

ADVISORY COUNCIL OPERATING PROCEDURES



Vision

**A Community
Spiritually Freed
From the Effects of Imprisonment
Reaching all Impacted by Incarceration,
Through the Love, Hope, and Faith
Found in Jesus Christ.**

The mission of the Kairos Prison Ministry is to share the transforming love and forgiveness of Jesus Christ to impact the hearts and lives of incarcerated men, women and youth, as well as their families, to become loving and productive citizens of their communities.

January 2017

Core Values

Kairos Prison Ministry Core Values guide our behavior and actions as a board, staff, and volunteers:

Lay-led, Christ Centered Ministry

We are Christians who believe in the Holy Trinity and honor and live the teachings of the Bible and our Lord and Savior, Jesus Christ. We conduct the ministry while inviting all to attend as Guests or Participants in Weekends and program specific follow-on activities to build Christian community.

Empowerment while Building Accountability

While we empower the local volunteers to conduct the ministry, we are accountable to excellence and performance at the highest standards and authority of the ministry. We empower Guests or Participants to be accountable for their lives and be transformed by Jesus Christ.

Continuing Ministry Model to Build Community

We believe in the importance of enabling relationships to build community, thus our model includes the Weekend experience followed by Guests or Participants gathering regularly for accountability, support, and prayer. The full complement of the well-defined returning model is necessary for the community to prosper.

Trustworthy

We believe that we must be honest and truthful in our personal conduct as we represent the ministry consistently and with integrity. We are obedient to God in everything we do and obedient to the guidelines of the Kairos ministry programs.

Respect and Love

We believe in respecting each person with dignity while modeling Christ love. We practice ‘Listen, Listen, Love, Love’.

Stewardship

We believe that we must be good stewards of our ministry’s programs, funds, and resources, as well as our personal time, talent, and treasures.

Statement of Faith

The people of Kairos are called by God to share the love of Christ with those impacted by incarceration. Kairos encourages believers from a variety of Christian traditions to be volunteers in this Christ-filled ministry.

Kairos programs offer to prison residents, their families, and those who work with them, the opportunity to receive God's forgiveness through faith in Jesus Christ, and to grow in their faith and servant-hood in Christian community.

We stand on the common ground of the following elements of faith:

We in Kairos believe:

The Bible is God's authoritative and inspired word for our faith and our lives.

In the Trinity of the Father, Son and Holy Spirit.

In the deity, death and resurrection of Jesus Christ.

Friendship with God is a free gift, for God so loved the world that He gave His one and only son so that whoever believes in Him shall not perish but have eternal life.

The love of Jesus Christ motivates His followers to provide food for the hungry, drink to the thirsty, welcome to the stranger, clothes for the naked and visits to the sick and those in prison.

In sharing the love and forgiveness of Jesus Christ with all incarcerated individuals, their families and to those who work with them inside and outside the correctional institution.

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I. Introduction

The programs of Kairos Prison Ministry International (currently Kairos Inside, Kairos Outside and Kairos Torch) are defined by the Board of Directors and delegated through the Chief Executive Officer (CEO) and staff to the State Chapter Committee to oversee the implementation of the programs through the Advisory Council. It is the Advisory Council that oversees the local community where God has called you into service.

A. Spiritual and Biblical Focus

There is an overriding spiritual and biblical focus that guides the heart of the Kairos ministry as found in the Core Values and the Statement of Faith, along with the current program manuals. As illustrated in 1 Corinthians chapter 12, we are all part of one Body. Each organizational program, Advisory Council, and State Chapter Committee does not stand alone, but we are all connected together to accomplish the will of God in this ministry. Every Advisory Council and every State Chapter has a part to play in the overall success of the ministry. Every meeting should include prayer, devotions, and using biblical principles.

Each has a role to play that ensure Kairos programs are done consistently across communities and facilities and in a God honoring manner as well as the legal requirements for nonprofit ministries. Together we are one as Kairos Prison Ministry International.

B. Purpose of this Document

The Advisory Council Operating Procedures (ACOP) is designed to be a tool to strengthen the ministry at the Advisory Council level and provide guidance to be in compliance with Kairos operating standards and policies.

C. Purpose and Roles of the Advisory Council

The Advisory Council is a body of volunteers in a local Kairos community, who serve in leadership roles for the benefit of the health and direction of the ministry. Each volunteer works in unity to conduct the Kairos ministry programs as a local Kairos community. Each volunteer votes in the election of persons who serve as standard members of the Advisory Council.

As a member of the Kairos community, it is important to understand that there are some “basics” in the life of the Advisory Council.

- a) **Body of Christ** – Every person and role in a Kairos community is important to the workings of the ministry, and we are part of a much larger body. As described in 1 Corinthians 12, we are "one body with many parts."
- b) **Community Participation** – People, as volunteers, cycle through the leadership of Kairos ministry by serving on the Advisory Council for a period of time. Members then cycle out to make room for other volunteers to serve and grow in leadership and understanding of the ministry. It is vital to the long-term health of the ministry that people do not become entrenched on teams or the Advisory Council.

- c) **Living in Obedience and as Sacrificial Servants** - Kairos ministry is one that calls for volunteers to live in a spirit of obedience and anonymous servanthood. Advisory Council members are called to live out this spirit of obedience to the methods and practices of the ministry. We serve, not in conflict, but in unity. In all things, we are committed to serve in obedience with a sacrificial heart and according to biblical standards.
- d) **Growth of the Ministry** - The Advisory Council is responsible for the long-term health of the ministry. This includes recruiting new volunteers to fulfill the policies concerning new team members on each Weekend. The Advisory Council is also to raise sufficient funds to finance the Kairos ministry.

The Roles of the Advisory Council are:

1. Ensure spiritual health of the ministry through biblical leadership and prayer.
2. Program compliance to follow the current program manual and policies of Kairos.
3. Recruitment of volunteers while ensuring rotations of new volunteers into the ministry, of existing volunteers, and of team members. Ensure enough volunteers recruited while allowing the Weekend Leader to select the team per the current program manual guidelines.
4. Fundraising through local venues to provide sufficient funds for the ministry; along with proper financial reporting of funds and expenses.
5. Team building and leadership development which includes training of leaders and team meetings.
6. Ensure Weekend leaders and future leaders for the Advisory Council are identified and trained in a timely manner and have a 24 month leadership tract in place. Ensure team formation meetings are conducted according to the current program manual and that each volunteer attends at least 75% of scheduled team formation meetings.
7. Conducting the Kairos programs and continuing ministry on an on-going basis.
8. Reporting financials, Weekends, and results, while using the tools provided by Kairos.
9. Ensure positive correctional institution relationships and approvals in place.

D. Authority

The Advisory Council provides the leadership for a specific local Kairos program. The Kairos Board of Directors sets the policy and methods for the ministry. The CEO is responsible for all operations of the ministry. The State Chapter Committees report to the CEO. The State Chapter Committee implements the policies and methods through the Advisory Councils. The Advisory Council members are expected to understand the policies, programs and operating procedures of Kairos Prison Ministry International. The local community is authorized to implement the ministry programs and policies as written. No Advisory Council has the authority to disregard or change the policies, programs and operating procedures.

Being obedient may require the Advisory Council to make changes. There may be challenges or resistance due to a history of “doing it our way.” The Advisory Council has a number of tools to

help monitor its compliance to the ministry's methods. For example, the Advisory Council shall review all Weekend Leader reports, Excellence Initiative reports, and State Chapter Committee minutes.

No person is allowed to use the Kairos email list or contact lists for non-Kairos purposes.

E. Operations of the Advisory Council

- 1. Each Kairos program must have an Advisory Council and each correctional facility requires a separate Advisory Council.** - It is the local Advisory Council that manages its respective program (Kairos Inside, Kairos Outside, and Kairos Torch) using these ACOP procedures and the current program manuals. Each Advisory Council must have its own Institutional Liaison for the institution it serves.
- 2. The State Chapter Committee authorizes the Advisory Council** - The State Chapter Committee, through the State Chapter Committee Agreement with Kairos Prison Ministry International, is delegated the responsibility and authority to implement the policies, programs and operating procedures set by the Board of Directors. The Advisory Council falls under the authority of and is responsible to the State Chapter Committee. The State Chapter Committee is encouraged to require the Advisory Council to sign an affiliation agreement. The State Chapter reports to the CEO.
- 3. The Kairos community elects the Advisory Council** - The active, local Kairos community of volunteers is the body who nominates and elects members to the Advisory Council. Then the Advisory Council elects the various positions. In turn, it is the members of the Advisory Council who nominate the upcoming leaders for each Weekend. Names of the Weekend Leaders must then be submitted to the State Chapter Committee for approval in a timely manner to ensure proper Advanced Kairos Training and team formation.
- 4. Each member of the Advisory Council serves a limited term** - One of the weaknesses of an Advisory Council, over time, is when people become "entrenched" in the leadership. It is a mistaken belief that the ministry can only survive if certain people are there to "do it." The ministry grows stronger as new people are allowed to take on more significant roles in their community. Accordingly, the members of the Advisory Council serve limited terms of service/office.

F. Key Tools of the Advisory Council

The ministry provides the Advisory Council a number of key tools that can help the Advisory Council stay within the Kairos riverbanks.

- 1. Advisory Council Operating Procedures (ACOP)** - It is critical that every member of the Advisory Council has a clear understanding and working knowledge of the directives and guidance contained in the ACOP. It describes the life of the Advisory Council and how it is to operate.

2. **State Chapter Committee Operating Procedures (SCCOP)** - The State Chapter Committee Operating Procedures define the operation of the State Committee and its relationship to and authority over the Advisory Council. The State Chapter Committee is available for guidance and support. The Advisory Council reports to the State Chapter Committee.
3. **Code of Conduct** - Board of Directors policy that guides our behavior and operations as we conduct the ministry, and provides guidance on disciplinary actions.
4. **Kairos Financial Policies and Practices** - The Kairos Financial Policies and Practices for the State Chapter Committee and Advisory Council are defined here. The goal of the ministry's financial policies and practices is to ensure proper stewardship, reporting and financial growth for Kairos ministry and compliance with IRS requirements. The Financial Policies and Practices must be followed. All property (trailers, chairs, tables, etc.), assets, and funds are the property of Kairos Prison Ministry International and cannot be given or gifted to third party entities (see FPP).
5. **KairosDonor Software** - As part of the implementation of the financial policies and practices, the Advisory Council is required to implement and use the KairosDonor software. It assists in the proper management of the funds and fundraising of the ministry and to nurture the relationship with donors to the ministry. Proper use of KairosDonor ensures Kairos is in compliance with IRS guidelines for donor reporting and fundraising. End of the year statements must be sent by the end of January the following year to every donor for all donations throughout the year.
6. **Ministry Program Manual** - The Advisory Council is responsible for implementing the program as defined in the current program manual for the particular program (Kairos Inside, Kairos Outside and Kairos Torch). It is imperative that the Advisory Council members read the program manual and have an up-to-date understanding of the program methods and procedures. Each team member must have an original copy of the program manual. The Weekend Leader receives EZRA to aid in leading by the program manual.
7. **Advisory Council Training (ACT)** - Periodically, Kairos or the State Chapter Committee may conduct specific training for the Advisory Council. This training is useful to understand newly updated or approved guidance for the Advisory Council. It is the Advisory Council's responsibility to implement these guidelines in the conduct of its program. This training is mandatory for Advisory Councils that are having difficulties of any kind or have been suspended.
8. **Advanced Kairos Training (AKT)** - Kairos provides mandatory training for Weekend Leaders. Members of the Advisory Council can learn more about the specific program itself and are encouraged to attend an AKT. AKT is specific to the individual Kairos program (Inside, Outside, or Torch). You will learn about the current procedures and methods of the ministry, including new ministry policy updates. The full days of training must be attended to qualify and must be at least 12 months ahead of the Weekend and have been within the past 24 months. Observing

Leaders must attend AKT before serving as Observing Leader. EZRA is not provided until after proper training of the Weekend Leader.

9. Weekend Leader Report - Each Weekend Leader is required to provide a report, utilizing EZRA to the Advisory Council, the State Chapter Committee and Kairos Program Coordinator. The Advisory Council reviews this report to insure that the Weekend was properly implemented and takes corrective actions for the future Weekends.

10. Kairos Excellence Initiative Report –The purpose of the Kairos Excellence Initiative (EI) is to enhance the quality and effectiveness of our ministry by fostering compliance with program policies defined in the current program manual. The EI instructions and PDF form are located on the Kairos website (www.mykairos.org) under downloads. The instructions explain the need and use of the report and the checklist is the tool for the Weekend evaluation. For each Weekend someone will complete the PDF form. After the Weekend, a representative from the local unit’s State Chapter Committee will discuss the completed PDF form with the person who completed it, compile the results, make any necessary recommendations, and distribute the final report to the Advisory Council Chair. The Advisory Council reviews this report and takes the necessary actions to improve the quality of the program by reviewing it with the immediate past Weekend Leader and the upcoming Weekend Leader.

11. Kairos Volunteer Website (www.MyKairos.org) - the volunteer website is a single resource for policy and procedures documents as well as the latest information concerning each program.

12. The Kairos staff is available for assistance after the resources of the State Chapter Committee have been exhausted.

II. Advisory Council Procedures

It is important to the vitality of each Advisory Council to try to maintain a strong Christian ecumenical make-up that follows Kairos core values and statement of faith. Every volunteer must be a Christian that is active in a Christian church. Leadership should, if possible, rotate among various Christian denominations and minority groups.

All voting members of the Advisory Council are elected by the volunteer body, which gives the body voice in the leadership of the ministry. All volunteers are welcome at Advisory Council meetings and encouraged to attend. The Advisory Council is not a board and cannot change the policies, practices, programs or procedures of Kairos Prison Ministry. All variances must be requested through the State Chair/State Chapter Committee and sent to the CEO for review and approval.

A. Meetings

Advisory Councils are working bodies and meetings are working meetings. To ensure that the Advisory Council operates in a consistent and open manner, the following guidelines are to be followed:

- 1) Advisory Councils will establish a regular meeting schedule and should meet monthly, but no less than bi-monthly. It is highly recommended to meet monthly.
- 2) Meetings should be open to all Kairos volunteers. It is acceptable for some meetings to be held via teleconference or other electronic means, but most should be face-to-face.
- 3) The Advisory Council meeting should be conducted using established rules. Those rules should be part of the permanent minutes.
- 4) When dealing with confidential matters, the Advisory Council may call for a closed session. In this event, the public minutes will indicate only that a “closed sessions” was held to discuss a confidential matter, while the Advisory Council’s own minutes will attach minutes from the closed session.

B. Quorum and Voting

A majority (more than 50% or 8) of the individual voting Advisory Council members shall constitute a quorum for conducting Kairos business. Voting by proxy is not allowed. Voting members are elected members of the Advisory Council include the standard positions: Chair (in case of tie), Vice Chair, Secretary, Treasurer, KairosDonor Coordinator (or Financial Secretary), Agape Coordinator, State Chapter Committee Representative, Institutional Liaison, Outreach/Recruiting Coordinator, Fundraising/Sponsorship Coordinator, Continuing Ministry Coordinator, Data Coordinator, Communication Coordinator, and Clergy. The officer positions are: Chair, Vice Chair, Secretary, Treasurer, and KairosDonor Coordinator (or Financial Secretary) and State Representative. No advising members, optional positions, or other named members are voting members of the Advisory Council.

C. Advisory Council Positions, Duties and Responsibilities:

This section identifies the various positions and the job descriptions for standard and optional positions. It also lists advisory positions.

Advisory Councils will elect the standard positions for their particular program and elect or appoint non-voting optional and advisory positions as they might apply to local needs. Standard positions are automatically voting positions. Advisory positions (those positions that are elected to the Advisory Council by virtue of their knowledge/experience in a supporting organization (4th Day Community leadership, Kairos Weekend leadership, additional supporting non-profit organization leadership, etc.) are non-voting positions.

No one will be allowed to serve simultaneously on the Advisory Council and as a staff member of the institution or a government/private professional involved in a contractual relationship with the institution served by the Advisory Council. No person may serve in more than one elected position at a time within the Advisory Council and/or as State Officers. No person may serve on more than one Advisory Council. Immediate family members may not serve in financial

positions and Advisory Council Chair because of financial decision making. Husband/wife should not be officers on the same Advisory Council. Clergy may hold leadership positions on the Advisory Council, but may not be Weekend Leaders.

Minority (ethnic) representation: All Advisory Councils are required to have minority representation on the Advisory Council to meet the needs of those we serve. If the Advisory Council believes it can't meet this requirement, then the Advisory Council should go to the State Chapter Committee for assistance. If the State Chapter Committee can't resolve the matter, then the State Chapter may seek a variance to this requirement from the CEO.

The gender of the persons elected to serve as the Chair and the Institutional Liaison (Kairos Inside and Kairos Torch) shall be according to the following chart:

Program	Chair	Institutional Liaison
Kairos Inside	Same as population served	Same as population served
Kairos Outside	Same as population served	NA
Kairos Torch	Either	Either

Standard Positions (elected by the body and are voting members)

- 1) **Advisory Council Chair** (Standard position for all programs) - is a servant leader with a loving heart that leads the Advisory Council and ensures coordination and unity within the community and to the Kairos ministry. This person ensures the operations of the ministry locally are conducted and fully carried out. The Chair cannot hold any other position in the Advisory Council and cannot be a Weekend Leader. The Chair is a voting member in the case of a tie within the Advisory Council.
 - a) Assures that the Advisory Council operates in compliance with current State Chapter Committee and Kairos policies and procedures. Communicates information received from and communicates to the State Chapter Committee.
 - b) May call special meetings from those not already scheduled and creates agendas before each meeting.
 - c) Announces and conducts meetings. Two weeks prior to each meeting, particularly when considering potentially controversial issues, sends out the minutes of the previous meeting and the proposed agenda to all active members of the local community and the Advisory Council members. Note: The Secretary may assist the Chair as needed.
 - d) Provides guidance and assistance to each Advisory Council position to confirm that their responsibilities are being adequately performed. Ensures the Weekend Leaders are properly identified and trained, and ensures continuing ministry is taking place.

- e) Communicates with Weekend Leaders to provide guidance and assistance, while ensuring team formation meetings are taking place and volunteers are attending.
- f) In the event the Advisory Council State Representative is unable to attend a regular State Chapter Committee meeting, the Chair selects another member to represent the Advisory Council.
- g) Answers to the State Chapter Committee. Communicates concerns and issues through the State Representative and/or State Executive Committee.

2) Vice Chair (Standard position for all programs) – The Vice Chair supports the Chair and Advisory Council with duties and conducts the meetings if the Chair cannot be present.

- a) Assists the Chair when needed to include substituting in his/her absence and/or to conduct the affairs of the Advisory Council.
- b) Aids other Advisory Council positions, as needed.
- c) If applicable, coordinates trailer schedule and trailer insurance in accordance with State Chapter Committee guidelines and Board policy. Annually, confirms with State Committee Financial Secretary that proper insurance is in place for trailers.
- d) If applicable, ensures the CCLI license is properly used, songs approved, and reporting handled. The Vice Chair keeps the account current with CCLI for contact as rotations occur on Advisory Council and coordinates with the state/local for payment of the license.
- e) This position does not automatically become the Chair as elected position.

3) State Chapter Committee Representative: (Standard position for all programs) – The liaison for the Advisory Council to the state and from the state for input, voting, and voice. The person reports to the Advisory Council of State Chapter Committee activity and items that need attention locally.

- a) Provides representation for the Advisory Council to and from the State Chapter Committee and is expected to be present at all state meetings/calls.
- b) Reports on any motions approved by the State Chapter Committee and the Kairos Board of Directors to the Advisory Council, as well as shares general information provided at the state meetings.
- c) Is expected to perform State Chapter Committee responsibilities as a voting member (see State Chapter Committee Operating Procedures), in addition to Advisory Council duties.
- d) Presents upcoming Weekend Leader names and recommendation for approval by the State Chapter Committee in a timely manner and in advance so AKT (12 to 24

months prior to Weekend) attendance is conducive. And ensure the person(s) are registered for AKT well in advance.

4) Secretary (Standard position for all programs)

- a) Records minutes of Advisory Council meetings and sends out a draft within fifteen days of the Advisory Council meeting.
- b) Provides copies of minutes to Advisory Council members within two weeks and other community members upon request.
- c) Maintains permanent record of all minutes that are easily accessible by all members of the Advisory Council.
- d) Maintains a roster of all Advisory Council members, including name, address, phone number, e-mail address, position, term of office (by term expiration date), religious affiliation, ethnicity and voting status for optional and advisory positions.
- e) Provides Annual Advisory Council Reporting Form (see Appendix II) to State Chapter Committee Secretary annually after elections and then updated as changes occur. This form is available for download from the Kairos website. (www.MyKairos.org)
- f) Maintains a list of all active members of the Kairos community and delivers election notices and ballots to them in accordance with the election procedures.
- g) As directed by the Chair, initiates official correspondence for the Advisory Council.
- h) Notify Kairos of approved weekends for posting, using the "Register Weekend Info" link on the www.MyKairos.org website.
- i) Notify SCC website administrators of approved Weekends and leader information for posting.
- k) Files MOU locally indefinitely and passes all documents to next Advisory Council Secretary. Sends copy to the Kairos International Headquarters for signature and filing. Maintain all records for 7 years on-going at all times.

5) KairosDonor Coordinator (or Financial Secretary - Model 2 States only) (Standard position for all programs) - This position cannot be combined with Treasurer. Performs duties as directed in the *Financial Policies and Practices* document.

6) Treasurer (Standard position for all programs) - This position cannot be combined with Financial Secretary/KairosDonor Coordinator. Performs duties as directed in the *Financial Policies and Practices* document. Ensures always two counters for funds received and signatures of counters present.

7) Institutional Liaison (Standard position for Kairos Inside and Kairos Torch) or **Facility Coordinator** (Kairos Outside)

- a) Provides the day-to-day link between the Institution, the local Advisory Council and the Weekend Leader, except during the weekend program. Communicate with the institution chaplain at least monthly. Each Advisory Council for each institution must have its own Institutional Liaison.
- b) Coordinates Kairos continuing ministry activities at the Institution for the Advisory Council, consistent with the Program Manual. Ensures that the chaplain has the most current program manual and knows of any official program changes.
- c) Reports regularly to the Advisory Council, the status of Kairos activities at the Institution.
- d) In conjunction with the institution's chaplain or other facility assigned designee, arranges meetings between the Weekend Leader, Inside Coordinator (Kairos Inside only) and appropriate Institution staff in preparation for each Kairos Weekend.
- e) Keeps Advisory Council informed of all institutional (or facility) rules, policies and directives.
- f) Provides a current list of Kairos Community individuals who are cleared to enter the institution, including visitors attending a closing ceremony.
- g) Ensures that the Chaplain has received the access lists and paperwork necessary for all Kairos activities at the institution.
- h) Ensures current Memorandum of Understanding is signed by appropriate persons and on file at the Kairos headquarters and the State Chapter Committee with the Secretary for record retention, along with the local Secretary.
- i) Facility Coordinator (Kairos Outside) makes arrangements for facilities to hold the Weekends and other meetings as needed, including negotiating costs, dates, and coordinating with the facility the ministry needs to operate well.
 - Identifies and inspects facilities suitable for Weekends;
 - Maintains a list of potential facilities and contact persons
 - Makes arrangements for facilities and overnight needs of team
 - Arranges for insurance rider for each Weekend (as needed)

8) Outreach/Recruiting Coordinator (Standard position for all programs)

- a) Develops and maintains a committee for recruiting activities, yet understanding every volunteer should be recruiting new volunteers. Asking the State Chapter Committee for help or training as needed. Helps train Advisory Council and volunteers for successful recruiting.

- b) Establishes and maintains a speakers' bureau working with the Outreach subcommittee (using resources such as the Kairos Outreach resources).
- c) Solicits and arranges speaking engagements by speakers' bureau for presentations for all Kairos programs.
- d) Develops and maintain records of outreach contacts in database format, KairosDonor and EZRA required.
- e) Utilizes the Advisory Council Volunteer Resource Building document developed by Kairos.
- f) Provides reports on the outreach and recruiting efforts.
- g) In conjunction with the Fundraising/Sponsorship Coordinator develops and maintains contacts with 4th Day communities and churches in the area. Ensure new volunteers without 4th Day experience have 4th day volunteer training (Kairos Inside and Kairos Outside).
- h) Knows and shares the resources available for recruitment, including brochures, videos, testimonials, endorsements, and others from Kairos.

9) Fundraising/Sponsorship Coordinator (Standard position for all programs)

- a) Develops and maintains a committee for fundraising activities. Asking the State Chapter Committee for help or training as needed. Helps train Advisory Council and volunteers for successful fundraising.
- b) Utilizes the State Chapter Fundraising Committee's programs for securing funds including food donations.
- c) Develops and shares new methods/programs to raise funds for Kairos ministries. Note: The Kairos website (www.MyKairos.org) list several examples of successful fund raisers.
- d) When the Advisory Council utilizes a financial sponsorship program, acts as trainer and resource contact to explain the program to the Team.
- e) In conjunction with the Outreach/Recruiting Coordinator, utilizes the Advisory Council Volunteer Resource Building Document developed by Kairos.
- f) Provides reports on the fundraising and sponsorship efforts.
- g) In conjunction with the Outreach/Recruiting Coordinator, develops and maintains contacts with 4th Day communities and churches in the area.
- h) Utilizes KairosDonor to maintain lists of financial donors.

- i) Coordinates food menu and purchasing procedures (when food allowed in facility).
- j) Properly handles food donations for the Advisory Council and reporting in KairosDonor properly.
- k) Makes arrangements with local vendors to reduce food costs and standardize payment.

10) Agape Coordinator (Standard position for all programs)

- a) Keeps informed of upcoming Kairos and other 4th Day Weekends in order that written expressions of agape can be prepared for those Weekends. Agape should be prepared for other programs in the state, nationally and internationally. An intentional effort should be made to provide agape for #1 Weekends.
- b) Creates prayer vigil/chain signup sheets for other Kairos Weekends and 4th Day communities. Solicits prayer commitments from Kairos community (including Kairos Inside graduates) and forwards finished agape to appropriate Agape Coordinators (per direction of State Agape Coordinator)
- c) Advises Weekend Agape Coordinator on acceptable forms of agape, pursuant to Kairos manuals and institutional regulations.
- d) Assists Weekend Agape Coordinator in registering prayer vigil/chain on www.3dayol.org and other appropriate Internet sites including the Kairos website (www.MyKairos.org). It is required to be on the Kairos website.
- e) Facilitates transportation of material for creation of written forms of agape, (i.e., prayer commitments, posters, place mats, etc.), and supplies to and from the institution.
- f) Periodically mails/delivers (through the Institutional Liaison or Weekend Leader) a replenishment supply of Kairos Outside brochures and Guest Reservation forms to prison chaplains and teams.

11) Clergy/Spiritual Director (Standard position for all programs)

- a) Assumes the role of Spiritual Leader for the Advisory Council and helps it stay focused on Jesus Christ and scriptural basis.
- b) Assists in meeting spiritual needs of the Advisory Council.
- c) Assists Weekend Leader and Outreach/Recruiting Coordinator in identifying and recruiting clergy for the Weekends (based on Kairos guidelines) while ensuring qualified clergy in place.
- d) With assistance from Secretary, maintains a list of clergy qualified to serve on Weekends.

- e) Initiates and maintains contact with prison chaplains to foster community and facilitate continued support and awareness of the ministry. Send them Weekend closing invitations. (Kairos Inside and Kairos Torch only)
- f) Should be a member of the Clergy as defined in the program manual. Once a person is defined as Clergy, they cannot lead any component of the program including Weekend or 1 or 2 day retreats. Clergy can hold elected positions throughout the ministry.

12) Continuing Ministry Coordinator (Standard position for all programs)

- a) This role is extremely important as Kairos uniqueness is our Continuing Ministry and this is the key to the success of the program. Coordinator focuses on continuing ministry relative to the program (Kairos Inside, Kairos Outside, and Kairos Torch) the Advisory Council is operating within and per the appropriate program manual, ensuring continuing ministry is occurring and running properly.
- b) Ensures there is an appropriate selection of Reunion Leaders as defined by current program manual.
- c) Encourages participation in Reunions and aids in planning program content as defined by current program manual. Encourages formation of Resident's Council (Kairos Inside).
- d) Plans a minimum of two reunions after each Weekend (Kairos Outside) or monthly reunions (Kairos Inside and Kairos Torch).
- e) Prepares reunion flyers (with complete reunion information) for inclusion in newsletters and Going Forth Books (Kairos Outside only) and provides to Newsletter Editor and Team Agape Coordinator respectively.
- f) Coordinates with the Agape Coordinator so that poster material and supplies are available to create agape at a monthly reunion.
- g) Coordinates with the Institutional Liaison to insure that all the institution's policies are being adhered to during the continuing ministry sessions.
- h) Insures that all mentoring is conducted via the Kairos Torch Mentoring Guide and the Kairos Torch Program Manual. (Kairos Torch)

13) Data Coordinator (Standard position for all programs)

- a) Maintains EZRA database of the following:
 - Team member contact information
 - Potential volunteers
 - Outreach contacts
 - Resident and Guest Participants
 - Closing Guest Registrations (if required by institution)

- Active Advisory Council members.

- b) Maintains custody of backup devices between Weekends.
- c) Keeps a copy of each Kairos Advisory Council newsletter. (If applicable)
- d) Obtains / keeps a copy of each Weekend Going Forth book. (Kairos Outside only)
- e) Provides a continual historical perspective of the ministry program.
- f) Ensures adequate supplies of forms, stationery and brochures are available when/where needed.
- g) Obtains new forms or templates from Kairos and ensures familiarity of materials on MyKairos.org.
- h) Maintains database of Kairos assets, including their location and provides this information annually to the State Chapter Committee Financial Secretary. Report any changes in assets immediately to the State.

14) Communications Coordinator (Standard position for all programs)

- a) Reports community information/news to State Chapter Committee/Advisory Council Webmaster and State Chapter Committee Newsletter Editor.
- b) In consultation with State Chapter Committee Chair, provides information to the Public Media in accordance with ministry guidelines. Ensure the Kairos Headquarters knows and has copy of all publicity received locally.
- c) Provides Outreach/Recruiting Coordinator with information to be used in promoting Kairos.
- d) Communicates with local Kairos communities news and prayer concerns about its members.
- e) Sends Weekend closing invitations to Prison Wardens/Superintendents, Kairos Inside Institutional Liaisons, and State Chapter Committee members.
- f) (Kairos Outside only) Sends documents for Kairos Inside Closings to ***Kairos Inside and Kairos Torch*** Agape Coordinators at least four (4) weeks prior to each Weekend. They should contain enough materials for 42 residents, or the number requested by the Weekend Leader:
 - Cover letter to Institutional Liaison
 - “Talk” Guidelines for Closing Talk
 - Kairos Outside Brochures
 - Letter-Size Envelopes (if allowed by the institution)
 - Guest Reservation Forms
 - “Dear” Letters
 - Kairos Outside PO Boxes

- Kairos Outside Map

- g) Focuses on generating positive awareness of the Kairos ministry through all types of media.
- h) Know and use the Kairos style guide, including proper use of logos, mission, and vision are used on all written and electronic media provided by the local Advisory Council.
- i) Serves as editor of materials and compliance of proper use of Kairos name/brands.
- j) Generates any newsletters deemed necessary for the Advisory Council. Provide copies to the State Chapter Committee and the Kairos International headquarters.
- k) Solicits articles from leaders for the quarterly Kairos national newsletter and submit to the Kairos headquarters.

Advisory Positions (appointed and nonvoting)

- 1) **Past Chair** - (Optional Advisory position for all programs) - Serves as advisor to Chair.
- 2) **Additional Clergy Representative** (Advisory position for all programs)
- 3) **Weekend Leader** (Advisory position for all programs) - Weekend Leaders shall attend Advisory Council meetings before (at least six months) and after their weekends to ask questions and provide their reports in person. Leader reports on team formation meetings taking place per program manual and ensure team members are present for the meetings.
- 4) **Advising Leader for Weekends** (Advisory position for all programs) – Advising Leader is recommended to attend Advisory Council meetings to share experience and improvements for future, thus helping ensure the program manual is followed.
- 5) **Observing Leader(s) for Weekends** (Advisory position for all programs) – Observing Leader(s) are recommended to be at Advisory Council meetings to learn prior to becoming Weekend Leader.
- 6) **Other approved future Weekend Leaders** (Advisory position programs)
- 7) **Representatives from other Kairos or 4th Day Programs** (Advisory position programs)
- 8) **Support Team Coordinator** (Advisory position for all programs)

Other Optional Positions (appointed and non-voting) - The Advisory Council Chair may appoint other positions as needed to conduct the business of Kairos. These are non-voting, should be re-appointed each year and one person cannot serve more than three years.

D. Election of Advisory Council Members

- 1. Evolution of an Advisory Council** - The Advisory Council should constantly evolve. At the yearly election, 1/3 of the members rotate off and new members fill these seats. Elections must be completed by December 1 of each year, with member information reported to the State Chapter Committee by January 1. Each member term begins January 1 of each year. In addition, each year the 14 standard voting positions are elected by the Advisory Council members thus holding one year terms.
- 2. Qualifications of an Advisory Council Member** - Advisory Council members must be active in their Christian church community, have served on a Kairos team within the past 2 years and/or have been active in the continuing ministry during the past 2 years. Kairos encourages members to be active in a Christian accountability group.
- 3. Term of Service** - The term of service for each Advisory Council member will be three (3) years. An Advisory Council member may not serve as Chair for more than three (3) consecutive years. All other Advisory Council members and standard voting positions of the Advisory Council may be re-elected for a 2nd consecutive 3 year term of service. No one may serve more than two consecutive terms without rotating off for a 3 year period. For the purpose of defining a term, any term of service which begins prior to July 1 shall be considered to have begun on the preceding January 1; any term of service beginning on or after July 1 shall be considered to begin on the following January 1.
- 4. Election Process**
 - a) In September of each year, the Secretary/Administrative Coordinator will deliver (by e-mail or any other economical means) a written communication to each active member of the local Kairos community regarding the election process (see the example in Appendix I). "Active" Kairos community members are active in their church community, have served on a Kairos team within the past 2 year(s) and/or have been active in the continuing ministry during the past 2 years. Kairos encourages members to be active in a Christian accountability group.
 - b) The active members of the local Kairos community submit their nominations on or before an established date for nominations.
 - c) After the established date, the Advisory Council reviews the nominations. They may add additional nominations from the active local Kairos community, after confirming their willingness to serve, to ensure every vacancy has a nomination.
 - d) The Secretary sends the ballot of nominations to the active members of the local Kairos community and asks for their vote by an established date. All votes are made to one authorized person (e.g. Secretary).
 - e) After the established date, the votes are tallied and the entire Kairos community is notified of the new Advisory Council members. The Advisory Council members then elect the members for the standard voting positions. All elections should be

complete by December 1 of each year, with taking on role beginning January 1 of next year.

5. Newly Formed Advisory Council

- a) The newly formed Advisory Council meets and establishes, by majority vote, the Advisory Council position of each member for the coming year. The officers are Chair, Vice Chair, Secretary, Treasurer, KairosDonor (or Financial Secretary) and State Representative. These officer positions must be filled at start-up. The new Advisory Council has two years to grow into having full standard voting positions. In the case of a newly formed (new start), the Advisory Council members are not required to have 2 years of Kairos experience, however it is recommended that some members do for establishing a healthy experience body. All other procedures apply to a start-up.
- b) All positions are for one (1) year and may be re-elected per terms of service.

E. Removal/Non-Attendance/Replacement of an Advisory Council Member

1. Advisory Council members may be removed by a majority vote of the remaining voting members under the following conditions:
 - a) Upon refusal or repeated failure to perform the duties of their position;
 - b) Rebellious conduct that jeopardizes the ministry.

See Code of Conduct for guidelines. Note if family members involved the members must remove themselves from the discussion and decision. If an individual is suspended from the ministry, they cannot hold other positions during the suspension time period.

2. Advisory Council members who miss three consecutive meetings are considered to have resigned. (In this case, a replacement shall be appointed by the Advisory Council until the next scheduled election at which time the un-expired term will be filled.) Note: consideration should be given if the person, in spite of the missed meetings, is actively contributing to the work of the Advisory Council.
3. If the Advisory Council State Chapter Committee Representative is subsequently elected as an officer of the State Chapter Committee, the Advisory Council will appoint a replacement for the State Representative to fill the unexpired term until the next election. A person cannot serve as both an officer of the State Chapter Committee and the local Advisory Council.

F. Selection and Removal of a Weekend Leader

1. **Authority** - Weekend Leaders are under the authority of the Advisory Council to conduct Kairos activities in accordance with the manual and policies of Kairos Prison Ministry. The Advisory Council shall select only those Weekend Leaders who demonstrate commitment to following the Kairos methods, manual and procedures.

2. Advisory Council Responsibility - Advisory Council Responsibility - A prospective Weekend Leader is nominated by the Advisory Council and must be approved by the State Chapter Committee. Advisory Councils will:

- a) Nominate, invite, and request approval from the State Chapter Committee for persons to serve as Weekend Leaders at least 18 months prior to leading a Weekend.
- b) Ensure that Advanced Kairos Training (AKT) for an upcoming Leader occurs. AKT must take place prior to the person serving as an Observing Leader, but no later than 12 months prior to their assigned Weekend.
- c) Ensure that a Leader obtains the EZRA software after their training, but before their Weekend team recruiting formally begins and at least 6 months prior to the Weekend occurring. In the case of the EZRA software, it is highly recommended that the Weekend Leader not obtain it until immediately following the completion of the Weekend prior to their assigned Weekend (this provides them with the most up-to-date version of the software).
- d) Ensure that reports from the Weekend Leader are received. Confirm that appropriate reports are sent to the State Chapter Committee and Kairos.
- e) In consultation with the Weekend Leader, the Advisory Council will select the Advising Leader. The Weekend Leader selects the team per the program manual guidelines.

3. Removal of a Weekend Leader - Refer to the appropriate Kairos Program Manual for disciplinary guidance concerning team members and Weekend Leaders.

III. New Start-Up

To start up an Advisory Council in a State that has an existing Kairos ministry, follow the procedures in the **New Start Procedures for Starting Kairos in a New Institution** located on the www.MyKairos.org website under Downloads, Kairos. Always contact the Kairos International Headquarters to set up the proper systems and approach, including but not limited to financials, KairosDonor, naming, and reporting. **Approval by the State Chapter Committee and the Kairos International Headquarters is necessary to start a new Advisory Council and to use the Kairos programs.**

Appendix I - Advisory Council Election Notification (Example)

The programs of Kairos Prison Ministry International are defined by the Board of Directors and delegated through the CEO to the State Chapter Committee to oversee the implementation of the programs through the Advisory Council. It is the Advisory Council that oversees the local community where God has called you into service.

The Advisory Council is a body of Christian volunteers in the local Kairos ministry, who serve in leadership roles for the benefit of the health and direction of the ministry. As a member of the local Kairos community, you not only participate in the hands-on ministry, but you also participate in the election of persons who serve as members of the Advisory Council, and you are called to also offer yourself in sacrificial service as a member of the Advisory Council.

The election for the (*Community's Name*) Advisory Council will be conducted on (date).

Each person on the Advisory Council can serve a three year term of service and if it is the expressed desire of the Kairos community, may be re-elected to a 2nd three year term of service (except the Chair).

Active local Kairos community members are eligible to elect the Advisory Council as well as serve, if elected, on the Advisory Council. Community members are considered 'active' if they are active in their church community, have served on a Kairos team within the past 2 year(s) and/or have been active in the continuing ministry during the past 2 years. Kairos encourages members to be active in a Christian accountability group.

There are (number of vacancies) for the upcoming election.

Those currently on the Advisory Council are: (*List names and their remaining term of service*)

If you would like to nominate someone, including yourself, for service on the Advisory Council, please ask about the person's willingness to serve and then submit the nomination no later than (*reasonable cutoff date*) (*specify the exact procedure to be followed, e-mail, written, phone call, etc.*)

Those people not eligible for immediate service on the Advisory Council are: (*list names*).

(*Signed*)

Advisory Council Chair signature block

Appendix II - ADVISORY COUNCIL REPORTING FORM

Position	Name	Phone	E-mail
<i>Information is current as of:</i>			
<i>Institution:</i>		<i>(if applicable)</i>	
Warden			
Chaplain			
<i>Standard Positions</i>			
Chair			
Vice Chair			
State Chapter Committee Representative			
Secretary			
KairosDonor Coordinator or Financial Secretary			
Treasurer			
Institutional Liaison			
Outreach /Recruiting Coordinator			
Fundraising/Sponsorship Coordinator			
Agape Coordinator			
Clergy/Spiritual Director			
Continuing Ministry Coordinator			
Data Coordinator			
Communications Coordinator			
<i>Advisory Positions</i>			
Additional Clergy Representative			
Weekend Leader			
Observing Leader			
Advising Leader			
Other Approved Weekend Leaders			
Representatives from other 4th Day or Kairos Programs			
<i>Optional Positions</i>			
<i>{insert as assigned}</i>			

List of Approved Changes

<u>Date of Change</u>	<u>Page/Paragraph Reference</u>	<u>Summary of Change</u>
2/12/12		Document Approved by Kairos Board of Directors
3/28/12	Page 4, Para I, C, 2.	Added emphasis on minority (ethnic) reference requirement on new Advisory Councils.
7/25/12	Page 9, Para II, B, 4.	Modified Food Control Coordinator's Job description so that it also applies to Kairos Outside Advisory Councils.
1/21/2014	Page 6, Para I, F, 9.	Added Excellence Initiative directions
7/1/2014 & 7/24/2014	Entire document	Standard positions named and voting position; removal of optional except for existence; purpose/role defined clearly; updated Excellence Initiative directions; complete revamp of document so covers all programs as Advisory Council role is same regardless of program. Clean up.
1/2015	Page 9, Page 16, Page 19, 20	Added or 8 for clarification; added f) should be a member of the clergy; added clarity on 14 member annual election; added clarity in cannot serve in two roles; added clarity in two years' experience for newly formed.
1/2016	Entire document Page 8, Page 13, Page 16	Changed CEO title, removed area reference, enhanced focus on training leaders timely, EZRA, and Continuing Ministry. Added cannot use Kairos list; Code of Conduct; MOU to International office; clarified Clergy in leadership.
1/2017	Page 5, I.A. Page 6, item 6 Page 7, E1 Page 7, E2 Page 8 item 4 Page 8 item 5 Page 8 item 8 Page 9, II Page 10-11, C Page 17, 12	Added meetings with prayer, devotions, and using biblical principles. Added team formation and meeting attendance language. Clarified Institutional Liaison per institution Added Advisory Council Affiliation Agreement Added property, assets and funds owned by Kairos Added end of year statement requirement in KairoDonor Clarified Observing Leaders attending AKT Added variance request and process Added family members cannot serve in financial positions; Clergy may hold leadership roles Continuing Ministry Coordinator b & c clarified