FIVE COLLECTIVE IMPACT CONDITIONS

1 COMMON AGENDA Participants have a shared vision for change and a common understanding of the problem, taking a joint approach to solving it through agreed upon actions.

2 SHARED MEASUREMENT Participants use evidence-based decision-making and collect and share data, sharing accountability for the results of their work. They use data as a source of learning and to continuously improve their outcomes.

3 COLLABORATIVE ACTION Participants engage in mutually reinforcing activities. They have different roles and responsibilities, but share accountability for the results. They work as a system.

4 CONTINUOUS COMMUNICATION Progress moves at the speed of trust. Consistent, honest and open communication is needed to build trust, keep efforts aligned and stakeholders apprised of issues and progress toward the shared goal.

5 Backbone Support One of the missing pieces of many collaborative efforts is a person or an organization whose primary mission is shepherding the success of the initiative. The backbone coordinates the work and provides administrative and data support. Funders must be willing to invest sufficient resources in the facilitation, coordination, and measurement required for organizations to work together in this way.

THE VISION

Lasting change takes all of us

Thriving Families, Thriving Grant County is a collective impact initiative driven by local residents. Its goal is to provide opportunities for a wide range of community members to work together to co-create sustainable change in Grant County. If you’re not already involved, consider joining!

Healthy Living Helps families access resources to lead physically, mentally, socially, and spiritually healthy lives.
Facilitator: Stephanie McKinley

Parenting Works to share effective parenting knowledge and skills using multiple delivery systems that honor diverse values and cultures.
Facilitator: Happi Stoffel

Neighborhood Engagement Works to engage residents to make local neighborhoods safe, healthy, and attractive places.
Facilitator: Kayla Johnson

Quality of Life and Place Focuses on basics, such as public safety and affordable housing, and amenities such as arts and culture, to retain residents.
Facilitators: Kellie Engelman, Mary Eckerle & Patricia Gibson (Mural Committee facilitator)

Leadership & Engagement Focuses on building intentional civic leadership and engagement, creating a pipeline of strong leaders.
Facilitator: Jennifer Lee

Government Innovation Works to make local government more efficient, effective, and responsive to needs and opportunities.

Early Childhood Works to ensure all children are prepared for success in school and reading above grade level by the end of third grade.
Facilitator: Alicia Hazelwood

Basic Needs Works to ensure families have knowledge, skills, and support to meet basic needs and progress toward self-sufficiency.
Facilitators: Jessy Pearson-Cheney and Dana Gault

Post-secondary Works to ensure that young adults are equipped for success in college or careers, and that training options are aligned with local employer needs.

Grades 4-12 Works to ensure students graduate from high school prepared for college or careers.
Facilitator: Tammy Pearson

Talent Pipeline Network Works to ensure adults have access to training and education to develop work skills in demand by local employers.

Entrepreneurship Explores strategies and works to attract new companies, improve access to capital, and devise programs that contribute to an entrepreneurial ecosystem.

Leadership & Engagement >> Emerging; begins in fall 2018

Grades 4-12 >> Meets the 2nd Wednesday of the month at Marion Public Library

Post-secondary >> Meets monthly with all five public school districts in Grant County at Mississinewa Administration Building, Gas City

Adult Education >> Looking for leaders to help build this group

Entrepreneurship >> Looking for leaders to help build this group

Community Development Network >> Emerging; begins in fall 2018

Quality of Life and Place >> Looking for leaders to help build this group

Thriving Families, Thriving Grant Countythrivinggrantcounty.com
THE HEADLINE THAT INSPIRED THE MOVEMENT

In 2015, Grant County’s rating of No. 1 in the state of Indiana for the percentage of children living in poverty became a leading headline for the community which rallied together to seek solutions, resulting in the formation of Thriving Families, Thriving Grant County.

HOW COLLECTIVE IMPACT AND A COMMON AGENDA WORK TOGETHER FOR MEANINGFUL RESULTS

Collective impact is a process that enables communities to address complex social issues. It is not just another name for collaboration. Collective impact takes long-term commitment by a group of invested community members from different sectors to a common agenda for solving specific social problems. It is the intersection of shared interests that becomes the focus of collective impact work. While organizations still have their own work to do and missions to achieve, they realize they have a compelling and overlapping area of interest. When organizations from different sectors realize they need each other to achieve their vision for the community, the opportunity for significant change becomes possible.

‘It is the intersection of shared interests that becomes the focus of collective impact work.’

A LOOK BACK: A brief history of Thriving Families, Thriving Grant County

The beginning
Indiana Youth Institute data shows Grant County has the highest rate of child poverty in the state. A core group of community leaders begins looking for a new way forward.

February 2016: The idea grows
Stakeholders begin meeting regularly to formulate plans.

March 2017: Going public
Thriving Families, Thriving Grant County is launched during a series of public meetings, and working groups begin to take shape.

April 2018: Groups grow
Healthy Living working group forms. Summer 2018: TFTGC Board forms
The movement’s Guiding Team transitions to a governing board.

January 2016: A solid start
John Peirce, consultant, is hired.

December 2016: Structure takes shape
Collective Impact framework is implemented.

August 2017: Guiding hand
Thriving Families, Thriving Grant County Executive Director Cathy Weatherspoon is hired.

Fall 2017: Work groups active
Four working groups, including Grades 4-12, Quality of Life & Place, Early Childhood and Basic Needs, are active.

Fall 2018: Growth
Parenting and Leadership working groups emerge. Thriving’s volunteer force grows to 115.
WHAT HELPS FAMILIES THRIVE?

The Family Assets Index was developed to capture the diversity of ways family members support one another through their day-to-day interactions.

THE RESEARCH | The Search Institute has identified 21 research-based family strengths — relationships and practices that help families thrive. The percentages indicate how many families experience each strength based on a study of 1,511 diverse families, from across the U.S. Thriving Families, Thriving Grant County Working Groups align their goals and activities with these outcomes.

American families have strong relationships, but struggle to overcome challenges and connect with the community.

The least common asset: close relationships with others in the community.
Q & A
How do you see early childhood education overcoming the challenges facing Grant County?

“Grant County has a high poverty rate. Studies have shown that education is the best way to overcome poverty. Early childhood education is the most efficient way to ensure that children who are at risk receive the support needed to be as successful in school as their peers who are not at risk.”

— Robyn Culley, MAE, Early Head Start Child Development and Disabilities Coordinator

“With safe, educational programming for young children, parents are given the freedom to explore different job opportunities or return to work after having a child. This creates a better economy and is beneficial to the child, parent, and our county as a whole. The first three years of a child’s life are so crucial, so children being in a developmentally appropriate, educational, and loving environment makes all the difference.”

— Danielle Svantner, Director, Westminster Preschool

The first eight years of a child’s life are very crucial in the growing and learning process. It is a time when a child’s mind, behavior, and attitude can be molded, and positive modeling can take place and make a big difference for better outcomes for families.”

— Dana Gault, Systems of Care, Family Service Society

Strong foundation is key for all

The Early Childhood Coalition Working Group brings together local experts in the field of early childhood education (including preschool administrators and teachers) along with other stakeholders, contributors, and consultants to improve communication, collaboration, and cooperation between local care and education providers. The group works together to find ways to meet the needs of more children and families in Grant County, and to improve opportunities for early childhood educators as well. Though the coalition was established before Thriving Families, Thriving Grant County, it has become part of the collective impact effort and is an important piece as we strive to build a better future together.

By the numbers
Some statistics that help tell the story of early childhood in Grant County (from the Indiana Early Learning Advisory Council):

70% Portion of the population of children from birth to age 5 in need of childcare and early education.

$5,811 Average yearly cost a family pays for high-quality childcare or early education.

36% Portion of income a single-parent family living at poverty level pays for one child’s care or education.

49% Portion of children enrolled in a program not certified as high-quality.

Collective Impact
This is the guiding structure of the Early Childhood Coalition Working Group:

SHARED COMMUNITY VISION FOR CHANGE
• Action is grounded in local reality (needs, resources, etc.)

EVIDENCE-BASED DECISION MAKING
• Shared understanding of problems
• Shared work toward solutions

COLLABORATIVE ACTION
• Efforts focused on the common goal, rather than competition

INVESTMENT AND SUSTAINABILITY
• Creating a structure and strategies that will last
• Working together to find and solidify funding
Collective Impact model pulls $1 million into Grant County to boost education

Comprehensive Counseling aims to improve services for students countywide

10,505. 33.3 percent. Both of those are critical numbers for Grant County.

The first represents the total of students in kindergarten through grade 12 across the five public school systems that serve Grant County. The second is the child poverty rate in Grant County just two years ago, when the county ranked the highest in the state for percent of children 18 and younger living in poverty. These numbers were at the forefront of the minds of Grant County community leaders when they began more than a year ago to examine how a collective impact process could bring together stakeholders from different sectors to a common agenda for solving a specific social problem: children in poverty. The result: Thriving Families, Thriving Grant County.

One of the working groups under the Thriving umbrella is Education - Grades 4-12. One of the projects encompassed by this group is the Lilly Comprehensive Counseling Initiative. By bringing together all five public school systems in the county, the Comprehensive Counseling Initiative provides an opportunity to bring to life programming that supports the Thriving Families work and that also addresses the two priority needs Grant County school systems have identified for their counseling programs:

1. Social and emotional services that transition our students from surviving to thriving.
2. College and career services that prepare our students to be successful in career and college pathways.

The five school districts — Eastbrook, Madison-Grant, Marion, Mississinewa and Oak Hill — have agreed to a common Comprehensive Counseling model that incorporates strategies across the three primary counseling areas of social-emotional, college/career and academic programming, with services under this programming, with services under this

**TALENT PIPELINE NETWORK: Education - Grades 4-12**

**The Education - Grades 4-12 Working Group** brings together schools, organizations, and people in Grant County to help expand access to educational opportunities. Project Leadership is a contributor of the working group. It creates and accelerates local and regional educational initiatives and programs that promote educational attainment and degree and/or certificate completion.

**Collective Impact model pulls $1 million into Grant County to boost education**

*3 AREAS OF FOCUS. 5 SCHOOLS. 1 COMPREHENSIVE COUNSELING MODEL.*

**FAMILY RESOURCING** | A single point of contact through which families can source basic needs.

**STAFF DEVELOPMENT** | Counselor-directed trainings for faculty and staff that address the current and developing needs of the student body and their families.

**INTERVENTION** | Student-centered system of support structured upon the hierarchy of social and emotional needs. The system is based on three levels that include broad, small group and 1-on-1 support from school counselors and community partners.

**K-12 SEL CURRICULUM** | A K-12 cumulative curriculum that assists students in enhancing their ability to integrate thinking, feeling and behaving in order to achieve important life tasks.

**COUNSELING COMPETENCIES** | Students will demonstrate the academic development competencies that include skills for effective learning, preparation to succeed in post-secondary and understanding of the relationship between education and work.

**DIRECT STUDENT SERVICES** | Counselors assist students in planning and implementing their academic paths through annual meetings/assessments of student academic progress and interventions as necessary.

**COLLEGE & CAREER PATHWAYS** | A school counselor driven K-12 system of services delivered to students that supports and prepares students as they navigate college and career pathways.

**COLLEGE & CAREER IMMERSION** | Events and experiences, such as school labs, job fairs, career days, employer visits, job shadowing, college visits and internships that immerse students into the world of work and post-secondary.

**COLLEGE & CAREER MENTORING AND COACHING** | Trained community mentors work in tandem with counselor teams and community partners to support students in college and career pathways.

**ACCOUNTABILITY** | School counselors compile and analyze student achievement data and set goals for student choices related to learning.

**SHARED RESOURCES** | Schools identify academic programming that can be shared.

**Colleges & Career Pathways**

**K-12 College & Career Ready Curriculum**

**Talent Pipeline Network: Education - Grades 4-12**

**Stronger Together:** Grant County community partners gather in October at Project Leadership to announce the $1 million Lilly Endowment Inc. grant award that will provide comprehensive counseling services to students across all five of Grant County's public school corporations.

Families work and that also addresses the two priority needs Grant County school systems have identified for their counseling programs:

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2. College and career services that prepare our students to be successful in career and college pathways.

The five school districts — Eastbrook, Madison-Grant, Marion, Mississinewa and Oak Hill — have agreed to a common Comprehensive Counseling model that incorporates strategies across the three primary counseling areas of social-emotional, college/career and academic programming, with services under this grant focused on social-emotional and college/career as tied to the two priority needs areas.

Lilly Endowment Inc. has awarded a total of $1,044,000 to implement the counseling model (details shown at top).
Indianapolis Arts Commission workshop sparks conversation

What is public art? Is it different than art in public? Who can make public art? Why is public art important? These questions and more were the topic of discussion recently at the Community Canvas workshop in Indianapolis, put on by the Indiana Arts Council. Several people from Grant County were on hand for this inspiring day-long conversation, thanks to Thriving Families, Thriving Grant County.

Several members of the Quality of Life and Place Working Group had the opportunity to attend the workshop, and they walked away with ideas, inspiration, and the conviction that working together is the way to help arts and culture continue to grow here in Grant County.

“It was inspiring to hear from so many types of Hoosier communities about what happened when they made public art a priority,” said Patricia Gibson, who has been heading up a subgroup focused on the vision of a mural project. “It affirmed our hopes for such a project, and it also challenged us to continue to find ways to work within the collective impact model, to take action together with other people and groups to better our community, and to celebrate the artistic heritage and the talent that still thrives here in our community.”

The group of eight people from various organizations around the community, including the City of Marion, Carey Services, Lark’s Song, and more, spent the day hearing from community organizers, artists, and more about public art and the impact it can have on a community.

It was a great day, and the QoL/P group hopes to put this into action as it moves forward with the second phase of 5th Street Commons and other projects.

Do YOU have ideas about how to improve our community? Come out to the next Quality of Life and Place meeting: 2 p.m. July 11 at Marion Public Library.
FAMILY WELL-BEING NETWORK: Healthy Living Working Group

The Healthy Living Working Group brings together community members around the focal point of making healthy living attainable. Their vision is to create a thriving community in spirit, mind, and body, bearing functional families, healthy homes, successful schools, and hopeful tomorrows.

Mapping a path to healthy life

Group aims to make healthy living an attainable reality for more people

The Healthy Living Working Group of Thriving Families, Thriving Grant County was formed earlier this year to focus on the factors that contribute to a healthy life. Their goal is to make it possible for more people in Grant County to live healthier lives.

The group describes their vision of healthy living as residents having a personal value for living a healthy lifestyle, and increasing access to and awareness of area healthcare service. The group would also like to see the development of a community hub to centralize information, services, and events.

The Healthy Living Working Group has been collecting data and information to help guide their Collective Impact process. These photos are scenes from one of the group’s meetings in Fairmount.

GETTING STARTED: The Healthy Living Working Group formed earlier this year and has been considering data and information to help guide their Collective Impact process. These photos are scenes from one of the group’s meetings in Fairmount.

YOU’RE INVITED!

The next meeting of the Healthy Living Working Group will be 5 p.m. Aug. 13 at The Branch, 108 S. Main St., Fairmount. All are welcome.

By the numbers

Some statistics that help tell the story of health in Grant County from the annual Kids Count report

No. 90 Out of the 92 counties in the state, Grant County ranks at No. 90 in overall health outcomes

39% Portion of adult population considered obese

32% Portion of population that is not physically active at a healthy rate

21% Portion of adult population that smokes

11% Portion of population without health insurance

10% Portion of babies born at low birthweight

29% Portion of population younger than 18 living in poverty

24% Portion of children who live with food insecurity

12% Portion of population experiencing severe housing problems

x2 Grant County’s rate of opioid deaths is nearly double the national rate (at 30.4 per 100,000 locally, and 15.6 per 100,000 nationally)
FAMILY WELL-BEING NETWORK: Basic Needs Working Group

Path to success starts with basics

The Basic Needs Working Group brings together community members, social service organizations and people working in other related fields concerned about the well-being of area residents and the opportunities available to them. The group works to promote communication, collaboration, and cooperation, and also to improve connections both for organizations and for people, to boost awareness of services and supports available, and how to access them. Its mission is to build flourishing individuals and families in Grant County.

By the numbers

Some statistics that help illustrate the state of basic needs in Grant County (from the Indiana Youth Institute):

| Percentage of children who experienced homelessness (2016) | 118 |
| Percentage of children living in poverty (2016) — the highest percentage in the state of Indiana | 29% |
| Percentage of Grant County residents who experienced food insecurity (2015) | 20% |
| Percentage of children who were eligible for free or reduced-price school meals (2017) | 61% |
| Percentage of children who experienced neglect (2015) | 13% |
| Percentage of children who experienced physical abuse (2015) | 5% |
| Percentage of children who experienced sexual abuse (2015) | 13% |

Working group helps agencies, advocates, and community members to join forces

The Basic Needs Working Group of Thriving Families, Thriving Grant County’s mission may sound simple: to build flourishing individuals and families in Grant County. But the concept of “flourishing” is in reality a lifelong quest, and significant obstacles stand in the way for many area residents.

There are many local organizations and groups who seek to help people and families build better lives for themselves. But now, they all have a fresh way to connect and collaborate — and to keep track of the needs in the community and perhaps find or create better ways to meet those needs.

The group and its members are working to ensure that Grant County has quality local resources to meet the basic needs of food, shelter, security, education, and healthcare. The goal? That every individual in Grant County has access and opportunity to have these basic needs met.

Working group members can share information and resources to help meet needs. This sharing of information can then improve services as well, another member said. “By networking with this group, I can more easily serve the day-to-day needs of the migrant families I serve,” said Doris Waters, Migrant Family Specialist with the Migrant Education Program, Region 3.

The group is looking to grow, and is specifically looking for community members with direct experience or knowledge of community needs and barriers. “The success of our work depends on input from community members with a wide range of aspirations, barriers, and experiences,” said group member Jessy Pearson Cheney, Victim Assistance Coordinator with the Grant County Sheriff’s Department. “Anyone interested in the work we are doing is encouraged to join us!” The group’s next meeting is at 5 p.m. May 31 at College Wesleyan Church.

‘The success of our work depends on input from community members with a wide range of aspirations, barriers and experiences. Anyone interested in the work we are doing is encouraged to join us!’

Q & A

Why is being involved in the Basic Needs Working Group important to you?

“It is important to be a part of something that allows others to become empowered to change their lives for the future.”

— Jenna Winger, Community Wellness Coordinator, Purdue Extension Nutrition Education Program

“I believe it is important to be a part of a team where collective ideas and resources are discussed in order to assist individuals whom I mentor. Collaboration brings fresh ideas for change.”

— Gail Robinson, Quality Assurance Analyst, Conduent

“Being involved in the Basic Needs group is important because I may often find out about different individuals and groups that need to know about each other, and this group is a good, central, active connector among them.”

— Reginald Finger, Indiana Wesleyan University’s School of Health Sciences

WORKING TOGETHER: The Basic Needs Working Group meets once a month. New members are always welcome. The next meeting is at 5 p.m. May 31 at College Wesleyan Church.

READY TO HELP: Members of the Basic Needs Working Group are committed to working together to improve opportunities and access for all Grant County residents! The group includes many more volunteers than are pictured above, and we thank all of these participants: Tim Andrews, Devon Baker, Curtisha Bell, Rick Berberia, Deborah Cain, Jesly Pearlson Cheney, Patrick Eby, Annette Finger, Reginald Finger, Nicole Garcia, Dana Gault, Emily Hathaway, Kristi Hawkins, Adrienne Howard, Amy Lauriat, Reggie Lipscomb, Jenny Maidenb Berg, Mia Mbayo, Jayda Monteira Janeta Reyes, Gail Robinson, Nechelle Sanders, Katie Shamo, Jill Vugteveen, Doris Waters, Cathy Weatherspoon, Jenna Winger, and Barbara Winters.
CONTINUOUS COMMUNICATION

NEW THRIVING FAMILIES, THRIVING GRANT COUNTY WEBSITE HELPS SPREAD THE MESSAGE ABOUT THE MOVEMENT

Thriving Families, Thriving Grant County worked with its partners across the summer to build the movement's first website, which serves as a place to share about the networks, working groups, initiatives and funders who support the initiative.

thrivegrantcounty.com

CHRONICLE-TRIBUNE ‘THRIVE’ PAGES PROMOTE INITIATIVE

The Marion Chronicle-Tribune provides a full color page every other Sunday to Thriving Families, Thriving Grant County to educate the community about the movement and share how they can become involved in various initiatives. Here are a few samples of published pages:

BACKBONE SUPPORT

HOW FUNDERS’ SUPPORT IS BEING LEVERAGED & UTILIZED

Local funding partners’ first-year contribution has been leveraged to obtain $1.7 million in additional funding for Thriving initiatives. That’s a 1,038% return on investment for Year 1. The $157,050 annual budget, shown at right, for this initiative is possible through funders’ collective giving.

9 FUNDERS = $17,450 ANNUAL CONTRIBUTION PER FUNDER
Thriving is a movement, not a moment.'