

# **Guidelines for Startup of a Kairos Program in a New Country**



**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.**

11/06/06

## **Guidelines for the Start Up of the Kairos Prison Ministry in a New Country**

### I. Introduction

- Need/Purpose
- Philosophy
- KPM Program Composition (KI, KO, KT)

### II. Steps in the Process

- An interested party makes inquiry to the International Office.
  - The Executive Director (ED) evaluates the inquiry. (*See Appendices 2 & 3*)
  - The ED sends the ***Steps in the Process for a New Country Startup*** (*See Appendix 4*) to the initial interested party or the best qualified person identified in evaluation of the inquiry, and advises the International Startup Committee (ISC) about the New Start Country.
  - The ED designates an appropriate staff and/or volunteer to establish communication with the interested party and to assist the interested party with a logistical and spiritual understanding of the Kairos Prison Ministry (KPMI).
  - New Start Country forms a Launch Committee and submits a preliminary proposal to the ED
  - The ED and the ISC review the preliminary proposal and determine if any additional information is needed.
  - The ED dispatches appropriate staff and/or volunteers to meet with the Launch Committee
  - The staff and/or volunteers submit a report to the ED and the ISC for review and comment.
  - The ISC accepts the New Start Country and establishes any conditions to proceed.
  - The ED communicates the acceptance and any conditions to be met, promises financial support to establish a non profit corporation and a banking relationship within the New Start Country and requests a detailed proposal that outlines the Launch Committee's plan to implement the KPMI
  - The ED, with agreement from the ISC, designates a Coordinator for the New Start Country. This Coordinator is also appointed to the ISC.
  - The Coordinator establishes a communication link with the Launch Committee
- Leadership
- The Launch Committee responds to the ED's letter of acceptance with a proposal outlining its plan to implement the KPMI in their country.
  - The ED and the ISC evaluate the Launch Committee proposal.
  - The Launch Committee establishes the non profit corporation and the banking relationship, signs the Licensing Agreement and becomes the Board of Directors for the KPM in that country.
  - The Coordinator visits with the New Start Country Board of Directors and assists with the initial execution of its KPMI implementation plan.
  - The New Start Country Board of Directors continues its implementation of the KPMI.
  - The Coordinator continues to assist the New Start Country Board of Directors as necessary with its KPMI implementation plan.

### III. Details of Each Step in the Process

#### A. Inquiry from an Interested Party

- All inquiries must be directed to the ED at:

KPMI, Inc International Office  
6903 University Dr  
Winter Park, FL 32792

- Inquiries may come from a person interested in the ministry, a government or prison official, or a church leader or organization.

#### B. ED evaluates the inquiry.

- Determine the validity of the inquiry – is it curiosity or sincere interest.
- Determine the position of the person making the inquiry, the organization represented, and the authority to represent the organization.
- Determine if this person will have the dedication, willingness, and time to launch the ministry, or who that person might be. Ask for biographical information.
- Obtain independent information about the country from the Country, the State Department and/or other websites, including, but not limited to, a description of the cultural and political makeup of the country (i.e. tribal, central government), including the national language.
- Obtain an understanding of the 4<sup>th</sup> Day Movements in the country from US contacts.

C. The ED sends the *Steps in the Process for a New Country Startup (See Appendix 4)* to the initial interested party or the best qualified person identified in evaluation of the inquiry, and advises the ISC about the New Start Country.

D. The ED designates an appropriate staff and/or volunteer to establish informal communication with the interested party and to assist the interested party with a logistical and spiritual understanding of the Kairos Prison Ministry International (KPMI).

- Discuss the various aspects of the ministry – spiritual content and rewards, Kairos Methodology (e.g. common ground, ethnic and denominational diversity), financial self-sufficiency, organization, recruiting, team formation, logistic *support requirements*, etc.

E. New Start Country forms a Launch Committee and submits a preliminary proposal to the ED

- Identify the Launch Committee members (minimum 5-7) and the Chairperson, their background, religious affiliation, 4<sup>th</sup> Day Movement experience, Kairos experience, experience with prison ministry, and commitment to the project. Briefly describe the merits they see to the KPMI.
- Provide a description of the prison system within the country including the organizational structure and the names of the top leadership, number of prisons (adult and juvenile), the number of total inmates (male and female). (KI & KT only)

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- Provide a brief description of the prison culture such as the living conditions within the prisons (i.e. cells, dormitories), religious programs being offered, religious affiliation of the inmates, why Kairos is needed, how the program will be continued and sustained. (KI & KT only)

- Provide a brief outline of the steps that will be taken to secure the approval of the top prison system officials. Include an assessment of the willingness of the top prison officials to accept the KPM. (KI & KT only)

- Provide a description of the extent and influence of Christianity in the country.

- Provide a listing of the 4th Day Movements within the country.

- Include an understanding of and a commitment to an ecumenical makeup of the potential participants in the ministry.

- ***Provide a general description of the methods that will used to identify the target population for the ministry. (KO only)***

F. The ED and the ISC review the preliminary proposal and determine if any additional information is needed.

G. The ED dispatches appropriate staff and/or volunteers to meet with the Launch Committee

- Meet with all members of the Launch Committee.

- Provide a training session about the various elements of the KPM (KI, KO, and KT). Provide the program documentation (i.e. Organization Manual, KI/KO/KT Program Manuals, Songbook, Ministry Financial Policies and Practices Manual, SCCOP, ACOP).

- Discuss the various aspects of the ministry – spiritual content and rewards, Kairos Methodology (e.g. common ground, ethnic and denominational diversity), financial self-sufficiency, organization, recruiting, team formation, logistic ***support requirements***, etc.

- Outline the support available from KPMI, Inc. (US), its limitations and how to obtain it.

- Provide sufficient information to enable the Launch Committee to develop a detailed implementation plan. Review these ***Steps in the Process for a New Country Startup***.

H. The staff and/or volunteers submit a report to the ED and the ISC for review and comment.

- List and describe the members of the Launch Committee, include impressions of leadership capabilities.

- Evaluate the commitment and capability of the Launch Committee as a whole to launch and sustain the ministry.

- Evaluate the availability of resources – people, money, facilities, equipment, transportation.

- Recommendations.

I. The ISC and ED, working together, accept the New Start Country and establish any conditions to proceed.

J. The ED communicates the acceptance and any conditions to be met, promises financial support to establish a non profit corporation and a banking relationship within the New Start

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Country and requests a detailed proposal that outlines the Launch Committee's plan to implement the KPM. This proposal should include at a minimum the following points (not necessarily in order).

- Procedure and cost to establish a non-profit corporation and a banking relationship.
- Recruiting procedures within 4<sup>th</sup> Day Communities and churches and through outreach presentations.
- A plan for outreach to local churches for financial support.
- Budget for first year of operation (See Appendix6).
- Identification of team leadership
- A plan for the team formation process, including leadership training.
- A plan to enable sustainability and financial self-sufficiency of the KPM over time.

K. The ED, with agreement from the ISC, designates a Coordinator for the New Start Country. This Coordinator is appointed to the ISC.

- Most likely this will be one of, or the person that made the first trip.

L. The Coordinator establishes a communication link with the Launch Committee Leadership

- Offers assistance to prepare detailed proposal.

M. The Launch Committee responds to the ED's letter of acceptance with a proposal outlining its plan to implement the KPM in their country.

N. The ED and the ISC evaluate the Launch Committee proposal.

- Accept proposal.
- The ED sends a Los Hermanos request to the State Chapter Committees for financial assistance to the New Start Country.

O. The Launch Committee establishes the non profit corporation and the banking relationship, signs the Licensing Agreement and becomes the Board of Directors for the KPM in that country.

- ED pays invoices from professionals in the New Start Country who have established the nonprofit corporation and banking relationship.

P. The Coordinator visits with the New Start Country Board of Directors and assists with the initial execution of its KPM implementation plan.

- Work closely with the leadership of the New Start Country Board of Directors to set up a schedule for meetings, training sessions, and contacts with church and prison officials.
- With the leadership team, meet with prison officials.
- Assist with outreach presentations to local churches.
- Establishes working relationships with the members of the New Start Country Board of Directors.

- Makes sure the New Start Country Board of Directors has implemented proper financial

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accounting procedures.

- Q. The New Start Country Board of Directors continues its implementation of the KPM.
- Obtain an agreement with the appropriate official in the prison system. (KI & KT only)
  - Identify members of the New Start Country Board of Directors to attend an appropriate Kairos Program Weekend chosen by the ED.
  - Designate Team Leader. Recruit volunteers.
  - Schedule a training session for volunteers. Trainers to come from the US and/or other international communities.
  - Schedule the date with the prison for the 3 1/2-Day Weekend. Make all other logistical arrangements. (KI & KT only)
  - Schedule the date for the 2-Day Weekend. Make all other logistical arrangements. (KO only)
  - Review and revise budget as appropriate. Resubmit to KPMI, Inc.(US) for additional support if needed.
  - Conduct team formation process.
  - Conduct 3 1/2-Day Weekend and Instructional Reunion. (KI & KT only)
  - Conduct 2-Day Weekend and a Reunion. (KO only)
  - Schedule Monthly Reunions.

- R. The Coordinator continues to assist the New Start Country Board of Directors as necessary with its implementation plan.
- Coordinate members of the New Start Country Board of Directors to attend a 3 1/2-Day Weekend chosen by the ED.
  - Coordinate the scheduling of all volunteer training needs with the International Office and the New Start Country Board of Directors.
  - Visit the country as necessary to assist with any and all arrangements necessary for the success of the KPM program.
  - Provide written monthly status reports to ED and the ISC.
  - Coordinate the agape needs for the 3 1/2-Day Weekends.
  - Coordinate with the Los Hermanos Project leadership.
  - Encourage and coordinate community building among the New Start Country 3 1/2-Day Weekend teams and the Los Hermanos community volunteers. This could include volunteers to participate on the weekend team, agape support, or Letter and picture exchanges. Volunteer participation should have the concurrence of the ED.

IV. Additional Procedures When Financial Assistance is provided by KPMI, Inc. (US) (to be included in the Licensing Agreement)

- Submission of annual budgets.
- Submission of monthly spending reports, with receipts, of moneys provided by KPMI, Inc. (US).
- Handling of special financial requests or needs.

## Appendices

1. KPMI Program Summaries (KI, KO, KT)
2. Survey for the Kairos Prison Ministry International, Inc.
3. **Priorities for Selecting New Country Startups**
4. Steps in the Process for a New Country Startup
5. Sample Licensing Agreement (Spanish)
6. Budget Guidelines, Sample Budget
7. Process Flow Chart

## Appendix 1 - KPMI Program Summaries (KI, KO, KT)



### Kairos Outside Summary

Kairos Outside is one of the programs that falls under the umbrella of Kairos Prison Ministry International, Inc. The name is often misunderstood as some think it refers to participating in Kairos on the outside. This is not the case. Kairos Outside is a program designed to support the female relatives/friends of men and women who are or have been incarcerated in the country's state or federal correctional facilities, as well as county jails and youthful offender programs. The purpose of KO is to demonstrate God's grace and love through Christian support for women who have relatives/friends who are or who have been incarcerated. At this time there is no program for men, only women.

Kairos Outside began in 1990 as an idea from the Chaplain at San Quentin State

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Correctional Facility in CA. After the first Kairos Prison Ministry Weekend, he, along with others, felt that those who became involved in the Kairos program were now open to family unity. Jo Chapman, a Kairos volunteer from CA, took his idea and developed KO. Today, Jo is KPMI Women's Ministry Coordinator.

The weekend is held at a retreat center of some type and runs from Friday night until Sunday afternoon. There is a leadership track consisting of the Leader, Observing Leader #1 and Observing Leader #2. Therefore a woman accepting the position of leader is committing to a minimum of 18 months of service.

The ladies that attend the weekend are called Guests which is designed to reflect the hospitality shown to them. The weekend is free to them which can sometimes present a financial hardship on the Kairos Outside location. These Guests complete a reservation form which details their personal information and interest in attending. Names are received from inmates, of course – the majority who have attended a Kairos Inside even though that is not a requirement; word of mouth – previous Guests are our best advertisement; churches, etc. Perhaps the biggest challenge to Kairos Outside is finding the Guests and then actually getting them to a weekend. The drop out rate can sometimes be as high as 50% and there are many reasons for this – the ladies are scared, they don't know what they're coming to; they haven't made a financial commitment; they live their lives from day to day and the idea of making plans far in advance is foreign to them – and the list goes on and on. That's why a previous Guest is our best source for finding new Guests – she's someone they know and trust.

Talks and meditations are used on Kairos Outside much in the same way as Kairos Inside. There are table families which have the opportunity to review the talks in a small group setting. All of the talks and meditations are interrelated and build on each other to form one statement: God loves us all, completely and unconditionally and all of us are accepted, as we are, who we are, where we are.

Confidentiality is a big part of KO. If the confidentiality of just one Guest is broken, it could bring irreparable damage to the ministry. We use the saying, "Who you see hear, what you hear here, let it stay here." Even at closing, Guests are not differentiated from team members unless it is of their own choosing.

There are many surprises during the weekend but two of the highlights are the banquet on Saturday night and the receiving of the special letters on Sunday morning. The 'dining room' is decorated a little special and the Guests are escorted to their seat by the men on the team who are dressed up. It is quite a special night for the ladies. On Sunday morning, they are presented with a special letter from their incarcerated friend/relative. They only receive the one letter unless they have several friends/relatives who are incarcerated. This is usually quite a shock to receive a letter and often takes some detective work on the part of the Kairos Outside team. It is a very emotional time for both team and Guests. It shows the Guests that their special person is living the weekend right along with them.

A Forgiveness Service is held on Saturday night similar to the Forgiveness Service held on Kairos Inside. The Wall Story is read and dissolvable paper is used for the forgiveness lists.

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Following the Forgiveness Service, the KO Community may hold a “Walking in Love” service with the outside community attending. If they choose not to do this, the outside community may participate in the “Flowers at Dawn” on Sunday morning. There is a Thanksgiving Service held on Sunday morning followed by the cross ceremony on Sunday afternoon. The outside community is invited to attend closing at which time Guests are given the opportunity to share their feelings if they so choose.

At the closing of a Kairos Inside, it is now in the Red Manual that a person representing Kairos Outside be given an opportunity to share about KO – what it is and how the inmates’ female friends/relatives can be a part of this ministry.

## **Appendix 2 - Survey for Kairos Prison Ministry International, Inc.**

We appreciate your interest in Kairos Prison Ministry. Kairos has been very blessed to provide a lay-led ecumenical Christian program into penal institutions around the world. We hope you can join us in ministering to the needs of those who are incarcerated and their families. In order to help us evaluate how we might work together we request that your leadership group complete the following questions:

(1) Please identify the following:

(a) the name(s), mailing and e-mail addresses, and a brief biography of your leadership group;

(b) the principal Christian denominations where you live;

(c) the principal language spoken in the area where you live;

(d) how did you hear about us.

(2) Are you being sponsored by a particular church or denomination? If yes, please identify which church or denomination.

(3) Are you associated with any of the International 4<sup>th</sup> day movements such as, Emmaus, Tres Dias, Cursillo or Via de Cristo? If yes, please identify movement.

(4) What is the ethnic makeup in the area where you live?

(5) What is the approximate number of volunteers interested in working in prison ministry now?

(6) With successful recruiting how large a volunteer base will you have in the next 12 months?

(7) Does your community have financial resources to help fund a prison ministry? If yes, please explain.

(8) In what prison institution would you like to start the Kairos ministry?

(9) How far away (km/miles) is this institution located from your community?  
Challenges in transportation?

(10) Is your community able to deal effectively with your country's political and legal system? If yes, please explain.

## Appendix 3 - Priorities for Selecting New Country Startups

In the “Guidelines for the Start Up of the Kairos Prison Ministry in a New Country” there are three times that the Executive Director (ED) and later, also the International Start Up Committee (ISC) make decisions as to the approval of moving forward with Kairos development in the new country.

1. The first purpose of this paper is to give both ED and the ISC some priorities and insights for evaluating the information associated with the requests and for making the necessary decisions.
2. As a result of the efforts made in analysis of purpose #1, the second purpose is to recommend the setup of Kairos goals and objectives for international development.

### THE INITIAL EVALUATION

The evaluation of the initial country request is done by the ED and is oriented to separating the serious from the incidental requests and for rejecting those requests that would imply an unacceptably difficult startup. The information used in the evaluation is a result of data searches on the country done by the International Office.

Criteria for this phase of evaluation include but are not limited to the following:

- Language
- Culture and societal structures
- Religious breakdowns and the local role of Christianity
- The nature of 4th day communities
- Political structures and stability
- Ethnic and racial conditions and relationships

**LANGUAGE:** It is critical to see the importance of language at this point. If the local language does not include either English or Spanish, there is a major question of the process and cost of Kairos document translations. Things to consider at this point include:

1. Does the translation investment have significant long term value? Is the country big? Are there other countries with the same language that could have Kairos in the future?
2. How does Kairos pay for the translation?
3. Who does the quality control on the translation when completed?
4. How long will the translation process take?
5. What about Ezra?
6. How do additional language requirements for Kairos documents affect the normal document revision processes and costs that have been the Kairos tradition?
7. Is there a major objective that this startup will satisfy that in itself justifies the translation costs?
8. Can the country get by effectively using the English or Spanish versions of the Kairos documents?

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The ED needs to consider the language issue at this point because if there is a green light given now and the subsequent proposal is well prepared, it will be awkward to reject the startup later because of language.

**CULTURE:** The issue of culture can be subtle in nature. It is important to understand at this point what country cultural factors could affect the success of Kairos. If there are ethnic or racial separations in the country, would these separations limit the formation of a diverse yet effective Kairos team? If there are tribal differences, would similar difficulties occur? How would rich/poor differences in the society affect Kairos? It would appear that only egregious separations would cause a rejection of a Kairos startup at this point.

**RELIGION:** The role of religion in the country is critical. If Christianity is not a major religion in the country then complexities will arise.

1. How will Kairos be received institutionally by the prison system?
2. Will the presence and growth of Kairos cause conflict within the prison populations?
3. Will the local Christian community be able to support and sustain Kairos?
4. Will Kairos be rejected on religious grounds by the country as a whole?

Also, is there a severe separation within Christianity in the country that would conflict with the ecumenical nature of the Kairos ministry?

**POLITICAL:** The element of country political structure and political stability is also critical.

1. Is the country safe enough for Kairos development?
2. Are the prisons secure enough to assure safety of Kairos volunteers?
3. Is there a likelihood of rejection or bureaucratic barriers to Kairos development in the country because of political reasons? (e.g. Myanmar, China, etc.)

**OTHER:** Finally, the question of distance, access and communication should be considered. If the place is hard to get to, there will be significant transportation expenses. Modern communication links need to be assured (email, internet, fax, electronic money transfers, etc.)

**HOLY SPIRIT:** Still, the question of what the Holy Spirit is asking needs to be part of all this process.

### **THE PRELIMINARY PROPOSAL EVALUATION**

The preliminary proposal deals less with macro issues and more with execution issues. The leadership requirement is key and the leadership ability should be evident through the manner that the proposal is presented and the methods recommended for correctional institution approval and church and 4<sup>th</sup> day community support.

There may be a disclosure of macro issues that weren't identified in the initial evaluation that could influence the decision to move ahead at this point. It would appear evident though that if

the proposal shows that there is good leadership and a good response on the questions that are asked (Part E of the Guidelines), approval should be straight forward.

## **THE FINAL PROPOSAL EVALUATION**

At this point, if the Coordinator has done his/her job well, the final proposal of the Launch Committee would be complete and easy to approve. The ED and the ISC might require adjustments. However, rejection at this point would be unlikely unless the whole system unfolds because of some issue conflict.

## **THE QUESTION OF GOALS AND OBJECTIVES FOR KAIROS INTERNATIONAL DEVELOPMENT**

The overall international development process would benefit from having a set of goals and objectives. Without them, Kairos International could easily be caught up in a very disperse and not very cost-effective progress. Although we have an excellent set of guidelines for startup procedures, it would be wise for the ED and the ISC to look at how the overall international Kairos development might work best. In some sense, how would Kairos like to have the initial requests come into the home office?

The exercise laid out in the section “The Initial Evaluation” above, gives us an idea on how to start with Goals and Objectives. Would it not be wise to encourage initial startups in countries and regions for which the challenges listed in that section are minimal? A possibility would be to say that maybe 70 percent of the international startups be in countries that speak either English or Spanish. New translations might be limited to one new language per year unless of course there is a major donor that is willing to fund an additional language multi-document library.

But there may be areas of the world for which other potential Kairos objectives might be better fulfilled. As an example, Kairos might want to achieve internationally something that we have not been particularly effective at here in the United States – racial diversity in Kairos teams. Maybe a push to have Kairos develop in a country in central or western Africa could achieve this.

There may be other conceptual objectives worth pursuing through international development.

It doesn't seem wise to shut the door on all but these two concepts. There needs to be space for Kairos international development where the Holy Spirit brings out the opportunity, the leadership and the energy. Maybe this could be 20 percent.

It is useful to review how international development of Kairos has occurred in general. Based on my knowledge, the majority of international Kairos development has been the result of some kind of contact with the U.S. based Kairos programs. Someone from a foreign country attends a Kairos event in the U.S. and builds a vision on how Kairos would work in their country and then generates the enthusiasm in that country to build a leadership team and to activate the process of local Kairos development.

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The goals and objectives approach would be different from this and would suggest the need for marketing. In the long run, a small investment in marketing at the front end might be cost effective and support the desired goals and objectives.

The marketing could involve the identification of host organizations and individuals in the country of interest, the set up of a presentation of a Kairos representative to invited folks from churches, 4<sup>th</sup> day communities, prison chaplains, etc., and the presentation itself of the Kairos story supported with visuals and printed materials in the language of the targeted country. With a conversation between the presenter, interested individuals and authorities after the gathering, the door could well be open for the first steps in the Guidelines process.

It is recommended that the ED and ISC carefully consider and, as appropriate, develop the goals and objectives for international Kairos development. This effort should help the entire organization in the evaluations, decisions and oversight as Kairos moves forward in the international area.

## **Appendix 4 - STEPS IN THE PROCESS FOR A NEW COUNTRY STARTUP**

I. The interested party submits an inquiry to the KPMI, Inc International Office. All inquiries must be directed to:

John Thompson, Executive Director  
KPMI, Inc International Office  
6903 University Dr  
Winter Park, FL 32792

2. The interested party completes the “Survey for the Kairos Prison Ministry International, Inc.”.

3. Informal dialogue is conducted between the interested party and the liaison person designated by the KPMI, Inc Executive Director. This discussion should be centered on the various aspects of the Kairos Prison Ministry including, but not limited to, the spiritual content and rewards; the Kairos Methodology such as common ground, ethnic and denominational diversity; financial self-sufficiency, organizational structure and the formation of a Launch Committee; recruiting; the team formation process; and, logistical support requirements.

4. A Launch Committee is formed in the New Country with assistance from the liaison person designated in Step 3.

5. The Preliminary Proposal is submitted by the interested party or the person identified in the discussions of Step 3 to be the best qualified to prepare the proposal. This proposal should describe in detail the following points. Assistance should be obtained from the liaison person designated in Step 3.

- Identify the Launch Committee members and the Chairperson. There should be between 5 and 7 members. Describe their background, religious affiliation, 4<sup>th</sup> Day movement experience, Kairos experience, prison ministry experience, and commitment to the project. Briefly describe the merits that the Launch Committee sees in the Kairos Prison Ministry.

- Provide a description of the prison system within the country including the organizational structure and the names of the top leadership; and, number of prisons, adult and juvenile; the number of total inmates, male and female. (This item would apply only to ministry inside the prisons.)

- Provide a brief description of the prison culture such as living conditions within the prisons, cells and/or dormitories; religious programs being offered; religious affiliation of the inmates; why the Kairos Prison Ministry is needed; and, how the program will be continued and sustained. (This item would apply only to ministry inside the prisons.)

- Provide a brief outline of the steps that will be taken to secure the approval of the top prison system officials. Include an assessment of the willingness of the top prison system officials to accept the Kairos Prison Ministry. (This item would apply only to ministry inside the prisons.)

- Provide a description of the extent and influence of Christianity within the country.

- Provide a listing of the 4<sup>th</sup> Day Movements within the country.

- Include an understanding of and a commitment to a denominational diversity of the

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participants in the ministry.

- Provide a general description of the methods that will be used to identify the target population for the ministry. (This item would apply only to the ministry to the women on the outside.)

6. The Chairperson of the Launch Committee provides additional information as requested by the KPMI, Inc Executive Director.

7. The Launch Committee meets with the liaison person designated in Step 3. During this meeting the liaison person will conduct the following tasks.

- Meet with all members of the Launch Committee.
- Provide a training session about the various elements of the Kairos Prison Ministry (Kairos Inside, Kairos Outside, and Kairos Torch). Provide the program documentation (i.e. Organization Manual, KI/KO/KT Program Manuals, Songbook, Ministry Financial Policies and Practices Manual, State Chapter Committee Operating Procedures, Advisory Council Operating Procedures).
- Discuss the various aspects of the ministry including the spiritual content and rewards; Kairos Methodology such as common ground, ethnic and denominational diversity; financial self-sufficiency; organizational structure; recruiting; team formation; and, logistic support requirements.
- Outline the support available from KPMI, Inc. (US), its limitations and how to obtain it.
- Provide sufficient information to enable the Launch Committee to develop a detailed implementation plan. Review these Steps in the Process for a New Country Startup.

8. The KPMI, Inc Executive Director designates a Coordinator for the New Country Startup. This person most likely will be the liaison person designated in Step 3. The Coordinator establishes a communication link with the Chairperson of the Launch Committee and assists with the preparation of the Plan to Implement the Kairos Prison Ministry outlined in Step 9 below.

9. The Launch Committee Chairperson submits a detailed Plan to Implement the Kairos Prison Ministry. This plan should include, at a minimum, the following points.

- The procedure and the cost to establish a non-profit corporation and a banking relationship.
- Recruiting procedures that will be used to target 4<sup>th</sup> Day Communities and churches through outreach presentations.
- A plan for outreach to local churches for financial support.
- A budget for the first year of operation using the attached Budget Guidelines and Sample Budget.
- Identification of the Weekend Team Leadership
- A plan for the team formation process, including leadership training.
- A plan to enable sustainability and financial self-sufficiency of the Kairos Prison Ministry over time.

10. The Launch Committee establishes a non profit corporation and a banking relationship and becomes the Board of Directors for the new corporation.

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11. The Board of Directors negotiates and signs a Licensing Agreement similar to the attached Sample Agreement.
12. The Board of Directors implements its plan with assistance from the Coordinator designated in Step 8 and the KPMI, Inc (US) as necessary.

## Appendix 5 - Sample Licensing Agreement

### CONTRATO DE LICENCIA INTERNACIONAL

ESTE CONTRATO DE LICENCIA INTERNACIONAL (en adelante, "Contrato") se celebra entre Kairos Prison Ministry International, Inc., una organización sin fines de lucro de Florida (en adelante, "Kairos") y \_\_\_\_\_, una \_\_\_\_\_ (en adelante, "Empresa"), y entrará en vigencia a partir del día \_\_\_\_\_ de \_\_\_\_\_ de 200\_\_ (en adelante, "Fecha de entrada en vigencia").

#### Antecedentes

A. Kairos fundó un ministerio sacerdotal cristiano ecuménico cuyos programas están diseñados para ser implementados en instituciones correccionales y en el mundo libre como en Kairos Outside. Son equipos de voluntarios los que administran los programas del ministerio sacerdotal de Kairos (en adelante, "Programas"). A estos voluntarios (en los países fuera de los Estados Unidos) los seleccionan entidades sin fines de lucro que tienen licencia para usar ciertas marcas registradas y materiales de Kairos a fin de implementar los Programas en dichos países.

B. Kairos ha invertido en una considerable cantidad de recursos, de los cuales es propietario, y posiblemente invierta nuevamente en estos recursos en el futuro a fin de desarrollar y promover (1) la marca registrada "Kairos Prison Ministry (y el diseño)", la cual está registrada en la Oficina de Registro de Marcas y Patentes de los Estados Unidos bajo el registro N.º 1299957, y otras marcas registradas, marcas de servicio y logos (en adelante, denominadas conjuntamente "Marcas Registradas"), y (2) materiales relacionados con los Programas, incluidos libros de canciones, cruces, guías, manuales, cintas de audio, CD y tarjetas de la agrupación (en adelante, "Materiales"). Kairos desea controlar el uso de las Marcas Registradas y los Materiales en todos los estados y países donde se realicen las actividades del ministerio.

C. La Empresa desea llevar a cabo los Programas y usar las Marcas Registradas y los Materiales en \_\_\_\_\_ (en adelante, "País") y coordinar los voluntarios en determinados establecimientos del ministerio (KO) e instituciones correccionales del País.

D. Las partes desean celebrar el presente Contrato con el objeto de establecer las distintas obligaciones recíprocas que tendrán en relación con las operaciones de los Programas en el País, el uso de las Marcas Registradas, los Materiales y otros asuntos establecidos en el presente.

#### Contrato

En virtud de las promesas y los pactos descriptos en el presente, Kairos y la Empresa acuerdan lo siguiente:

##### 1. Otorgamiento de licencia

(a) Durante la vigencia de este Contrato, Kairos, mediante el presente, le otorga a la Empresa una licencia personal, no exclusiva, intransferible, irrevocable y sin garantía para que use las Marcas Registradas y los Materiales sólo para los fines descriptos en este Contrato (en adelante, "Licencia") y del modo establecido en él. La Empresa sólo puede usar las Marcas Registradas y los Materiales dentro del País.

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(b) La Empresa usará las Marcas Registradas y los Materiales en consonancia con el uso que Kairos hace de las Marcas Registradas y los Materiales y con toda política, pauta o restricción que Kairos publica ocasionalmente. Antes de vender o distribuir algún producto que tenga alguna de las Marcas Registradas, la Empresa debe entregarle el producto propuesto a Kairos a fin de obtener su aprobación. La Empresa acepta que la naturaleza y calidad de los servicios prestados y/o de los productos vendidos por ésta en relación con las Marcas Registradas no se encontrarán, según el criterio razonable de Kairos, por debajo de los estándares considerados aceptables. La Empresa acepta utilizar las Marcas Registradas sólo conforme a las leyendas que Kairos recomienda ocasionalmente.

### **2. Derecho de licencia**

(a) La Empresa no le pagará a Kairos (KPMI) ningún derecho de licencia; sin embargo, la Empresa entiende que, antes de los cinco (5) años posteriores a su primer fin de semana con Kairos, ésta debe ser autosuficiente económicamente. Si, al final de cada año, la Empresa registra un superávit, considerará inicializar otros ministerios KPMI internacionales, siempre que las leyes y el código impositivo del país de la Empresa lo permitan.

### **3. Derechos de auditoría; retención de libros**

(a) El Consejo Internacional de Directores de Kairos considera importante que los países que tengan nuestra licencia mantengan una integridad financiera de acuerdo con los principios contables para organizaciones sin fines de lucro que existan en sus países. Por lo tanto, la Empresa mantendrá los libros contables en regla en su sede principal y contemplará todos los asuntos financieros relacionados con el presente Contrato. En horas razonables del día y mediante previo aviso con la suficiente antelación, Kairos y/o su representante autorizado tendrán derecho a realizar una auditoría y a examinar dichos libros y los restantes documentos y materiales que la Empresa posea o controle en relación con el presente Contrato para determinar si la Empresa cumple con las cláusulas del Contrato y con los principios contables generalmente aceptables en su país. Kairos tendrá total y libre acceso a los documentos para dicho propósito y para hacer copias y resúmenes de éstos. A pedido y cuenta de Kairos, la Empresa le entregará a Kairos, a la oficina de este último, todos los registros correspondientes a toda solicitud de inspección que haya emitido Kairos.

(b) Durante un mínimo de tres (3) años tras la finalización del presente Contrato, todos los libros contables y registros de la Empresa que estén relacionados con el presente serán retenidos y puestos a disposición de Kairos y/o de su representante autorizado para su inspección.

### **4. Derechos de propiedad intelectual**

(a) La Empresa reconoce y acepta que Kairos es el único dueño de todos los derechos, títulos e intereses relacionados con las Marcas Comerciales y los Materiales, y que Kairos conservará todos los derechos de marca registrada de las Marcas Registradas y todos los derechos de autor de los Materiales. La Empresa también acuerda que no tomará medidas que contradigan dicha propiedad y que todos los usos que haga, tanto la Empresa como sus miembros, de las Marcas Registradas y de los Materiales redundarán en beneficio de Kairos y se realizarán en su nombre. La Empresa también acepta asistir a Kairos en el registro del presente Contrato ante las autoridades gubernamentales correspondientes, en la medida en que Kairos lo considere necesario. La Empresa acepta que nada de

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lo que figura en el presente Contrato le dará a la Empresa algún derecho, título o interés relacionado con las Marcas Registradas o los Materiales diferente del derecho a usar las Marcas Registradas y los Materiales de acuerdo con lo que establece el presente.

(b) Ante la recepción de una solicitud razonable, la Empresa acepta proporcionarle a Kairos muestras que indiquen el uso que ésta hace de las Marcas Registradas, en cualquier momento y ocasionalmente durante la vigencia del presente Contrato.

(c) La Empresa acepta que no solicitará ningún registro de derecho de autor, marca registrada o denominación comercial que de alguna forma incluya la mención o el uso de alguna de las Marcas Registradas o de alguno de los Materiales o de marcas y nombres similares, sin obtener antes el consentimiento expreso y escrito de Kairos. En todo caso, la Empresa le transferirá, sin costo alguno, a Kairos, si este último así lo solicita (ya sea durante la vigencia del Contrato o tras su finalización), la total y completa propiedad de todas esas solicitudes, registros, marcas registradas, derechos de autor o denominaciones comerciales, ya sea que hayan sido obtenidos o no con el permiso de Kairos.

(d) La Empresa acepta cooperar de buena fe con Kairos a fin de asegurar y preservar los derechos que Kairos tiene sobre las Marcas Registradas. Kairos puede obtener, a su cargo y nombre, la protección pertinente del derecho de autor y la marca registrada para los Materiales y las Marcas Registradas que se encuentran en el País. Por otro lado, la Empresa acepta cooperar con Kairos para proteger dichos Materiales y Marcas Registradas. La Empresa reconoce que Kairos posiblemente no sea propietario, en la actualidad, de marcas registradas o registros que contemplen específicamente las Marcas Registradas y los Materiales que se encuentran en el País.

(e) Nada de lo que figura en este Contrato será interpretado como una asignación o cesión de cualquier derecho, título o interés relacionado con las Marcas Registradas o los Materiales a la Empresa, lo cual da a entender que todos los derechos relacionados con esto están reservados por Kairos, a excepción de la Licencia que se le otorga en virtud de este Contrato a la Empresa.

(f) La Empresa reconoce que con frecuencia es difícil obtener el título registrado sin gravámenes de las marcas registradas y otros derechos de propiedad intelectual. En consecuencia, la Empresa acepta que los derechos que se otorgan en virtud del presente tienen validez sólo en la medida en que Kairos sea propietario de dichos derechos, y no se realiza ninguna representación, garantía o autorización, explícita o implícita, con respecto a la propiedad de Kairos de dichos derechos o con respecto a los derechos de cualquier tercero que pudieran estar en conflicto con los derechos que se otorgan en el presente.

(g) La Empresa reconoce que si no cumple con este Contrato o amenaza con su incumplimiento, Kairos no tendrá una indemnización adecuada por los daños materiales. Por lo tanto, Kairos tendrá derecho a solicitar una medida cautelar de manera inmediata contra dicho incumplimiento o amenaza de incumplimiento ante cualquier corte que pertenezca a una jurisdicción competente, sin tener que prestar fianza ni otra garantía. El derecho de Kairos a obtener medidas cautelares será acumulativo y no limitará su derecho a buscar otras formas de indemnización.

(h) Las obligaciones de la Empresa en virtud del presente continuarán después de la finalización del Contrato y seguirán teniendo vigencia siempre y cuando Kairos o sus cesionarios sean propietarios de todo derecho de marca registrada de las Marcas Registradas o de derecho de autor de los Materiales.

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(i) Kairos defenderá todas las medidas relacionadas con la protección y seguridad de las Marcas Registradas y/o de los Materiales, siempre que lo considere apropiado. La Empresa cooperará plenamente con Kairos en la protección de las Marcas Registradas y/o de los Materiales y en cualquier investigación, mantenimiento, defensa y resolución relacionada con alguna medida tomada por Kairos, y le proporcionará a Kairos la información y los materiales que Kairos solicite en relación con el presente, por ejemplo, una cantidad razonable de muestras del uso que la Empresa hace de las Marcas Registradas. Si la Empresa toma conocimiento de algún uso incorrecto o violación de las Marcas Registradas y/o de los Materiales, o si la Empresa toma conocimiento de la existencia de alguna marca similar a las Marcas Registradas que se preste a confusiones, la Empresa se lo deberá notificar a Kairos de manera inmediata.

**5. Obligaciones de la Empresa** Durante la vigencia del presente Contrato, la Empresa tendrá las siguientes obligaciones:

(a) seleccionar, capacitar y supervisar a los voluntarios para que dirijan los Programas en el País de acuerdo con los términos y condiciones del presente Contrato y con las pautas escritas incluidas en los manuales y políticas que Kairos le provee ocasionalmente a la Empresa (en adelante, “Manuales y Políticas”);

(b) no permitir a sabiendas que, dentro del País, los Programas se dirijan de tal manera que no se respeten los Manuales y Políticas, dado que esto puede ocurrir de vez en cuando;

(c) cumplir con todas las leyes y reglamentaciones vigentes y obtener todas las aprobaciones gubernamentales pertinentes relativas a la dirección de los Programas y/o la venta, distribución y publicidad de cualquier producto que la Empresa ofrezca que esté relacionado con las Marcas Registradas;

(d) realizar de manera oportuna la presentación de documentos federales y locales que la Empresa debe presentar en relación con este Contrato;

(e) comunicarle a Kairos todo uso no autorizado, uso incorrecto o violación de las Marcas Registradas o de los Materiales que tenga lugar dentro del País, o de cualquier marca registrada, nombre o programa que sea similar a las Marcas Registradas o a los Programas presentes en el País;

(f) abstenerse de publicar o distribuir públicamente los contenidos de los Materiales o de los Manuales y Políticas, salvo que dicha distribución o publicación esté relacionada con la operación de los Programas;

(g) usar los Materiales o cualquier Marca Registrada o dirigir los Programas sólo en conformidad con lo que se establece en el presente Contrato y en los Manuales y Políticas;

(h) cumplir con todos los requisitos y restricciones que se establecen en los Manuales y Políticas;

(i) evitar que alguna autoridad someta u obligue a Kairos a cumplir con alguna deuda, obligación o contrato;

(j) mantener libros contables precisos que incluyan las donaciones de efectivo a la Empresa, sumas de dinero que recibe de la venta de productos, los aranceles que paga en relación con los Programas y otras actividades relacionadas con la Empresa, y todos los comprobantes correspondientes a la venta de propiedades donadas;

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(k) preparar (o solicitar la preparación) y entregar a Kairos, todos los años, el estado de resultados y el estado de situación patrimonial que detalle las actividades que la Empresa realiza en el País;

(l) ser el único responsable de informar y pagar todo impuesto relacionado con las ventas nacionales o internacionales, el uso, la propiedad personal, servicios de aduana u otros impuestos, aranceles, impuestos o cargos similares (en adelante, denominados conjuntamente “Impuestos”) que puedan hacerse exigibles como resultado de este Contrato y de las ventas de los productos que tienen las Marcas Registradas indicadas en el presente, independientemente de cómo sean designadas, a excepción del impuesto sobre la renta de Kairos; eximir a Kairos de toda responsabilidad que surja del incumplimiento por parte de la Empresa de comunicar y pagar dichos Impuestos.

### **6. Obligaciones y derechos de Kairos**

(a) Durante la vigencia de este Contrato, Kairos:

(i) le proveerá a la Empresa, a un costo apropiado, las copias de los siguientes materiales para que sean distribuidos entre los voluntarios del País:

(1) Manuales y Políticas, tal como están redactados y con las modificaciones que ocasionalmente puedan realizarse; y

(2) todo Material del Programa, tal como está redactado y con las modificaciones que ocasionalmente puedan realizarse.

(ii) aconsejará y apoyará a la Empresa en todo lo relacionado con la capacitación de voluntarios y la operación de los Programas que tengan lugar en el País.

(b) Kairos puede, en cualquier momento y ocasionalmente y a su exclusivo criterio, modificar, enmendar o reemplazar los Manuales y las Políticas y/o cualquier Material.

### **7. Vigencia y rescisión del Contrato**

(a) Este Contrato entrará en vigor en la Fecha de entrada en vigencia y continuará teniendo validez por un plazo de tiempo indefinido, sujeto a las disposiciones de rescisión establecidas en el presente.

(b) Cualquiera de las partes puede rescindir el presente Contrato en cualquier momento mediante la presentación de un aviso escrito con treinta (30) días de anticipación a la otra parte; teniendo en cuenta que, sin embargo, ninguna rescisión del Contrato por parte de la Empresa la liberará de ninguna obligación que pretenda tener validez una vez finalizado el Contrato.

(c) Una vez finalizado el presente Contrato, la Empresa suspenderá de manera inmediata todo uso de las Marcas Registradas, al igual que todos los nombres y las marcas que sean similares y se presten a confusión, y el uso de los Materiales, por cualquier medio, sin importar cuál sea, y destruirá y/o le devolverá a Kairos, haciéndose responsable de los costos, todos los artículos que contengan las Marcas Registradas, por ejemplo, los membretes y folletos, y todos los Materiales. Asimismo, todos los derechos que se le concedieron a la Empresa por medio del presente dejarán de tener validez y se le restituirán a Kairos.

## 8. Disposiciones varias

(a) Ninguna parte del contenido de este Contrato tiene la intención de crear una relación de empleador y empleado, ni de mandante y mandatario, entre Kairos y la Empresa.

(b) El presente Contrato se regirá por las leyes del Estado de Florida y se interpretará conforme a éstas.

(c) Cualquier conflicto que se origine entre las partes establecidas en el presente será resuelto de acuerdo con el siguiente orden de preferencias:

(1) mediante la negociación de buena fe entre los representantes de Kairos y la Empresa, quienes tienen total autoridad para resolver por completo el conflicto, y

(2) mediante litigación, siempre que toda acción sea iniciada y mantenida en el Condado de Orange, Florida. En función de los propósitos del presente, las partes acuerdan someterse a la jurisdicción de las cortes competentes de Florida. Nada de lo que figura en el presente impedirá que alguna de las partes tome las medidas que se consideren razonablemente necesarias a fin de prevenir el daño inmediato e irreparable de sus intereses.

(d) Ninguna modificación del presente Contrato será obligatoria a menos que ésta se presente por escrito y esté firmada por un representante autorizado de la parte a la que se le esté solicitando la aplicación de dicha modificación.

(e) Todo aviso que se exija y esté permitido en virtud de este Contrato se realizará por escrito y se entregará en persona o se enviará a través de un correo certificado, con la estampilla correspondiente y una solicitud de acuse de recibo. La entrega se hará de la noche a la mañana o con algún otro método que permita la confirmación de la entrega a 6903 University Blvd., Winter Park, Florida 32792, USA si se envía a Kairos y, si se envía a la Empresa, se hará a \_\_\_\_\_ . El aviso entrará en vigencia al momento de su recepción.

(f) En el caso de que alguna corte o tribunal de una jurisdicción competente declare que alguna de las cláusulas del presente Contrato sea o se haya convertido en una cláusula inválida o nula, dicha cláusula o cláusulas se considerarán nulas y sin valor y dejarán de formar parte de este Contrato; todas las cláusulas restantes de este Contrato permanecerán en plena vigencia y efecto.

(g) El presente Contrato constituye la totalidad del acuerdo entre las partes que lo celebran en relación con el objeto de este Contrato y deja sin efecto todo acuerdo anterior que las partes hayan realizado, ya sea en forma oral o escrita, con respecto a este tema.

(h) El presente Contrato será obligatorio y redundará en beneficio de las partes y de sus herederos, representantes personales, sucesores y cesionarios (según el caso), salvo que se estipule expresamente lo contrario.

(i) El presente Contrato puede ser firmado en dos o más ejemplares, cada uno de los cuales será considerado un original y la totalidad de los cuales constituirá un solo instrumento.

(j) El ejemplar original de este Contrato está redactado en inglés. A los fines de la interpretación de los términos y condiciones del presente, sólo la versión en inglés de este Contrato

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será válida. Todos los importes monetarios que se deban pagar conforme al presente o que estén descriptos en el presente serán en dólares estadounidenses.

(k) El presente Contrato fue preparado por el abogado de Kairos. Se aconseja a la Empresa buscar asesoramiento legal independiente a fin de revisar el presente Contrato. La suscripción de este Contrato por parte de la Empresa significará que la Empresa obtuvo el asesoramiento legal independiente o determinó que dicho asesoramiento no era necesario.

EN FE DE LO CUAL, las partes han suscripto el presente Contrato en la fecha mencionada anteriormente.

<b>KAIROS:</b> KAIROS PRISON MINISTRY, INC., una organización sin fines de lucro de Florida Firma: Nombre: Cargo:	<b>EMPRESA:</b> _____ , _____ una _____ Firma: _____ Nombre: _____ Cargo: _____
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## Appendix 6 - Budget Guidelines for a New Country Startup

These guidelines have been prepared to provide a starting place for the preparation of the “first year” budget for a New Country Startup. It should be recognized that these guidelines are not “all inclusive”. They are what the name implies guidelines that should be expanded upon depending on the actual circumstances of the New Country Startup. There are four sections relating to Expenses and two sections relating to Income.

### A. EXPENSES

1. Startup Expenses. These are the reasonable expenses to establish the Kairos Prison Ministry in the New Country. They would include, but are not limited to the following expenses.

- The cost to establish a non profit corporation;
- The cost to open a bank account;
- The costs for the Orientation Training and/or meetings (facility, food, transportation);
- Outreach Materials to promote the Kairos Prison Ministry to potential donors and supporters;
- Office supplies and equipment specifically related to starting the Kairos Prison Ministry; and,
- Communications costs (computer, printer, and internet connection).

2. Weekend Expenses. These are the expenses that will be incurred to present two Program Weekends. They would include, but are not limited to the following expenses.

- The cost of Startup equipment (coolers, tables, chairs, containers for supplies);
- The costs of the Team Meetings (facility, food, transportation);
- The cost to use a staging area for the weekends (church or civic center);
- The costs of the weekend (food, transportation, paper products, kitchen supplies);
- The costs of the Table Supplies for the weekends (paper, folders, pens/pencils, 3 x 5 cards, dissolvable paper);
- The costs of other materials for the weekends (crosses, manuals, Freedom Guides, Grouping Cards, pictures, flowers (KO only)).

3. Continuing Ministry Expenses. These are the expenses that will be incurred to maintain the ministry in between weekends. They would include, but are not limited to the following expenses.

- The costs for the 2-Day Retreats (facility, food, transportation) (KI only);
- The costs associated with mentoring (transportation) (KT only);
- The costs for Monthly Reunions (transportation) (KI only);
- The costs for Reunions (food, transportation) (KO only).

4. KPMI, Inc. Supplement. These are the expenses that would be incurred by the KPMI, Inc International Office to send the Liaison/Coordinator to the New Country Startup for orientation training and/or meetings with the Launch Committee and the Board of Directors. This supplement will be prepared by the Executive Director. These expenses would include, but are

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not limited to the following expenses.

- Travel, lodging and meals of the liaison and Coordinator.

**B. INCOME**

1. Moneys raised by the New Country Startup. These moneys would be raised by a combination of Outreach and Fund Raising efforts. They would include but are not limited to the following sources.

- Individuals (team members, other interested parties);
- Outreach Presentations to churches and civic groups;
- Fund Raisers;
- Corporations.

2. Moneys provided by KPMI, Inc. This money would be the difference between the expected revenue from within the New Country Startup and the total of all the expenses. It would be from but not limited to the following sources.

- KPMI budgeted funds;
- Los Hermanos Projects.

---

**Sample Annual Budget for a New Country Startup**

**INCOME**

Contributions

Individuals	_____
Team Members	_____
Churches	_____
Corporations	_____
Fund Raising	_____
Other (describe) _____	_____

**TOTAL INCOME** \_\_\_\_\_

**EXPENSES**

Administrative

Supplies	_____
Bank Service Charges	_____
Fund Raising Expenses	_____
Postage	_____
Printing/Copies	_____
PO Box Rental	_____
Storage Space Rental	_____
Travel/Lodging/Meals	_____
Other (Describe) _____	_____

Weekend Expenses \_\_\_\_\_

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Meals/Food Stuffs	_____
Team Meeting Snacks	_____
Crosses	_____
Dissolvable Paper	_____
Freedom Guides	_____
Grouping Cards	_____
Manuals	_____
Badges	_____
Agape Supplies	_____
Table Supplies (paper, pens/pencils)	_____
Equipment/Vehicle Rent	_____
Housing/Facility Rent	_____
Pictures	_____
Flowers (KO only)	_____
Guest Support (KO only)	_____
Paper Products/Supplies	_____
Other (Describe) _____	_____
_____	_____

Non Weekend Expenses

2-Day Retreats Expenses	_____
Launch Committee Meeting Expense	_____
Board of Directors Meeting Expense	_____
Summer Conference Expense	_____
Launch Committee Training Expense	_____
Board of Directors Training Expense	_____
Other (Describe) _____	_____
_____	_____

**TOTAL EXPENSES** \_\_\_\_\_

**NOTES:** (Explanation of items that require it.)

**POTENTIAL CHALLENGES:** (Comments on assumptions that might negatively affect outcome.)

**RECOMMENDATIONS:**

**KPMI, Inc Supplement to be completed by the KPMI Executive Director**

**INCOME**

Budget	_____
Los Hermanos Projects	_____

**TOTAL INCOME\*** \_\_\_\_\_

\* difference between New Country Startup INCOME and EXPENSES plus the EXPENSES below

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**EXPENSES**

Travel, Lodging, Meals for liaison \_\_\_\_\_

Travel, Lodging, Meals for Coordinator \_\_\_\_\_

Administrative expenses \_\_\_\_\_

**TOTAL EXPENSES** \_\_\_\_\_

## **Appendix 7 - PROCESS FLOW CHART TO ESTABLISH A NEW COUNTRY STARTUP**

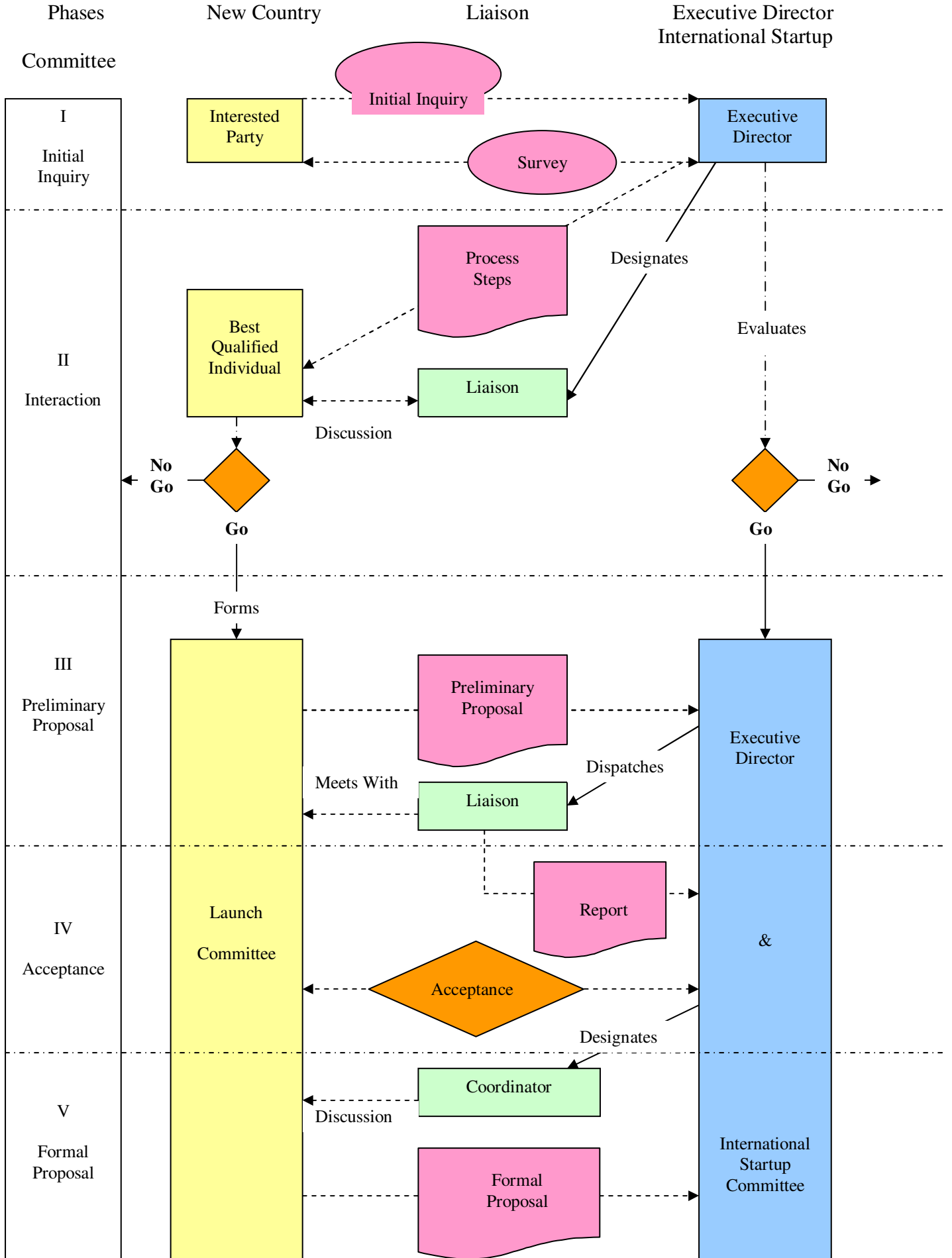
The process for the Startup of a New Country has been defined in “Steps”. In these steps there is an interaction between the Interested Party, the Executive Director and the International Startup Committee, and the Liaison appointed by the Executive Director. The Interested Party morphs into the Launch Committee and then into the Board of Directors. The Liaison appointed by the Executive Director morphs into the Coordinator.

It was determined that the best way to show this flow and interaction would be by designating Phases in the process. These phases are described below and are pictured in the resulting Process Flow Chart.

### **Phases in the Process to Startup a New Country**

- I. Initial Inquiry - Steps A & B.
- II. Interaction - Steps C & D.
- III. Preliminary Proposal - Steps E, F & G.
- IV. Acceptance - Steps H, I & J.
- V. Formal Proposal - Steps K, L, M & N.
- VI. Non Profit Corporation - Steps O & P.
- VII. Implementation - Steps Q & R.

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