
<tr>
<td>I-10 Organized Health Care Provider Network</td>
<td>21.4%</td>
<td>57.1%</td>
<td>21.4%</td>
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</table>

### Most Important

#### Education

<table>
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<tr>
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<tr>
<td>E-1 Mental Health Curriculum in schools</td>
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#### Prevention

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<td>50%</td>
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## Most Important

<table>
<thead>
<tr>
<th>Project</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Youth Outreach</td>
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<td>Mental Health Support for Students</td>
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<td>Character Education and Resilience Skill Building Programs</td>
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<td>Reduction of Lethal Means to Self-harm</td>
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<td>Crisis Manual and Safety Plan</td>
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## Intervention

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</table>
10b. Why did you choose these strategies as the Most Important?

**General Comments**
- These are strategies most critical to abating the crisis. But they are also important even after the immediate crisis abates as troubled youth and risk of suicide will continue to be of concern because we cannot eradicate all the causes. Also, these strategies can be applied beyond suicide prevention to supporting mental health and well-being even if the child is not necessarily suicidal, just depressed or otherwise not well.
- They address the suicide issue most directly and immediately.
- I believe these will have the greatest impact.
- I think a bigger parent role in PSN and implementing strategies in response to the DA surveys is key.

**Education**
- I feel that education around mental health is very important, but should not be limited to just reducing stigma or talking about mental illnesses. Kids should be able to identify moments of well-being in themselves and see that these are independent of peer opinions, social status, grades or anything else external to them.
- I believe that the most effective way PSN as a group can be effective is education and prevention.
- The need for a more organized, caring, healthy and supportive school environment is clear. The action steps that are necessary for that type of environment are relatively easy to do (in the greater scope of things).
- Education strategies that impact parents and students.
- Of course educating their parents is vital, giving resources to both education and prevention.
- I feel that for those who need it expanded mental health care and support for the at-risk youth is also key.

**Prevention**
- Focuses more on prevention.
- Current understanding of suicide prevention is that means reduction and identification of those at risk of suicide is key to prevention. Grief counseling is in and of itself a preventative as those who have lost a loved one to suicide are at greater risk of suicide themselves, especially youth (grief after a suicide is classified as complicated grief and has been compared to the experience of being in a concentration camp).
- These seemed to give the most support to students and the causes of depression/mental illness and inform their parents and teachers how to look for signs and support them.
- Prevention strategies that deal with immediate need (track watch) as well as longer-term pro-active change (school environment, youth outreach, character education/resiliency building)
- Because they tend to equip a wide variety of individuals with the tools to be more constructively involved with kids.
- P-4 is the only area where I don't see PSN being able to do too much.
- I think earlier character education and reduction of harassment programs are important as is a supportive school environment.

**Intervention**
Please note that I-5 should also include gatekeeper for youth as they are most likely to be ones in position to help each other, not adults.

We need to do a better job of bringing in mental health experts into the school and community safety plans, screening and treatment for those at highest risk. (We have failures here and the risks are too high to not pay attention and improve our efforts). Then we’ve got the bases covered- of improving all students’ experiences as well as responding to those in the greatest need.

Intervention strategies that support highest risk youth and engage students in peer counseling and staff in screening.

All of the Above

For me they are all important. There is no sure-fire suicide prevention plan. All and any actions must be implemented.

Project Safety Net is a community project and involves so much more than just mental health. The community at large can get involved with these less formal activities.

It was very hard to choose, they are all equally important!!

I wanted to check all of the ones that involve working more directly with youth, so it was hard to narrow my choices.

Most directly affect our youth. This is what we should be all about!

I still feel strongly that the strategies from last year’s report are the set of strategies we ought to be pursuing. I could prioritize them but not eliminate any of them.

Sorry to say that all of these strategies seem to be part of the puzzle to creating a healthier environment for our youth.

Identify biggest need (i.e. where resources can go to have biggest impact) while providing global, systematic changes.

It’s all part of that umbrella we envisioned last year.

Very hard to say most important when what is needed is an integrative and well-differentiated system of all these elements.

Operations

11. Is the Memorandum of Understanding (MOU) process among Project Safety Net contributors successful in your opinion? (Please select one)

Yes 37.9%
No 27.6%
No opinion 34.5%

11a. How would you change the MOU to be more effective? (Please select one)

Develop MOUs for volunteers as well as for Organizations 7.7%

Develop MOUs for volunteers as well as for Organizations 0.0%

 Require MOUs for membership in the PSN leadership group (if one is developed more formally) 0.0%
Require MOUs for membership in the PSN collaborative (if one is developed more formally)  
7.7%

All of the above  
23.1%

Some combination of the above  
23.1%

None of the above  
7.7%

Other (please specify):  
30.8%

- The MOU process did not seem strategic. There are some organizations from which an MOU was likely really helpful but I would have had those be tied more to specific strategic initiatives of the group.
- The MOU is voluntary. Not every PSN member has signed one. Of those organizations that have signed MOU, some of them have detailed very respectable plans. Others have weak MOUs.
- I find the MOU effective for some partners to monitor progress however some partners submitted a MOU that states what their organizations do in general practice.

11b. If you selected "Some combination of the above" in Question 11a, please specify.

- MOUs for committees are needed.
- MOUs for PSN leadership groups are something I would like to explore.
- Maybe sub-teams (e.g. DA team) or organizations have an MOU (which I might rename "goals") that they commit to achieve and individuals can join PSN and agree to work on at least one sub-team or sign up for some other kind of goal. Then members of PSN have a role to play and contribute to the work. People who just want to be informed of the work can attend meetings that are designed as updates.
- An MOU can be useful only if it's in connection to an ongoing leadership and administrative presence. As currently used, it is a relatively static document--leaving its signer un- or under-involved in strategizing over time. This would add clarity and commitment to roles taken on as a member of PSN.
- If we continue to use MOUs going forward, temporarily or permanently, each should be discussed with feedback provided to help formulate goals. They should also be reported on periodically to both inform the PSN and to evaluate against goals.
- Would like to see the MOU items to align more with identified top priorities.

12. What decision-making methods do you think the organization should use? (Please select one)

Consensus (100% agreement)  
3.4%

Super-majority vote  
6.9%

Majority vote  
17.2%

Each decision evaluated against Project Safety Net's Mission and Vision  
27.6%
Executive decision-making committee 20.7%
Other (please specify): 21.4%

**Majority Vote**
- I think a majority vote is the right approach, but I think that prior to any such vote any decision should be evaluated against the mission and values.
- Majority vote once the right people are around the table with each decision being evaluated by the Mission and Vision.
- Either super-majority or majority - would have to think this through and consider the implications.

**Executive Committee**
- Decision-making happens only at the Executive Committee level.
- I think the Exec Committee should be the decision maker, with input solicited from the larger group as appropriate.

**Decision-specific**
- Different means for different decisions.
- I would select "Each decision evaluated against PSN mission and vision" except it was not clear who does this evaluation and decides that the decision does or does not meet the mission and vision. I strongly disfavor consensus.

13. **When shall implementation be evaluated? (Please select one)**

- Every quarter 24.1%
- Every half year 41.4%
- Once a year 17.2%
- Other (please specify): 17.2%
  - As each strategy is implemented with an annual review of all.
  - Every 6 months until we are well-underway and then every year once we've proved ourselves.
  - Bimonthly if not monthly.
  - Depending on the strategy and its implementation timeline, some things should be tracked more frequently, others less frequently.
  - It depends on a project's projected timelines.
  - As often.

14. **How should Executive Committee or leadership group members be selected? (Please select one)**

- Using an agreed-upon Executive Committee selection protocol 44.8%
- By vote 0.0%
- Nomination and vote 13.8%
- All of the above 24.1%
- Other (please specify): 17.2%
The Executive Committee should be the KEY people in the district: Sec Dir/ Admin from each of the secondary schools, school psych or two, counselors, district nurse.

I would select EC selection protocol. I disfavor voting as membership should not be a popularity contest.

I agree with the current list of PSN exec committee members, representing the stakeholders and each segment of the community.

15. Would you like PSN to leverage the power of social media to enhance communication between PSN partner organizations, committees and individuals?

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>79.3%</td>
</tr>
<tr>
<td>No</td>
<td>3.4%</td>
</tr>
<tr>
<td>No opinion</td>
<td>17.2%</td>
</tr>
</tbody>
</table>

I am cautious of looking to a tool like social media as sometimes the tool takes over and suddenly the focus is on using the tool and all its cool features.

Social media seems obvious. We will be working our sites for youth, parents, educators, etc. as well with friendly, easy to watch and listen to podcasts, etc.

16. Other Comments?

I love PSN and am so grateful for the work that has been done. Thank you, thank you!

Getting leverage and attention--and then KEEPING it--in this hyper-busy community is very hard.

The hardest discussions related to teen stress and the schools--discussions like limiting AP tests and later start times and all--are driven by elementary parents who don't really understand the stress questions at all.

Parent education and parent investment in change is the key.

Thanks to everyone for the work and caring, and especially thanks to Rob De Geus.

As PSN evolves from a start-up to a longer-run public initiative seeking to work across the city with existing organizations, it needs paid full-time staff and program funds, though I'm not sure what the specifics of that would be.