

Aspirations & Strategic Framework

2024-27



Goal 1: Deliver Effective Programs and Services

Develop programs and services that support stability, culture, and community for families, young people, and children.

Goal 2: Cultivate Cross-Sector Partnerships

Establish inclusive relationships to improve coordinated service delivery and positive outcomes and impact.

Goal 3: Influence System-Change

Engage in advocacy efforts to inform sound public policy that strengthens families, advances KinFirst priorities, and provides resources to improve outcomes and enhance the lives of families, young people, and children.

Goal 4: Ensure High-Performing Teams and Infrastructure

Strengthen our organizational foundation built upon specialized talents, standards of excellence, and best practices for recruitment, support, training, and retention.

Goal 5: Secure Financial Health and Sustainability

Ensure long-term growth by generating diversified revenue sources that include increased unrestricted funds.



KinFirst Culture and Approach

Kinnect's purpose, vision, and guiding principles center family and kin and promote KinFirst culture in every aspect of our service delivery and advocacy efforts for families, young people, and children. Kin is family, family is kin, and whether relationships involve relatives or chosen family connections, a KinFirst culture is the way we work and live each day.



KinFirst is an approach and mindset for organizations and systems involved in the lives of families, young people, and children. This is driven by a belief that all families have strengths and will be honored as experts of their situation.

KinFirst culture requires a mutual understanding that families, young people, and children deserve a sense of belonging. Building a KinFirst culture requires equitable investments, expectations, training, coaching, policies, practices, and partnerships that prioritize family and kin. This community commitment and vision is guided by values and behaviors that recognize the power of family and connections to strengthen outcomes for social determinants of health and to build networks of support.



Mission

To build and strengthen kinship connections and inclusive support networks for families, young people, and children.

Vision

Young people and families have a sense of belonging, the essential resources, and relationships to thrive.



Core Values

We believe:

- » childhood well-being is a fundamental human right.
- » families and young people are capable of finding solutions to challenges they face.
- » all young people and children, especially those marginalized by systems, deserve safe, stable families, and meaningful supportive relationships.
- » Young people and children in foster care, separated from their families, must be connected to their kin and community in the shortest time possible.
- » in hope, possibility and informed innovation.
- » everyone should be treated with dignity and respect.

Kinnect's Commitment to Equity

Kinnect strives to be a catalyst for change, thought partner and leader in bridging the work of systems innovation and disruption, anti-racism, and transformation of how children and families are served and supported. We foster belonging by committing to effectively centering the voices of those who have been historically and are presently marginalized. As a learning organization, we pledge to ongoing and sustained work in diversity, equity, inclusion, and accessibility through collaboration with families, communities, and other stakeholders. Kinnect will be transparent and accountable in this endeavor.

Guiding Principles:

-  **Innovation**
-  **Integrity**
-  **Partnership**
-  **Outcome-Focused**
-  **Inclusion, Diversity, Equity, and Access**

Dare to Lead and IDEA Journey Timeline

Summer 2020

- » Hold DEI trainings from Case Western
- » Develop SOGIE 101 Training
- » Form Diversity, Equity and Inclusion (DEI) Collaborative

November 2020

Kinnect Team begins Dare to Lead (DTL) training

Spring 2021

DEI Collaborative launches monthly learning series

June 2021

Form DTL Group, begin meeting monthly

Summer & Fall 2021

- » OhioKAN partners with the Center for the Study of Social Policy (CSSP) to develop IDEA training, policies, framework, and rubric
- » DTL Group and DEI Collaborative develop guiding principles

Fall 2021

Kinnect develops internal equity statement with CSSP

December 2021

- » Kinnect incorporates race equity lens into DTL training.
- » DTL workgroup begins development of Conflict Toolkit.

March 2022

Kinnect finalizes Internal Equity Statement and incorporates it into policies, practices, and procedures

February 2022

DTL group finalizes guiding principles

April 2022

Racial Equity Institute (REI) groundwater training for all staff

June 2022

DTL training at all staff meeting, with a race equity lens focused on BRAVING and Rising Strong

July 2022

Kinnect develops Equity 101 and 102 training with CSSP

September 2022

Kinnect finalized Conflict Toolkit

Summer 2023

IDEA Leadership Group formed. All staff meeting focuses on Living BIG through IDEA lens Launch of Guiding Principles Experience (GPX) including equity

Fall 2023

Kinnect's Leadership Team begins Unlearn Series focused on developing leaders who create a culture of inclusivity and equity

Winter 2022 & Spring 2023

Kinnect begins streamlining all IDEA efforts with Chapin Hall

Index of Terms:

Dare to Lead = DTL
 Diversity, Equity and Inclusion = DEI
 Inclusion, Diversity, Equity and Access = IDEA
 The DEI Collaborative evolved into the IDEA Collaborative
 SOGIE = sexual origination, gender identity & expression

DTL (2020-present) — 6 sessions
 REI Groundwater Training (3 hours) (2022-present) — 8 sessions
 REI Phase 1 (2-Day) (2022-present) — 4 sessions



GOAL 1

Deliver Effective Programs and Services

Develop programs and services that support stability, culture, and community for families, young people, and children.

STRATEGIC PRIORITIES

- 1. Demonstrate Kinnect's KinFirst culture** across all programs and services internally and externally.
- 2. Build and expand** diverse community networks of support.
- 3. Increase access to resources** and financial supports for young people, kinship caregivers, and families.
- 4. Strengthen partnerships** that lead to increased opportunities for training, coaching, and consulting services.
- 5. Engage individuals with lived expertise.**



GOAL 1

Deliver Effective Programs and Services

Develop programs and services that support stability, culture, and community for families, young people, and children.

		Action Steps			
		Q1	Q2	Q3	Q4
Strategic Priorities	Demonstrate Kinnect’s KinFirst culture across all programs and services internally and externally.	Develop a shared definition and understanding of kinship and KinFirst culture that is aligned across all Kinnect programs. Shared definition will be informed by those with lived expertise	Incorporate shared language for kinship and KinFirst culture into all programs through aligned communication tools, learning materials, metrics, and planning documents to ensure alignment. Incorporate definitions and messaging for kinship and KinFirst culture into organizational communication plan and outreach efforts.		
	Build and expand diverse community networks of support.		Analyze ecosystem mapping tool, that identifies current and future partners, and develop a plan for strengthened efforts and opportunities that best support diverse community networks of supports for those served by Kinnect programs and services.	Clarify and confirm Kinnect’s Commitment to Equity with partners Develop a plan to create mutual agreements and guiding principles for equity and inclusion into existing and new partnership contracts.	
	Increase access to resources and financial supports for young people, kinship caregivers, and families.	Develop and standardize a reporting process to capture resources and financial supports provided across all programs.	Create a tracking process that identifies gaps in resources and financial supports necessary for the culturally specific needs of those served by all programs.	Establish a plan for addressing unmet needs, with a communication plan to share the most needed resources and supports accessed and still needed with local and state stakeholders.	
	Strengthen partnerships that lead to increased opportunities for training, coaching, and consulting services.	Create and launch the 2024 KinnectU Project Plan and Communication Plan to highlight activities for implementation, available training opportunities, and new coaching and consulting services.	Design an organizational framework for program replication.	Explore opportunities to host a KinFirst Convening and/or national conference.	
	Engage individuals with lived expertise.		Analyze the organization’s current practices and engagement of people with lived expertise	Develop a best practice framework and process for engaging and collaborating with people with lived experiences and expertise that is aligned with IDEA principles and practices.	Based on the framework, create a plan to engage lived expertise involvement in program planning innovation and partner with other organizations doing best practice work in this area.

GOAL 2

Cultivate Cross-Sector Partnerships

Establish inclusive relationships to improve coordinated service delivery and positive outcomes and impact.

STRATEGIC PRIORITIES

- 1. Form inclusive strategic alliances** with people and entities with similar missions and desired results that also position our organization as a thought leader.
- 2. Strengthen relationships with partner leaders and sites** to enhance coordinated planning, service delivery, and initiatives.
- 3. Create a seamless internal referral and service delivery model** that leverages external partnerships.



GOAL 2

Cultivate Cross-Sector Partnerships

Establish inclusive relationships to improve coordinated service delivery and positive outcomes and impact.

		Action Steps			
		Q1	Q2	Q3	Q4
Strategic Priorities	Form inclusive strategic alliances with people and entities with similar missions and desired results that also position our organization as a thought leader.		Review of all existing program partner information relating to expectations for partnering and then host listening sessions with staff to explore existing strategies and practices used when working with contractual partners and advisory role partners.	Create a framework and tools for defining strategic alliances based on data and information collected from listening sessions.	Provide training and coaching with internal roles to enhance the confidence and capabilities of staff to engage and partner with external leaders.
	Strengthen relationships with partner leaders and sites to enhance coordinated planning, service delivery, and initiatives.	Analyze current data and exit interview details for partner sites and partners that are no longer working with Kinnect.		Standardize expectations for utilization of new framework, tools, and training skills when interacting with site partner leaders and stakeholders.	
	Create a seamless internal referral and service delivery model that leverages external partnerships.	Conduct focus groups with internal Program Directors and Managers to understand internal referral processes to other Kinnect programs.	Create guidance tools to engage partner sites in discussions about site initiatives, programming, and IDEA priorities that intersect with Kinnect specific programs and service delivery.	Establish standard cross-program referral processes, communication, and joint metrics for mutual families, young people, and children served.	

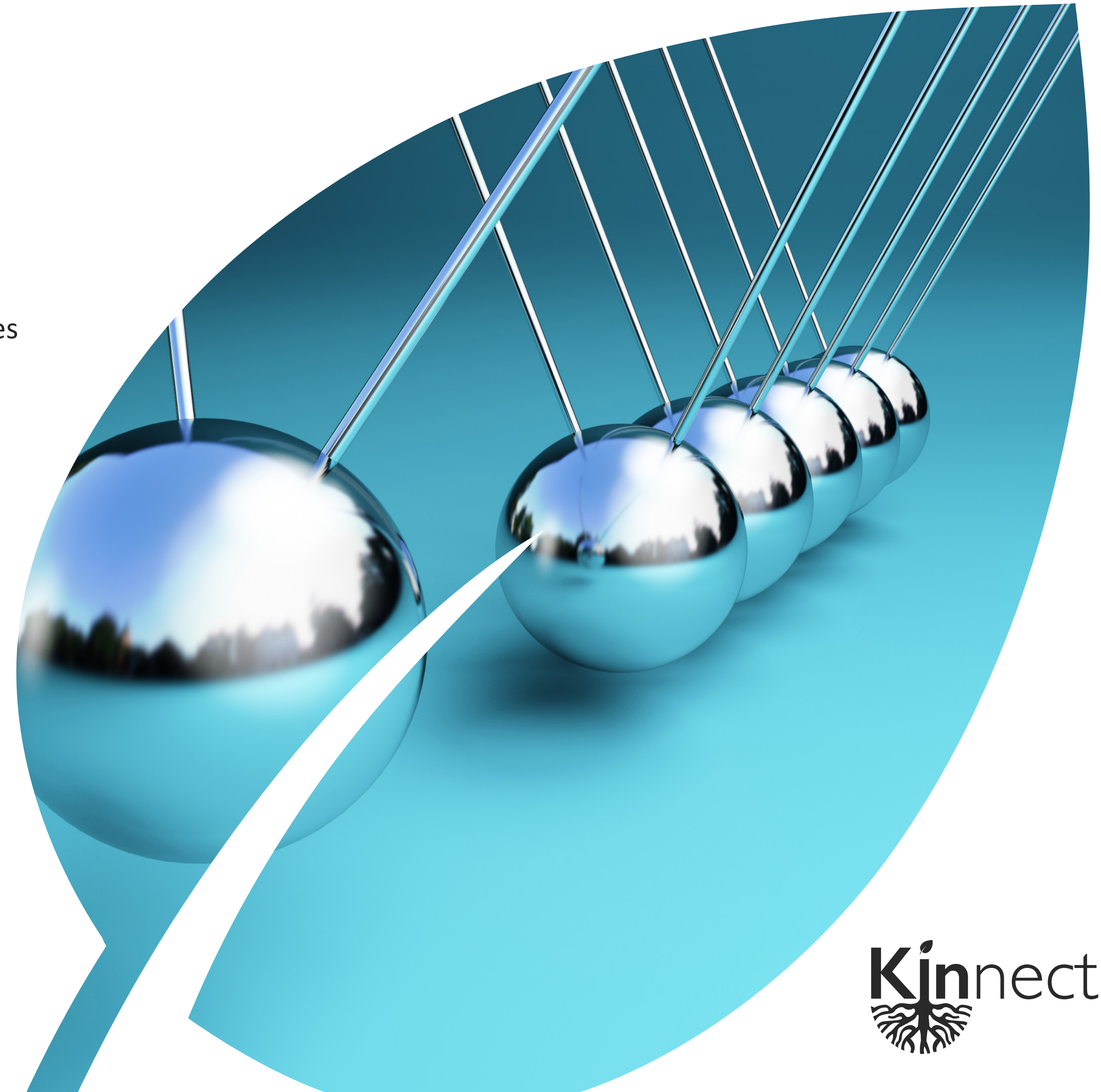
GOAL 3

Influence System-Change

Engage in advocacy efforts to inform sound public policy that strengthens families, advances KinFirst priorities, and provides resources to improve outcomes and enhance the lives of families, young people, and children.

STRATEGIC PRIORITIES

- 1. Engage, support, and inform** people, communities, organizations, and policymakers about necessary supports and resources.
- 2. Build the organization's position as an advocacy and change influencer.**
- 3. Strengthen outreach, messaging, and communications** using data and storytelling.
- 4. Develop the organization's Government Affairs strategy and structure.**
- 5. Identify, target, and engage key decision-makers** in the child-and-family serving ecosystem.



GOAL 3

Influence System-Change

Engage in advocacy efforts to inform sound public policy that strengthens families, advances KinFirst priorities, and provides resources to improve outcomes and enhance the lives of families, young people, and children.

		Action Steps			
		Q1	Q2	Q3	Q4
Strategic Priorities	Engage, support, and inform people, communities, organizations, and policymakers about necessary supports and resources.	Create clear, strong, and effective messaging about supports and resources needed to ensure young people and families have a sense of belonging, the essential resources, and relationships to thrive.	Identify audiences (people, community organizations, and policymakers) to share the organizational messaging created, using the AMMO approach (Audience, Message, Medium, Objective).	Develop a plan for communication and messaging to identified audiences that includes the medium and timelines.	
	Build the organization's position as an advocacy and change influencer.		Research and review resources to understand and inform the development of an effective Advocacy Plan for the organization. Summarize research findings into a Crosswalk or other summary tool for review and utilization.	Share Advocacy Plan findings tool with Board Governance Committee and Kinnect Leadership Team.	
	Strengthen outreach, messaging, and communications using data and storytelling.		Develop a story bank of stories that can be used when meeting with policymakers and decision-makers. Build operating procedures for the Story Bank and data tracking of outreach activities.	Research strategies for effective storytelling and communication for programs serving those marginalized by systems and experiencing family separation, trauma, and loss.	
	Develop the organization's Government Affairs strategy and structure.			Based on research findings for the creation of an Advocacy Plan, develop the Government Affairs strategies for Year 1, 2 and 3 of the Operating Plan.	Based on the identified strategies for the annual Operating Plans, determine the structure, people, time, and financial resources needed.
	Identify, target, and engage key decision-makers in the child-and-family serving ecosystem.	Utilize the current and future ecosystem mapping tools to identify a diverse range of key targets.	Create a plan using AMMO for reaching the current and future targets. Create a tracking tool to capture data as it relates to the key decision-makers, outreach efforts, and outcomes of the outreach.		

GOAL 4

Ensure High-Performing Teams and Infrastructure

Strengthen our organizational foundation built upon specialized talents, standards of excellence, and best practices for recruitment, support, training, and retention.

STRATEGIC PRIORITIES

- 1. Increase investments in optimization tools and systems.**
- 2. Engage talent** in expanded and culturally diverse training, organizational care, and career enhancement opportunities.
- 3. Strengthen performance evaluation and monitoring processes** with clear expectations aligned with our guiding principles.



GOAL 4

Ensure High-Performing Teams and Infrastructure

Strengthen our organizational foundation built upon specialized talents, standards of excellence, and best practices for recruitment, support, training, and retention.

		Action Steps			
		Q1	Q2	Q3	Q4
Strategic Priorities	Increase investments in optimization tools and systems.	<p>Research Paycor options and capabilities to create a plan for enhanced utilization to streamline processes and reporting functions.</p> <p>Develop an implementation and ongoing utilization plan for the organization's new Learning Management System (TalentLMS).</p>	Expand utilization and growth opportunities for consistent and effective use of Microsoft Office Suite.		
	Engage talent in expanded and culturally diverse training, organizational care, and career enhancement opportunities.	<p>Develop and institute the new IDEA/DTL Governance Structure, with working subgroups for Supervision Framework, Learning & Development, Performance Evaluation, and Organizational Care.</p> <p>Analysis of 2023 GPX Initiative and radical request submissions to create a plan for prioritizing and instituting new opportunities for internal staff and a new plan for GPX in 2024.</p>	Create an inventory of internal Kinnect training sessions required and/or offered to staff and design a plan for additional and continuing learning and development opportunities for employee growth.	Institute an organizational care framework that includes expectations for individual and group care opportunities and a routine schedule of offerings.	
	Strengthen performance evaluation and monitoring processes with clear expectations aligned with our guiding principles.	Analyze the current performance evaluation process and identify areas for refinement and enhancements that align with the organization's Guiding Principles, Supervision Framework, and the identified key performance indicators for various roles.	Develop training for all staff on the organization's performance evaluation tool, expectations, and utilization, with additional supervisory specific coaching on performance evaluation tool completion, performance monitoring, and coaching best practices.	Develop an Employee Recruitment and Retention Strategy Framework to organize and message employee activities, potential, opportunities, skills/competencies, IDEA development, career pathing, and well-being.	

GOAL 5

Secure Financial Health and Sustainability

Ensure long-term growth by generating diversified revenue sources that include increased unrestricted funds.

STRATEGIC PRIORITIES

1. **Build and ensure a cash reserve.**
2. **Deepen engagement with Board members** for funding development and connections.
3. **Examine and evaluate return on investment** for existing fundraising events and explore new opportunities.
4. **Hire development staff** to design and execute a development strategy and structure.
5. **Develop a fee-for-services practice.**
6. **Establish successful engagement strategies** with individual donors, private and public grant-makers, and businesses.



GOAL 5

Secure Financial Health and Sustainability

Ensure long-term growth by generating diversified revenue sources that include increased unrestricted funds.

		Action Steps			
		Q1	Q2	Q3	Q4
Strategic Priorities	Build and ensure a cash reserve.	Determine the amount of cash reserve needed.	Determine funding sources to achieve cash reserve (e.g., Foundation Grants, Events, Annual Appeal, Individual Donor Requests etc.) Compose compelling message to share regarding the need for cash reserve to be used in framing the ask.		
	Deepen engagement with Board members for funding development and connections.	Board members receive training, resources, and support to build skills to support them in sharing information about Kinnect (with peers, colleagues, etc.) to ensure more individuals are interested in the work of Kinnect. Identify more Board members to be on the Development Committee.	Board members identify individuals and corporate connections that the Executive Director and Development Director can introduce to Kinnect.		
	Examine and evaluate return on investment for existing fundraising events and explore new opportunities.	Create a year over year analysis of revenue vs. expenses (for the FUNraiser, Golf, and Scrabble) and share with the Finance and Development Committees to recommend next steps. Determine purpose of each event to inform the evaluation of the return on investment.	Create a spreadsheet of 5-10 fundraising events. The list will include information about event expenses and revenues.	For any new event identified that the organization has the capacity to execute (with people, time, and money), a detailed event plan will be developed.	
	Hire development staff to design and execute a development strategy and structure.	Develop and finalize a job description, which will be shared with the Development Committee and Leadership Team for review.	Determine funding source for the Development Director's salary. Recruit for Development Director role.		
	Develop a fee-for-services practice.		Develop a Framework for replication teams for each program. Develop a pricing structure for training, coaching, and implementation support. The fee-for- service plan can also incorporate the newly created Replication Framework.	Identify a list of potential organizations who may be interested in the organization's fee-for-service offerings.	
	Establish successful engagement strategies with individual donors, private and public grant-makers, and businesses.		Review existing key messages and develop any needed new messages for individuals, grant makers, and businesses. Document current funding amounts and strategies utilized for engaging individuals, private and public grant- makers, and businesses and share with the Development Committee for review.	Develop additional strategies and plans for engaging individual donors, private and public grant-makers, and businesses.	

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	Engage individuals with lived expertise.		Analyze the organization's current practices and engagement of people with lived expertise	Develop a best practice framework and process for engaging and collaborating with people with lived experiences and expertise that is aligned with IDEA principles and practices.	Based on the framework, create a plan to engage lived expertise involvement in program planning innovation and partner with other organizations doing best practice work in this area.
Goal 1 Strategic Priorities	Form inclusive strategic alliances with people and entities with similar missions and desired results that also position our organization as a thought leader.		Review of all existing program partner information relating to expectations for partnering and then host listening sessions with staff to explore existing strategies and practices used when working with contractual partners and advisory role partners.	Create a framework and tools for defining strategic alliances based on data and information collected from listening sessions.	Provide training and coaching with internal roles to enhance the confidence and capabilities of staff to engage and partner with external leaders.
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	Create a seamless internal referral and service delivery model that leverages external partnerships.	Conduct focus groups with internal Program Directors and Managers to understand internal referral processes to other Kinnect programs.	Create guidance tools to engage partner sites in discussions about site initiatives, programming, and IDEA priorities that intersect with Kinnect specific programs and service delivery.	Establish standard cross-program referral processes, communication, and joint metrics for mutual families, young people, and children served.	
Goal 3 Strategic Priorities	Engage, support, and inform people, communities, organizations, and policymakers about necessary supports and resources.	Create clear, strong, and effective messaging about supports and resources needed to ensure young people and families have a sense of belonging, the essential resources, and relationships to thrive.	Identify audiences (people, community organizations, and policymakers) to share the organizational messaging created, using the AMMO approach (Audience, Message, Medium, Objective).	Develop a plan for communication and messaging to identified audiences that includes the medium and timelines.	
	Build the organization's position as an advocacy and change influencer.		Research and review resources to understand and inform the development of an effective Advocacy Plan for the organization. Summarize research findings into a Crosswalk or other summary tool for review and utilization.	Share Advocacy Plan findings tool with Board Governance Committee and Kinnect Leadership Team.	
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	Develop the organization's Government Affairs strategy and structure.			Based on research findings for the creation of an Advocacy Plan, develop the Government Affairs strategies for Year 1, 2 and 3 of the Operating Plan.	Based on the identified strategies for the annual Operating Plans, determine the structure, people, time, and financial resources needed.
	Identify, target, and engage key decision-makers in the child-and-family serving ecosystem.	Utilize the current and future ecosystem mapping tools to identify a diverse range of key targets.	Create a plan using AMMO for reaching the current and future targets. Create a tracking tool to capture data as it relates to the key decision-makers, outreach efforts, and outcomes of the outreach.		
Goal 4 Strategic Priorities	Increase investments in optimization tools and systems.	Research Paycor options and capabilities to create a plan for enhanced utilization to streamline processes and reporting functions. Develop an implementation and ongoing utilization plan for the organization's new Learning Management System (TalentLMS).	Expand utilization and growth opportunities for consistent and effective use of Microsoft Office Suite.		
	Engage talent in expanded and culturally diverse training, organizational care, and career enhancement opportunities.	Develop and institute the new IDEA/DTL Governance Structure, with working subgroups for Supervision Framework, Learning & Development, Performance Evaluation, and Organizational Care. Analysis of 2023 GPX Initiative and radical request submissions to create a plan for prioritizing and instituting new opportunities for internal staff and a new plan for GPX in 2024.	Create an inventory of internal Kinnect training sessions required and/or offered to staff and design a plan for additional and continuing learning and development opportunities for employee growth.	Institute an organizational care framework that includes expectations for individual and group care opportunities and a routine schedule of offerings.	
	Strengthen performance evaluation and monitoring processes with clear expectations aligned with our guiding principles.	Analyze the current performance evaluation process and identify areas for refinement and enhancements that align with the organization's Guiding Principles, Supervision Framework, and the identified key performance indicators for various roles.	Develop training for all staff on the organization's performance evaluation tool, expectations, and utilization, with additional supervisory specific coaching on performance evaluation tool completion, performance monitoring, and coaching best practices.	Develop an Employee Recruitment and Retention Strategy Framework to organize and message employee activities, potential, opportunities, skills/competencies, IDEA development, career pathing, and well-being.	
Goal 5 Strategic Priorities	Build and ensure a cash reserve.	Determine the amount of cash reserve needed.	Determine funding sources to achieve cash reserve (e.g., Foundation Grants, Events, Annual Appeal, Individual Donor Requests etc.) Compose compelling message to share regarding the need for cash reserve to be used in framing the ask.		
	Deepen engagement with Board members for funding development and connections.	Board members receive training, resources, and support to build skills to support them in sharing information about Kinnect (with peers, colleagues, etc.) to ensure more individuals are interested in the work of Kinnect. Identify more Board members to be on the Development Committee.	Board members identify individuals and corporate connections that the Executive Director and Development Director can introduce to Kinnect.		
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	Hire development staff to design and execute a development strategy and structure.	Develop and finalize a job description, which will be shared with the Development Committee and Leadership Team for review.	Determine funding source for the Development Director's salary. Recruit for Development Director role.		
	Develop a fee-for-services practice.		Develop a Framework for replication teams for each program. Develop a pricing structure for training, coaching, and implementation support. The fee-for- service plan can also incorporate the newly created Replication Framework.	Identify a list of potential organizations who may be interested in the organization's fee-for-service offerings.	
	Establish successful engagement strategies with individual donors, private and public grant-makers, and businesses.		Review existing key messages and develop any needed new messages for individuals, grant makers, and businesses. Document current funding amounts and strategies utilized for engaging individuals, private and public grant- makers, and businesses and share with the Development Committee for review.	Develop additional strategies and plans for engaging individual donors, private and public grant-makers, and businesses.	



MISSION

To build and strengthen kinship connections and inclusive support networks for families, young people, and children

VISION

Young people and families have a sense of belonging, the essential resources, and relationships to thrive.



Commitment to Equity

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