



SAFE &
SOUND



Safe & Sound Strategic Plan

2026–2029

*Creating a Future Free from
Childhood Trauma*

Approved on: July 16, 2025



Acknowledgements

We extend our heartfelt gratitude to our staff, board, community partners, and families whose voices, insights, and lived experiences have shaped this strategic plan. Your dedication, advocacy, and courage inspire and drive us every day.

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Letter from the CEO

Dear Friends, Partners, and Champions for Children,

At Safe & Sound, we believe that every child deserves to grow up safe, supported, and surrounded by care. For more than 50 years, we've been working toward that vision—by uplifting families, transforming systems, and addressing the root causes of trauma.

When I joined Safe & Sound in 2023, it was a time of reflection and recommitment. We were emerging from a global crisis that revealed just how fragile—and how deeply inequitable—our systems of care can be. Yet even in the face of these challenges, one thing remained clear: our north star had not changed. We remain steadfast in our mission to prevent and heal childhood trauma and to build the conditions for family well-being.



This strategic plan is not a reinvention—it's a refinement.

It is the product of thoughtful listening, deep learning, and meaningful collaboration with our staff, board, and partners. We used this moment to clarify our goals, sharpen our strategic functions, and focus our energy where it matters most—so we can maximize our impact for children and families.

Systems change doesn't happen overnight. It takes time, persistence, and a shared vision of what's possible. With this plan, we double down on that vision. We are aligning our programs, advocacy, and partnerships to create long-term, sustainable transformation. And we are doing so with humility, urgency, and hope.

Safe & Sound is powered by people—by all of you who show up, speak out, and stand with families. This plan is our promise to keep showing up too: to keep building, healing, and pushing for the future all children deserve.

Thank you for being on this journey with us.

With gratitude and resolve,

Dr. Pegah Faed
CEO, Safe & Sound

Background

Safe & Sound's story began in 1973, when we were founded as the San Francisco Child Abuse Council by Dr. Moses Grossman—a bold response to a growing need for child protection in our city. What started as a small but determined council of advocates has grown into a leading organization committed to preventing and healing childhood trauma. Over the past five decades, we've expanded our services, deepened our expertise, and strengthened our resolve to ensure that every child grows up safe, supported, and loved.

Throughout our journey, we have adapted to meet the evolving needs of children and families. We've embraced emerging research, learned from lived experience, and responded to crises both acute and systemic. From shifting service delivery during a global pandemic, to merging with the Center for Youth Wellness in 2021, to navigating a leadership transition in 2023, our organization has grown stronger and more grounded in our mission with each challenge and opportunity.

Today, Safe & Sound is both a trusted direct service provider and a driver of systems change. In 2024, we served more than 13,000 people, operated with an annual budget of over \$13 million, and employed nearly 70 dedicated staff. We lead San Francisco's Child Abuse Prevention Council and co-lead Marin's, convening public and community partners to co-create policies and practices that prioritize prevention, equity, and family well-being.

13,325
individuals
served in
2024

2024
Annual
Budget:
\$13m

Nearly **70**
Employees

1973 - SF Child
Abuse Prevention
Council
Established

1987 - Waller
Street building
gifted

2017 - Name
change to Safe
& Sound

2023 -
Leadership
transition

1974 - TALK
Line
Established

1998 - Formed
SF Child Abuse
Prevention
Center

2021 - Center
for Youth
Wellness
joined

This 2026–2029 Strategic Plan builds on the foundation laid by our previous plan and reflects an evolution—not a reinvention—of our values, vision, and approach.

10 Adverse Childhood Experiences

1. Physical Abuse
2. Sexual Abuse
3. Emotional Abuse
4. Physical Neglect
5. Emotional Neglect
6. Mental Illness
7. Incarcerated Relative
8. Violence between adults in the home
9. Substance Use
10. Divorce, abandonment or death

Our annual **Economics of Child Abuse report** provides a detailed analysis of the cost of child abuse and neglect for each county and across the state of California. [You can access the report on our website.](#)

This Strategic Plan responds to a world that has changed dramatically in recent years, yet it remains firmly rooted in our unwavering belief: that childhood trauma is preventable, and healing is possible.

While our primary focus remains on preventing child abuse and neglect, we also recognize the complex realities facing system-involved families and children impacted by Adverse Childhood Experiences (ACEs). Our dual commitment to prevention and trauma reduction allows us to meet families where they are—with compassion, care, and cultural humility.

Our latest Economics of Child Abuse report found that child abuse and neglect cost California over \$16 billion in 2024—a stark reminder of what is at stake. But we also see this as a call to action. Every dollar represents a missed opportunity for

prevention. Every child impacted represents a society that must do better.

This plan lays out a unified roadmap for the years ahead. It aligns our strategic goals, operational priorities, and measurable outcomes, weaving together our direct services, public education, capacity building, research, advocacy, coalition-building, and internal growth.

It reflects the foundational Justice, Equity, Diversity, and Inclusion (J.E.D.I.) work that continues to shape our culture, policies, and daily practice—not as a separate initiative, but as the lens through which all our work is viewed.

As we look to the future, we do so with clear eyes and open hearts. We know the road ahead is not easy, but we are not alone. We are joined by families, partners, supporters, and leaders who share our vision. Together, we will continue to strengthen the protective factors that help families thrive, transform the systems that too often cause harm, and build a future where every child has the chance to grow up safe and sound.

Our J.E.D.I. North Star:

We humbly acknowledge our personal and organizational histories of contributing to the trauma of marginalized, oppressed, and underrepresented communities. We recognize that this J.E.D.I. foundation requires us to come together as a team to challenge and confront oppression of all kinds within our own practices and culture. Furthermore, we recognize that in order to do this work, we must come together in the spirit of mutual respect, willingness to learn, and a recognition that we are one team with a shared goal.

Vision & Mission

At Safe & Sound, our vision and mission are the compass points that guide everything we do. They represent both our boldest dreams and our deepest commitments.

Our vision is the future we strive for—a world where childhood trauma no longer exists, and where every child grows up safe, supported, and loved. It is aspirational, expansive, and intentionally ambitious. It is the “north star” that inspires our work and reminds us why we exist.

Our mission, by contrast, defines how we pursue that vision each day. It grounds us in action. It is the practical expression of our purpose and reflects our belief that prevention is possible—and healing is within reach.

While much has changed in the world around us, our vision and mission remain constant. They continue to reflect who we are and what we are here to do. Every strategy, goal, and initiative outlined in this plan is designed to bring us closer to that shared future.

We share these statements openly as a public commitment—so that we can be held accountable, and so that others can join us in this movement for lasting change.

Vision

Safe & Sound envisions a future free from childhood trauma, where all children, families, and communities are safe, supported, and loved.

Mission

Safe & Sound prevents and reduces the impact of childhood abuse, neglect, and trauma. We do this by strengthening families, building communities, and advancing healing, equity, and justice.

Approach

At Safe & Sound, how we do the work is just as important as what we do. Our approach is rooted in a shared commitment to healing, equity, and the belief that every child deserves to grow up in a safe, nurturing environment.

This section outlines the core elements that shape our organizational culture and strategy: our core commitments, which are our values that guide our behaviors and relationships; our guiding principles, which reflect our understanding of what drives meaningful change; our ecological framework of prevention, which recognizes that safety and well-being are shaped at every level of society; our resilience tree, which visualizes how protective factors and wellness practices foster thriving families; and our strategic functions, which describe the many ways we show up.

Together, these elements form the foundation of our work. They reflect the lived experiences of our community, the expertise of our staff, and decades of research in child development, trauma, and child abuse prevention. They remind us that true impact comes not from isolated programs, but from integrated, intentional efforts that center people, build trust, and promote long-term well-being.

This is our approach, fueling everything we do.

Core Commitments – Who We Are and How We Act

Our core commitments are the foundation of who we are and how we show up in the world. They guide our culture, shape our decisions, and ground us in moments of uncertainty. These principles reflect our collective identity—what we believe in, how we treat one another, and how we engage with families, partners, and communities. They are both aspirational and actionable, holding us accountable to the highest standards of equity, compassion, and integrity in everything we do.

- **Accountability:** We foster stewardship to protect children from abuse, violence, neglect and exploitation. Supporting families is ours and everyone's responsibility.
- **Collaboration:** We work collaboratively with parents/caregivers, community members, public and private partners, and our team to enhance individual and community protective factors - the essential conditions and elements that allow children to meet their full potential and families and communities to thrive.
- **Racial Justice:** We recognize that racism is a health crisis and we strive for racial justice, committing to supporting organizations that are dismantling systems of oppression and making efforts not to contribute to those oppressive systems, providing resources, safety and power to all communities of color who have been disenfranchised because of the systemic racism. We also strive to contribute to the creation of new systems, institutions, and relationships that honor the humanity of all individuals.

- **Social Justice:** We uphold the basic human right of everyone to be treated equitably regardless of race, nationality, gender, language, socio-economic status, sexual orientation, religion, or ability. We denounce any mistreatment of and harm done to any individual based on their identity and seek to lift up those who are marginalized.
- **Strengths-Focused:** We center and build on the assets and resilience of children, families, communities and each other to support personal and organizational growth.
- **Growth-Mindset:** We continuously seek to improve as individuals, teams, and an organization by acknowledging our mistakes, reflecting on what could have been done better, and implementing feedback. We try new approaches and use data to inform our work.
- **Authenticity:** We come to work as our authentic selves, and meet people where they are, making space for how people show up.
- **Compassion & Trauma-Informed Care:** We approach our work with others and ourselves with compassion and from a trauma-informed perspective.

Trauma-informed: A term which represents understanding and responding to the effects of trauma in individuals, systems, and organizations. It emphasizes: recognizing the prevalence of trauma, recognizing the impact of trauma, avoiding re-traumatization, promoting safety and trust, and empowering survivors.



Guiding Principles – What We Know to Be True About the Work


Our guiding principles reflect the core truths that guide how we understand the challenges facing children and families—and how meaningful, lasting change happens. Grounded in research, lived experience, and decades of practice, these beliefs shape our strategies, inform our theory of action, and serve as the foundation for how we design and deliver our work. They are the lens through which we see the world and the reason we pursue this mission with urgency and care.

- **Working across Generations:** Cross-generational support empowers children and families.
- **Protective Factors:** Protective Factors are core to family and community strength.
- **Domains of Wellness:** Domains of Wellness are the tools to strengthen our protective factors.
- **Evidence Informed Approach:** Evidence-informed approaches enhance impact and innovation.
- **Collective Impact:** Everyone has a role in ending abuse, neglect, and trauma.
- **Ecological Framework of Prevention:** A holistic, integrated ecological framework is essential to prevention.

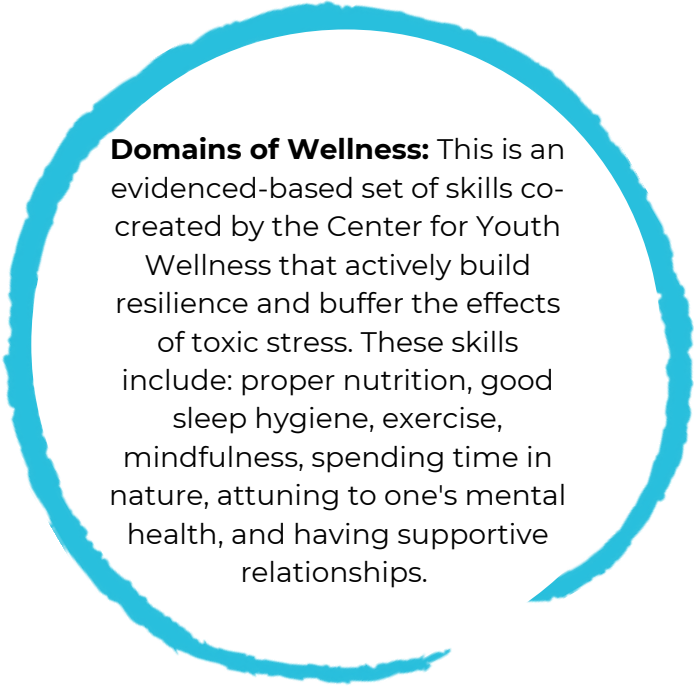
The **ecological framework of prevention** is at the heart of Safe & Sound's approach. It acknowledges that child and family well-being is shaped by a complex web of influences—from individual experiences to broader societal conditions. To truly prevent harm and foster resilience, our work must be holistic, multi-level, and interconnected.

This framework guides us to act across all layers of the environment that impact children's lives. It reminds us that lasting change is only possible when efforts are coordinated, culturally responsive, and rooted in both lived experience and evidence.

Read more on Page 13



Protective Factors: Interrelated attributes or conditions in families and communities that simultaneously (a) prevent or mitigate the effect of exposure to risk factors and stressful life events, and (b) build family strengths and a family environment that promotes optimal child development.



Domains of Wellness: This is an evidenced-based set of skills co-created by the Center for Youth Wellness that actively build resilience and buffer the effects of toxic stress. These skills include: proper nutrition, good sleep hygiene, exercise, mindfulness, spending time in nature, attuning to one's mental health, and having supportive relationships.

Strategic Functions

To achieve our mission and meet the evolving needs of children and families, Safe & Sound shows up in multiple, interconnected roles. These roles reflect the breadth of our impact and the depth of our partnerships across sectors and communities. Over time, our roles have expanded in response to both data and community insight, allowing us to remain responsive, relevant, and forward-thinking.

Together, these roles reflect our unique position as a connector, service provider, and catalyst for change in the child and family well-being ecosystem. Each role plays a vital part in creating the conditions where children and families can thrive.

- **Direct Service Provider:** Delivers trauma-informed, family-centered services that promote safety, healing, and resilience.
- **Capacity Builder:** Unites and strengthens diverse stakeholders by fostering collaboration, building skills, and enhancing systems that support children and families.
- **Educator:** Builds knowledge, shifts attitudes, and supports behavior change through research, training, outreach, and public education—empowering families, communities, professionals, decision makers and the public.
- **Advocate:** Advances equitable policies and systems by shaping public discourse, influencing resource allocation, and leading with evidence-informed insights and strategic partnerships.



“Over time, our roles have expanded in response to both data and community insight, allowing us to remain responsive, relevant, and forward-thinking.”

Resilience Tree

At Safe & Sound, we believe that every family has strengths—and that with the right support, those strengths can grow into deep, lasting resilience. As part of our strengths-based, public health approach, we have integrated the Center for the Study of Social Policy's Protective Factors Framework into our core practice model.

To bring this framework to life, we developed the Resilience Tree—a visual representation of how the Five Protective Factors and the Domains of Wellness work together to support individual and family well-being. Just like a tree needs strong roots and nurturing conditions to flourish, families need stability, connection, knowledge, and support to thrive.

Importantly, the Protective Factors are not just tools for working with individual families—they also reflect the conditions communities and systems must create to ensure all families can thrive. The Resilience Tree is both a symbol and a tool: a guide for how we build resilience from the ground up, while also reminding us that lasting impact requires strong, supportive environments rooted in equity, access, and care. Through this model, we connect our direct service work to broader systems change—because prevention begins not just with families, but with the world around them.



Strategic Goals

Ecological Framework of Prevention

The goals in this strategic plan are intentionally woven into each level of the ecological framework. Whether we are supporting a caregiver in crisis, building trauma-responsive practices within a family-serving organization, or advocating for just policies at the state level, every goal reflects a commitment to ensuring that children are safe, families are strong, and communities are equipped to thrive.

At Safe & Sound, this model isn't just a theory—it is the foundation of how we plan, implement, and measure our impact. It is how we bring our vision of a trauma-free future to life.



Goal 1:

Foster safety, resilience, and well-being amongst children and families.

We aim to directly support children and families by providing culturally responsive, trauma-informed services that build on their strengths and respond to their unique challenges. This includes prevention and intervention efforts that promote healing, stability, and the capacity to thrive—even in the face of adversity.

Goal 2:

Nurture interpersonal relationships within families and social support networks that promote stability, belonging, and mutual support.

Strong, healthy relationships are foundational to child development and family resilience. We work to enhance interpersonal connections—between caregivers, children, and their support systems—by fostering trust, empathy, and communication skills that contribute to long-term well-being and collective care.

Goal 3:

Cultivate organizations that are trauma-responsive, equity-driven spaces that prioritize healing, trust, and accessibility.

Our work includes strengthening the capacity of institutions that serve families. Through training, technical assistance, partnership, coalition-building, and sustainability efforts, we help create organizations that are equitable and trauma-informed with knowledge, capacity, and support to become sources of healing and stability for children and families.

Goal 4:

Strengthen interconnected communities where all families have equitable access to the resources and support they need to thrive.

We believe that connected, resource-rich communities create the conditions for child and family well-being. We collaborate with leaders, public and nonprofit organizations, and coalitions to build networks of care, remove barriers to services, and ensure all families—especially those historically excluded—can access the help they need, when they need it.

Goal 5:

Transform policies and systems so they are just, equitable, and responsive to the needs of children and families.

Systems change is critical to achieving lasting impact. We advocate for reforms that shift power, redistribute resources, and elevate the voices of those most affected by trauma and inequity. By influencing policy and practice and engaging in practical research, we help to co-create systems that are grounded in justice and centered on prevention and healing.

Strategic Priorities

Our strategic priorities define the core areas of work through which Safe & Sound brings its mission to life. These priorities are rooted in our deep commitment to justice, equity, diversity, and inclusion (JEDI) and shaped by the voices of those with lived experience—individuals and families who have navigated the very systems we seek to change.

Spanning direct service, education, systems change, and internal capacity-building, these essential activities reflect the multi-dimensional nature of prevention and healing. Each priority is linked to one or more of our strategic goals and underscores that every team member plays a vital, interconnected role in advancing our shared vision.

By aligning our day-to-day efforts with these strategic priorities, we ensure that every action—big or small—moves us closer to a future where children are safe, families are supported, and communities are strong and resilient.

Direct Service: Safe & Sound provides trauma-informed, equity focused services to children and families, promoting safety, healing, and long-term stability. We meet families where they are and build trust through compassionate, culturally responsive care.

Activities:

- Expand access to wraparound services for families facing adversity.
- Enhance intake and referral systems for more seamless support.
- Train staff on trauma-informed engagement and cultural humility.
- Strengthen partnerships with schools and other entities that serve families for warm hand-offs.

Education: We educate families, community members, and professionals to prevent child maltreatment and foster resilience. Through targeted campaigns and accessible resources, we raise awareness and empower action.

Activities:

- Launch public education campaigns during Child Abuse Prevention Month and year-round.
- Develop and distribute multilingual, culturally relevant educational materials.
- Host family-focused workshops on child safety, parenting, and resilience.
- Evaluate reach and effectiveness of education initiatives.

Training & Technical Assistance: We build the capacity of professionals and organizations through a variety of training and consultation to create safer and more trauma-informed environments for children and families and to support the creation of networks of care.

Activities:

- Offer customizable training on mandated reporting, ACEs, and trauma-informed care.
- Expand technical assistance to schools, child welfare agencies, and nonprofits.
- Provide consultation to coalition members and other family support organizations on ways to increase sustainability (i.e., MediCal and FFPSA engagement) and best practices in the field.
- Establish feedback loops to tailor training to partner needs.
- Track outcomes to assess adoption of best practices.

Data & Research: We leverage data and community-informed research to drive continuous improvement, identify trends, inform policy and practice, and advocate for systems change.

Activities:

- Implement shared metrics across programs to track impact and identify gaps.
- Conduct community-informed research on trauma, wellness, and prevention.
- Develop practical resources, such as toolkits, guides, and training materials, that can be used by practitioners and families to implement evidence-based practices.
- Partner with academic institutions to elevate findings.
- Translate data and research into actionable insights for staff, partners, and policymakers.

Communications: Through storytelling, campaigns, and strategic outreach, we raise awareness of childhood trauma and the solutions that create safe, thriving communities.

Activities:

- Develop compelling content that showcases family voices and program outcomes.
- Align messaging across departments to reinforce brand identity.
- Expand presence across media platforms and community events.
- Engage community champions and influencers to amplify messaging.

Systems Building: We contribute to building a more cohesive system of care for children and families throughout San Francisco so that they can access the care they need when they need it.

Activities:

- Build partnerships with family serving systems including other CBOs, Education, Pediatrics and Public Partners.
- Ensure that families are being connected with resources by improving navigation between systems.
- Increase capacity at family serving organizations by leveraging multiple funding streams, public and private.

Policy & Advocacy: We advocate for policies and resource distribution that prevent trauma, promote healing, and transform systems to be more equitable and responsive.

Activities:

- Build coalitions with community leaders and advocacy partners.
- Promote policy solutions rooted in lived experience and community need.
- Employ various advocacy approaches to further goals, such as legislation, policy changes, media advocacy, and public awareness.
- Track and respond to relevant legislation and budget processes.
- Mobilize families and staff in advocacy efforts.

Organizational Effectiveness: We strengthen internal systems, operations, and culture to ensure we can sustainably and effectively deliver on our mission.

Activities:

- Maintain strong financial systems for transparency and sustainability.
- Invest in staff well-being, retention, and leadership development.
- Upgrade technology and facilities to support hybrid work and service models.
- Foster a culture of accountability, learning, and equity across teams.
- Cultivate a culture of development that invites mission-centered partnerships and supports diverse funding streams.

Theory of Action

Our Theory of Action serves as a roadmap, linking our day-to-day efforts to the lasting impact we aspire to create. It illustrates how change happens—by identifying the building blocks required to reach our vision and clarifying the strategies that bring those conditions to life.

At its core, our theory begins with the future we imagine: a world where all children are safe, families are strong, and communities are resilient. From there, we work backwards to define what must be true in the lives of children, families, institutions, and systems for that vision to become reality.

We believe that:

If we provide trauma-informed, culturally responsive, and strengths-focused services that promote healing, stability, and resilience for children and families,

And we strengthen the Protective Factors and Domains of Wellness that help families thrive across generations,

And we build the capacity of organizations and professionals to create trauma-responsive, equity-driven environments and support the network of care,

And we engage in education, advocacy, and systems-level partnerships that address root causes of trauma, promote fairness, access, accountability, and redistribute resources,

Then we will prevent and reduce childhood abuse, neglect, and trauma—leading to safer families, more resilient communities, and a lasting, citywide culture of prevention, healing, and justice.

This approach reflects our commitment to operating across multiple levels of the Ecological Framework of Prevention, ensuring that every action—whether with individuals, families, organizations, communities, or systems—moves us closer to our vision: a future free from childhood trauma where all children, families, and communities are safe, supported, and loved.

See APPENDIX A. Safe & Sound Theory of Action 2026-2029



Logic Model

The logic model is a visual roadmap that shows how Safe & Sound's work leads to meaningful and measurable change. It outlines the connection between what we invest, what we do, and the impact we aim to achieve—making clear how each part of our strategy contributes to our broader mission and vision.

Designed to be read from left to right, the model illustrates the flow from inputs to outcomes, ensuring alignment between daily activities and long-term goals. It helps us stay focused, grounded, and accountable as we track progress over time and across systems.

Specifically, our logic model includes:

- **Vision:** The future we are working toward: a world where all children are safe, supported, and loved.
- **Goals:** The high-level changes we aim to achieve.
- **Inputs:** The essential resources and conditions that make our work possible.
- **Strategic Priorities:** The core areas of action that move our mission forward.
- **Outcomes:** The short-, intermediate-, and long-term results of our efforts, both for those we serve and for the systems we seek to influence.

Each outcome is tied to indicators that help us measure success and continuously improve. Together, the elements of this model bring our strategy to life—and move us closer to a world free from childhood trauma.

See APPENDIX B. Safe & Sound Logic Model 2026-2029

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The logic model is a visual roadmap that shows how Safe & Sound's work leads to meaningful and measurable change.

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Next Steps & Conclusion

The completion of this Strategic Plan marks the beginning of a focused and aligned implementation phase. We will move forward with the development of comprehensive implementation plans for each strategic priority area. These plans will detail responsible teams, timelines, and the key performance indicators (KPIs) that will be used to assess our progress and impact.

To ensure transparency and accountability, Safe & Sound will establish a monitoring and evaluation framework to track our performance against the logic model and theory of action outlined in this document. Indicators will measure short-, medium-, and long-term outcomes across all levels of our ecological model—individual, interpersonal, organizational, community, and societal.

A central element of this next phase is the involvement of our partners. We will host internal work sessions, share updates with our community partners, and regularly report to our Board of Directors to ensure we remain aligned and responsive. Staff will be equipped with the tools and resources necessary to understand how their roles connect to our larger mission.

As we implement this plan, we reaffirm our ongoing commitment to equity, trauma-informed practice, and partnership with the community. Our success will be rooted in our collective action and shared responsibility to create a future free from childhood trauma.

*Together, we are building
a world where every child
is safe, every family is
supported, and every
community thrives.*



Glossary of Terms

Adverse Childhood Experiences (ACEs): Traumatic events that occur during childhood. ACEs can have a significant impact on a person's physical, emotional, and mental health throughout their life. They are most often listed as physical, sexual, and emotional abuse, physical and emotional neglect, and items of household instability (substance abuse, incarceration, mental illness, divorce, and partner/domestic abuse).

Birdseye / Salesforce: Safe & Sound's internal database to track our program activities, client management and run reports and dashboards.

Child Abuse & Neglect: State law defines child abuse as (1) physical injury inflicted on a child by another person, (2) sexual abuse, or (3) emotional abuse. Child neglect is defined as a person responsible for a child's welfare engaging in negligent action or omission, which threatens the child's health or welfare. The different types of child abuse and neglect can be categorized as follows:

- **Sexual abuse:** Sexual abuse is the victimization of a child through activities, including molestation, indecent exposure, fondling, intentional touching of a child's genitals or intimate parts for sexual arousal, rape, incest, and sexual exploitation to engage in obscene sexual conduct.
- **Physical abuse:** Physical abuse is bodily injury inflicted by other than accidental means on a child, including willful cruelty, unjustifiable punishment, unlawful cruel or inhumane corporal punishment, or willfully causing or permitting a child to be placed in a situation where their person or health is endangered.
- **Emotional abuse:** Emotional abuse is when a person causes or permits a child to suffer unjustifiable or significant mental suffering. Such actions might include belittling, rejection, threatening, deliberate withholding of love or affection, exposure to domestic violence, or placing a child in constraints or confinement.
- **General neglect:** General neglect is the negligent failure of any person having the care or custody of a child to provide adequate food, clothing, shelter, or supervision where no physical injury to the child has occurred. California legislation AB 2085 narrowed the definition of general neglect to exclude a family's "economic disadvantage" and to heighten the standard to a "substantial risk of suffering serious physical harm or illness." This removes poverty-based neglect from the purview of what mandated reporters would be required to report.
- **Severe neglect:** Refers to those situations of neglect where the child's health is endangered, including severe malnutrition.
- **Sexual exploitation:** means any actual or attempted abuse of a position of vulnerability, differential power, or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially, or politically from the sexual exploitation of another. It includes but is not limited to exchanging money, employment, goods or services for sex. This includes transactional sex regardless of the legal status of sex work in the country. It also includes any situation where sex is coerced or demanded by withholding or threatening to

withhold goods or services or by blackmailing.

Childhood Trauma / Childhood Adversities: Childhood trauma or childhood adversities are often described as ACEs. See above.

Continuous Quality Indicator (CQI): A metric that a team decides on to represent the quality of the service that they are delivering. It is meant to be used internally by the team to help them continuously improve, not to be judged by outsiders, but relates to the expertise of the team. A CQI for TALK Line might be the average number of minutes spent per call, or it might be that 80% of the TALK Line volunteers report feeling that they call had been helpful to the client.

Critical Success Factors: The activities that directly contribute towards the achievement of KPIs and organizational strategic goals.

Data-Informed Culture: The practice and norms of using data (qualitative and quantitative) to make informed decisions instead of relying on gut feeling and personal preference.

Domains of Wellness (DOW): This is an evidenced-based set of skills co-created by the Center for Youth Wellness CYW that actively build resilience and buffer the effects of toxic stress. These skills include: proper nutrition, good sleep hygiene, exercise, mindfulness, spending time in nature, attuning to one's mental health, and having supportive relationships.

Ecological Framework of Prevention: Safe & Sound approaches its work through an Ecological Framework of Prevention, focusing its work at multiple levels: the individual, the family, the community, and society. "Primary responsibility for the development and well-being of children lies within the family, and all segments of society must support families as they raise their children." This means that Safe & Sound works to ensure that children are safe, supported and loved; families have strong Protective Factors and supports needed to thrive; a vibrant community is supported in its effort towards this; an interconnected city/county with equitable systems to nurture the strength of families and communities; and, a just society that centers children, strengthens families, and creates conditions in communities for healing and well-being.

Externality: Effects that come not from Safe & Sound's work, but from an external source. The Protective Factors of our families are heavily affected by externalities, making it difficult for us to judge the impact of our programs.

Family Resource Center (FRC): FRCs are defined by the California Welfare and Institutions Code Section 18951(g) as "an entity providing family-centered and family-strengthening services that are embedded in communities, culturally sensitive, and include cross-system collaboration to assist in transforming families and communities through reciprocity and asset development based on impact-driven and evidence-informed approaches with the goal of preventing child abuse and neglect and strengthening

children and families. A Family Resource Center may be located in, or administered by, different entities, including, but not limited to, a local educational agency, a community resource center, or a neighborhood resource center.” Safe & Sound’s FRC is known in the community as Safe & Sound’s Family Support Center.

Impact: The effect that outcomes have on the population. An outcome is for the individual level impact is measuring how much we have changed a group variable. Example: Thanks to our Mandated Reporter Training, 40% more reports went to the correct agency for reporting.

Logic Model: Visual diagram of the directional relationship between outputs/programs and outcomes. It shows step by step how different program activities will get the organization to particular outcomes.

Outcome: Meaningful changes that we have achieved, which can be difficult to measure. For example, if children in families that attended Safe & Sound services had higher graduation rates than children in comparable families who did not, that would be an outcome.

Output: Numbers that reflect units of service that we have delivered. For example, the number of minutes spent with a client for Counseling services is an output number. The number of families our Family Support Center serves each year is an output.

Protective Factors: Protective Factors are interrelated attributes or conditions in families and communities that simultaneously (a) prevent or mitigate the effect of exposure to risk factors and stressful life events, and (b) build family strengths and a family environment that promotes optimal child development. At the family level, Five Protective Factors are understood to contribute to these objectives: parental resilience, social connections, knowledge of parenting and child development, concrete support in times of need, and the social and emotional competence of children. At the community level, conditions that foster thriving families include: equitable access to essential needs; social support and connection; racial and social justice; and shared responsibility for child and family well-being.

Qualitative Data: Descriptive data based on observations that can’t be counted or easily expressed in numbers.

Quantitative Data: Discrete, numerical data that can be measured, and counted.

Strategic Indicators (SI): A metric that show the team if they are making the goals that they seek to achieve with their program. If a team doesn’t make a SI, it is a strong indication that that team needs more resources or needs to have the SI adjusted. It is not a measure of individual performance. A SI for TALK Line might be the total amount of minutes spent on the Line. The best SIs are outcomes, but most of the time we have to settle for outputs.

Strategic Goal: A strategic goal is a specific objective which directly correlates to all Safe & Sound priorities, and aligns with the organization's mission and vision.

Theory of Action: The way in which we show how we will achieve our short-, mid- and long-term outcomes. It is often shown in a visual form and in a narrative form to further explain the relationships between how our programs and initiatives will lead to particular outcomes.

Trauma-informed: A term which represents understanding and responding to the effects of trauma in individuals, systems, and organizations. It emphasizes: recognizing the prevalence of trauma, recognizing the impact of trauma, avoiding re-traumatization, promoting safety and trust, and empowering survivors.

Trauma-Informed Systems (TIS): TIS is an organizational change model to support organizations in creating contexts that nurture and sustain trauma-informed practices. Through TIS we facilitate organizational healing by improving organizational functioning, increasing resilience, improving workforce experience, and ultimately supporting organizations in responding to and reducing the impact of trauma.

Toxic Stress: Toxic Stress is exposure to stressful and adverse experiences over a long period. This repeated exposure to stress without the benefit of buffering protection of a supportive, adult relationship has been termed toxic stress. This prolonged activation of the stress response systems that can disrupt the development of brain architecture and other organ systems, and increase the risk for stress-related disease and cognitive impairment, well into the adult years.

THEORY OF ACTION

Safe & Sound envisions a future free from childhood trauma, where all children, families and communities are safe, supported & loved.

- CORE COMMITMENTS**
- Accountability
 - Collaboration
 - Racial Justice
 - Social Justice
 - Strengths-Focused
 - Growth-Mindset
 - Authenticity
 - Compassion & Trauma-Informed Care

- GUIDING PRINCIPLES**
- Ecological Framework of Prevention
 - Working across Generations
 - Protective Factors
 - Domains of Wellness
 - Evidence Informed Approach
 - Collective Impact



- STRATEGIC PRIORITIES**
- Direct Service
 - Policy & Advocacy
 - Education
 - Data & Research
 - Communications
 - Organizational Effectiveness
 - Training & Technical Assistance
 - Systems Building

- STRATEGIC FUNCTIONS**
- Direct Service Provider
 - Capacity Builder
 - Educator
 - Advocate

THEORY OF ACTION

CORE COMMITMENTS - Who we are and how we act

- **Accountability:** Supporting families is ours and everyone's responsibility.
- **Collaboration:** We work collaboratively with parents/caregivers, community members, public and private partners, and our team.
- **Racial Justice:** We recognize that racism is a health crisis and we strive for racial justice.
- **Social Justice:** We uphold the basic human right of everyone to be treated equitably regardless of race, nationality, gender, language, socio-economic status, sexual orientation, religion or ability.
- **Strengths-Focused:** We center and build on the assets and resilience of children, families, communities and each other to support personal and organizational growth.
- **Growth-Mindset:** We continuously seek to improve as individuals, teams, and an organization.
- **Authenticity:** We come to work as our authentic selves, and meet people where they are.
- **Compassion & Trauma-Informed Care:** We approach our work with others and ourselves with this perspective.

STRATEGIC FUNCTIONS - The roles we deliver

- **Direct Service Provider:** Delivers trauma-informed, family-centered services that promote safety, healing, and resilience.
- **Capacity Builder:** Unites and strengthens diverse stakeholders by fostering collaboration, building skills, and enhancing systems that support children and families.
- **Educator:** Builds knowledge, shifts attitudes, and supports behavior change through research, training, outreach, and public education—empowering families, communities, professionals, decision makers and the public.
- **Advocate:** Advances equitable policies and systems by shaping public discourse, influencing resource allocation, and leading with evidence-informed insights and strategic partnerships.

STRATEGIC PRIORITIES - What we do

- **Direct Service:** Safe & Sound provides trauma-informed, equity focused services to children and families, promoting safety, healing, and long-term stability.
- **Policy & Advocacy:** We advocate for policies and resource distribution that prevent trauma, promote healing, and transform systems to be more equitable and responsive.
- **Education:** We educate families, community members, and professionals to prevent child maltreatment and foster resilience.
- **Data & Research:** We leverage data and community-informed research to drive continuous improvement, identify trends, inform policy and practice, and advocate for systems change.
- **Communications:** Through storytelling, campaigns, and strategic outreach, we raise awareness of childhood trauma and the solutions that create safe, thriving communities.
- **Organizational Effectiveness:** We strengthen internal systems, operations, and culture to ensure we can sustainably and effectively deliver on our mission.
- **Training & Technical Assistance:** We build the capacity of professionals and organizations through training and consultation to create safer environments for children and families.
- **Systems Building:** We contribute to building a more cohesive system of care for children and families throughout San Francisco so that they can access the care they need.

GUIDING PRINCIPLES - What We Know to Be True About the Work

- A holistic, integrated **ecological framework** is essential to prevention.
- **Cross-generational** support empowers children and families.
- **Protective Factors** are core to family and community strength.
- **Domains of Wellness** are the tools to strengthen our protective factors.
- **Evidence-informed** approaches enhance impact and innovation.
- **Everyone has a role** in ending abuse, neglect, and trauma.

Mission: Safe & Sound prevents and reduces the impact of childhood abuse, neglect, and trauma. We do this by strengthening families, building communities, and advancing healing, equity, and justice.						
Goals	Inputs	Strategic Priorities	Outcomes			Vision
			Short Term (1-2 years)	Intermediate Term (3-5 years)	Long Term (5+ years)	
Families/interpersonal relationships 1.Foster safety, resilience and well-being amongst children and families. 2.Nurture interpersonal relationships within families and social support networks that promote stability, belonging, and mutual support.	Skilled staff & leadership Funding & Financial Planning Community partnerships Operational/Technology systems	Direct Services Policy & Advocacy Education Data & Research Communication Organizational Effectiveness	Families build on their existing strengths to enhance immediate safety, reduce stress, and contribute to the collective resilience of their communities.	Families report greater stability and an increased capacity to use skills that support individual and family resilience.	Families have the agency and resources to thrive and shape their own paths to safety, resilience, and well-being.	Safe & Sound envisions a future free from childhood trauma, where all children, families, and communities are safe, supported, and loved.
Organizational 3. Cultivate organizations that are trauma-responsive, equity-driven spaces that prioritize healing, trust, and accessibility and support the creation of networks of care..	Community Centered Data & Research Optimal staff/volunteer capacity & retention Healthy Organizational norms & culture	Training & Technical Assistance Systems Building	Community partners increase their knowledge and capacity to advance equity, prevent ACEs, apply trauma-informed approaches, and engage in networks of care to support children and families..	Community partners and collaborators show increased alignment, coordination, and commitment to equitable systems, trauma-informed practices, prevention, and networks of care.	San Francisco's care ecosystem is integrated, trauma-informed, and prevention-centered—grounded in shared data, collaborative infrastructure, and co-led by families, practitioners, and community advocates to advance healing, equity, and collective well-being.	

Integrated Communities 4.Strengthen interconnected communities where all families have equitable access to the resources and support they need to thrive.			Foundations are built for family-centered systems change through increased awareness, authentic engagement of caregivers, and early alignment among cross-sector partners serving children and families.	Child and family serving systems begin to shift practices to embed parent leadership, improve cross-sector coordination, simplify navigation, and equitably respond to community-defined needs.	Child and family serving systems are designed and governed with families at the center, ensuring equitable access to resources, transparency, ease of navigation and integration across sectors, and operates as a truly no-wrong-door support system.	
Policy & Systems Change 5.Transform policies and systems so they are just, equitable, and responsive to the needs of children and families.			Policymakers and system leaders demonstrate increased awareness of and support for policies and practices informed by families and centering child and family well-being.	Expansion of local and state policies and practices that center child and family well-being, including equitable access to resources and family support services.	California and San Francisco are communities where responsive, child- and family-centered policies are shaped by community voices, integrated systems of care meet the diverse needs of all families, and public institutions work collectively to advance equity, reduce disparities, and sustain community well-being.	
Data & Research			Safe & Sound has a sustainable, equity-driven system for co-designing community-centered research in partnership with	Safe & Sound co-designs advocacy-driven research with communities with lived expertise to influence systems and	Safe & Sound's equity-driven research - promoting co-created, community-centered approaches that elevate lived expertise and	

			individuals with lived experience and other sector experts to help shape policy and practice and develop actionable insights.	shape field-wide policies and practices that reflect the real needs of children and families.	families - influences policymakers and communities to transform systems for children and families.	
Development			Donors demonstrate increased trust and engagement, contributing to successful achievement of annual fundraising goals.	Safe & Sound has a more diverse and sustainable revenue base, allowing for expanded programming and innovation.	Safe & Sound is equipped with the financial capacity to scale its work, respond to emerging needs, and deepen its impact.	
Finance			Financial processes are streamlined and efficient, producing accurate, transparent, and trusted data.	Leadership and teams make more effective decisions based on timely and accessible financial insights.	Safe & Sound is financially resilient and positioned for sustained mission impact, organizational growth, and transformational community partnerships—fueled by shared financial stewardship across staff, leadership, and community partners.	
HR			HR policies and practices are trauma informed and equity centered, fostering mutual accountability, enhancing psychological safety and staff well-being, and ensuring the	Staff experience a greater sense of support, inclusion, and psychological safety, resulting in higher retention, increased job satisfaction, and expanded opportunities for	Safe & Sound is recognized as an employer of choice with a thriving culture where staff are motivated, mission-driven, and supported to do their best work.	

			organization meets all relevant employment laws and regulations.	professional growth and advancement.		
Operations			Physical and digital spaces are designed with input from families and staff to foster safety, dignity, and accessibility - supporting daily operations and service delivery.	Operational systems and infrastructure are modernized and well-integrated, increasing efficiency, accessibility, and staff capacity across the organization.	Safe & Sound's community-responsive operations enable inclusive growth, continuous learning, and resilience - positioning the organization as a model for operations and building management.	

Safe & Sound Board Members

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- Alisa (Williams) Carmichael, Treasurer
- Patricia Duffy, Secretary
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- | | |
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