



**Kairos Prison Ministry International, Inc.**

***Changing Hearts, Transforming Lives, Impacting the World***

**Strategic Plan**

**Five Year**

**2014 to 2019**

**2017 Edition – Year 4**

## Kairos Prison Ministry International Overview

Kairos Prison Ministry International, Inc. (Kairos) is a Christian faith based ministry which addresses the spiritual needs of incarcerated men, women, youth and their families. By sharing the love and forgiveness of Jesus Christ, Kairos hopes to change hearts, transform lives and impact the world. Kairos sprang from the Cursillo movement and is supported by volunteers from the 4th Day movements such as Cursillo, National Episcopal Cursillo, Anglican Fourth Day, Presbyterian Cursillo, Lutheran Via de Cristo, The Upper Room's Walk To Emmaus, and independently ecumenical Tres Dias as well as volunteers from independent and non-denominational churches. As a ministry, Kairos embraces a diverse group of volunteers working together to fulfill Christ's call to action in Matthew 25:36.

Kairos is a ministry of the church ... a ministry of the apostles whom Jesus, the Christ, has called into community and sent forth into the environment of the correctional institution. Kairos has been called the best example of the early church in existence today.

The Kairos program incorporates curriculum designed to build and encourage pro-social character and behavior. Society spends over \$60 billion/yr. to keep 2.3 million inmates incarcerated, whereas the Kairos program is offered at no cost to State and Federal Institutions. It's been said that it cost the government \$1 million to keep "me" locked up and a \$100 program from Kairos set "me" free.

Kairos Prison Ministry International, Inc. is a 501(C)(3) not-for-profit corporation chartered in the State of Florida. Kairos Prison Ministry is an accredited member of ECFA.

The word, Kairos, is a Greek word meaning in God's Special Time or in the Fullness of Time indicating an opportunity for our participants and guests to re-consider their life choices - as hearts are changed, inmates begin to take responsibility for their actions - it's like a front row seat at a miracle - transforming lives and impacting the world.

Kairos Prison Ministry began in Florida in 1976 at Union Correctional Institution. By 1990, there were 53 programs presented in eleven states. At the millennium year 2000, there were 246 programs in medium and high security institutions in 28 states, Canada, England, South Africa, and Australia vigorously maintaining active Kairos ministries. At the beginning of 2014, there are more than 435 programs in 34 states plus 9 international countries including Canada, United Kingdom, South Africa, Australia, Costa Rica, Dominican Republic, Honduras, Peru, and Nicaragua.

There are three core programs of Kairos Prison Ministry:

*Kairos Inside* (Men and Women) program brings positive and negative leaders of the institution together for a 3 ½ day Weekend of carefully coordinated talks, discussions, chapel meditations, and music led by a same-gender team of volunteers. Kairos Inside conducts follow up ministry that strives to build the Christian community inside the institution where the Kairos community prays and fellowships together on a regular basis and with monthly reunions.

*Kairos Outside* is a program designed for women whose relatives/friends are incarcerated. The families of the incarcerated 'do time' right along with their relatives/friends – often a lonely vigil of shame and isolation. Kairos Outside provides a safe place for these women to honestly confront their

pain and begin healing, by experiencing Christ's love through the Weekend experience and in forming their own small group reunions.

*Kairos Torch* offers unconditional love and acceptance, encouraging young men and women (under age 25) to share their life journey through participation in a long term mentoring process. The program begins with a Weekend retreat in the youth facility and continues with a one to one weekly mentoring program over six months with an adult volunteer.

Kairos Prison Ministry is a Christian faith based ministry utilizing over 30,000 volunteers conducting the ministry daily.



## **Kairos Prison Ministry International**

**“...I was in prison, and you visited me.” (Matthew 25:36)**

### ***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.**

### ***Mission***

**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.**



## ***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.

# Overview of Kairos Prison Ministry Analysis

## Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

- Strengths and Weaknesses are candid self-evaluation of the internal organization
- Opportunities and Threats are evaluation of the external environment that impacts the internal organization

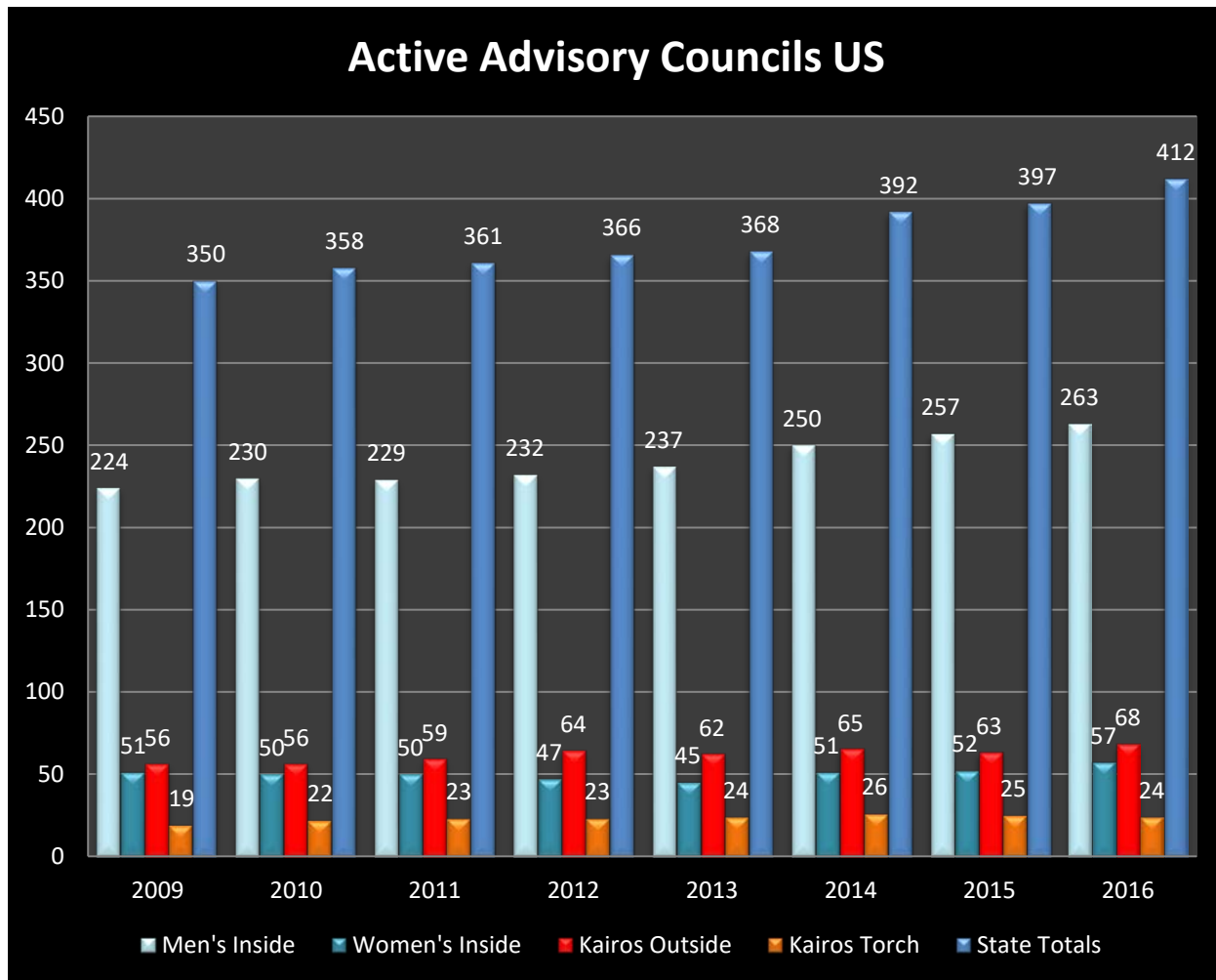
Updated by Board of Directors in fall 2016

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Christian belief is core to programs and volunteers</li> <li>• Everyone welcome to receive program</li> <li>• Grassroots funded and ministry operations</li> <li>• Large dedicated and enthusiastic volunteer base</li> <li>• Continuing model where we return to the institution</li> <li>• Credible relationships with Correctional Institutions and Dept. of Corrections</li> <li>• Consistency of program framework across all we do</li> <li>• Proven successful program model with good program tools</li> <li>• 40 years of success</li> <li>• Effective core staff team</li> <li>• Training focus to develop Weekend leaders</li> <li>• Advisory Council Training for local leaders</li> <li>• Financial tracking, along with positive audit results</li> <li>• Being asked to be in more communities</li> <li>• Leader as a Prison Ministry in the U.S.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Not enough volunteers including lack of age and ethnic diversity</li> <li>• Internal local focus leads to local ‘silos’ that is out of program/policy/authority compliance and does not meet the needs of the whole ministry</li> <li>• Lack of continuity planning and training throughout organization including Board, State, Advisory Council, and Weekend levels.</li> <li>• Number of staff improving</li> <li>• Weak in International Operations/start up</li> <li>• Communication infrastructure greatly improving, but still a work in progress</li> <li>• Lack of evidence based data</li> <li>• Training at all levels has improved and continued work needed at all levels</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Growth to new states, new institutions, within states, and with volunteers</li> <li>• Work with private and federal institutions partnership to be in more prisons</li> <li>• Results oriented programs with research to support and demonstration of impact</li> <li>• Financial support through grants, funding and good financial management</li> <li>• Using Kairos graduates as volunteers</li> <li>• Branding/Awareness of Kairos Prison Ministry</li> <li>• Relations with churches, conferences, 4<sup>th</sup> day movements, chaplains, and civic organizations</li> <li>• Recruiting and using new materials</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Reduction in Correctional Institutions budgets</li> <li>• Lack of understanding of prison ministry from public/private sectors</li> <li>• Reduction in 4<sup>th</sup> day programs</li> <li>• Reduction in clergy (support)</li> <li>• Change in Correctional Institution leadership (central office)</li> <li>• Current political/social Issues – ACLU, Public, Legal, etc.</li> <li>• Regulation changes for DOC and BOP</li> <li>• Security costs and volunteer training at DOC</li> <li>• Rise in non-Christian ideologies</li> <li>• Schisms within the various Christian denominations</li> </ul>

## U.S. Kairos Program Trends

As shown in the below chart, the growth of the Kairos programs had flattened out across the U.S. from 2008 to 2013. Some of the flattening could be due to a large number of states with Kairos programs in existence.

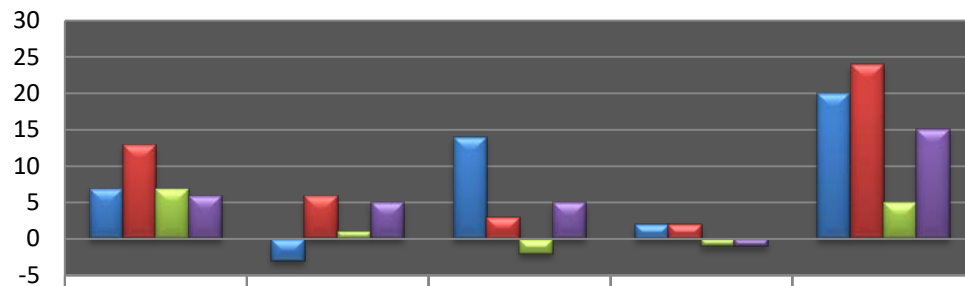
However, growth began again in 2014, with 24 new Advisory Councils added. Each of the three programs (Kairos Inside, Kairos Outside, and Kairos Torch) grew in 2014. In 2015 and 2016, Kairos Torch lost again due to closure of youth facilities which continue to trend annually. Kairos Outside is in renewal stage and looking to reset for continued growth and establishing new communities. This is proving to be difficult. Kairos Inside continues to grow with opening work in new correctional facilities. Growth occurred in Kairos Inside Men and Women and also in Kairos Outside.



The below chart shows the 5 year cumulative historical growth versus the 2014, 2015 and 2016 annual growth, demonstrating a healthy growth has begun in the ministry at present. This also indicates that recruitment of volunteers and resources is increasing as number of Advisory Councils increases.



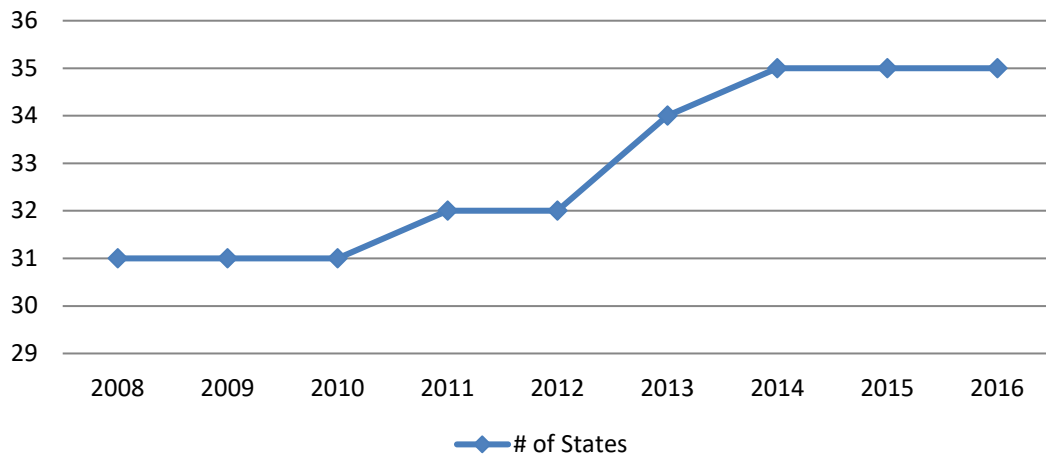
## US 5 year cumulative change vs 2014 & 2015 & 2016



	Men's Inside	Women's Inside	Kairos Outside	Kairos Torch	State Totals
5 years 2008 to 2012	7	-3	14	2	20
2014 growth	13	6	3	2	24
2015 growth	7	1	-2	-1	5
2016 growth	6	5	5	-1	15

As shown below out of 50 states, Kairos is currently in 35 with one or more programs.

### Kairos Number of States

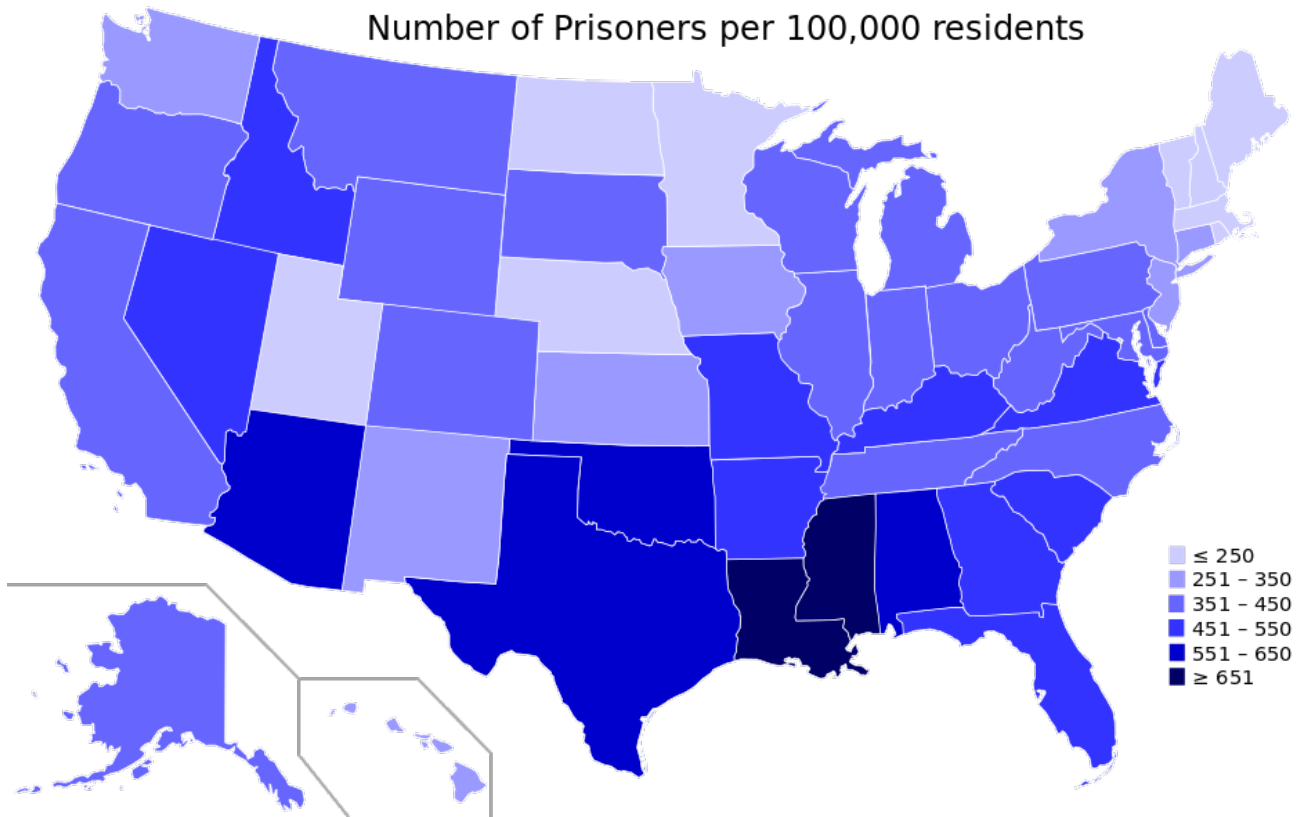


In some cases, Kairos is only in one facility/community with one program per State. This information is shown by state by program below as of December 31, 2016 Active Advisory Councils. This chart also illustrates the most populous states do have Kairos present today. Overall, this indicates, while growth can occur by adding more states, the exponential growth over time can most quickly occur by adding new Advisory Councils for facilities in the states we currently operate, and by adding programs (Kairos Inside, Kairos Outside, and Kairos Torch) across the states we operate for a holistic program approach.

**Active Advisory Councils through December 2016**

	<u>(U.S.) STATE NO. OF AD COUNCILS</u>	<u>MEN'S INSIDE</u>	<u>WOMEN'S INSIDE</u>	<u>KAIROS OUTSIDE</u>	<u>KAIROS TORCH</u>	<u>STATE TOTALS</u>	<u>NET GN/LS</u>
1	ALABAMA	12	2	2		16	1
2	ALASKA	1	1			2	0
3	ARIZONA	1	1	3		5	1
4	ARKANSAS	5	1	1		7	1
5	CALIFORNIA	13	3	5	1	22	0
6	COLORADO	5	2			7	1
7	CONNECTICUT	2	1	1	1	5	0
8	DELAWARE	1	1	1		3	1
9	FLORIDA	29	4	4	2	39	1
10	GEORGIA	20	4	2	1	27	1
11	IDAHO	1	1	1		3	1
12	ILLINOIS	4		1	1	6	0
13	INDIANA	13	2	4	4	23	-1
14	KANSAS	2	1	1	1	5	0
15	KENTUCKY	1		1		2	0
16	LOUISIANA	5	1	2	1	9	0
17	MAINE	1	1		1	3	0
18	MARYLAND	6	1	1	1	9	0
19	MISSISSIPPI	4	1	3	1	9	1
20	MISSOURI	2	1	2		5	0
21	N. HAMPSHIRE	2	1	1		4	0
22	NEW MEXICO	4	1	1		6	0
23	NEW YORK	5	1	3	1	10	1
24	N. CAROLINA	12	4	3	0	19	2
25	OHIO	18	4	3	4	29	1
26	OKLAHOMA	5	1	1	1	8	0
27	OREGON			1		1	0
28	PENNSYLVANIA	7	2	2		11	1
29	S. CAROLINA	11	2	1		14	1
30	TENNESSEE	5	3	3	1	12	0
31	TEXAS	41	4	10	2	57	2
32	VIRGINIA	15	3	1		19	0
33	WASHINGTON	4	1	2	0	7	-1
34	WEST VIRGINIA	5	1			6	0
35	WISCONSIN	1		1		2	0
	<b>U.S. TOTALS</b>	<b>263</b>	<b>57</b>	<b>68</b>	<b>24</b>	<b>412</b>	<b>15</b>
	<b>NO. OF U.S. STATES</b>	<b>34</b>	<b>30</b>	<b>31</b>	<b>15</b>	<b>35</b>	
1	AUSTRALIA	19	3	14	2	38	1
2	CANADA	1		1		2	0
3	COSTA RICA	1	1	1		3	0
4	DOMINICAN REPUBLIC	1	2			3	0
5	HONDURAS	1	1			2	0
6	NICARAUGUA	1				1	0
7	PERU	1	1			2	0
8	SOUTH AFRICA	17	4	5	1	27	1
9	UNITED KINGDOM	2	1	1		4	0
	<b>NON-U.S. TOTALS</b>	<b>44</b>	<b>13</b>	<b>22</b>	<b>3</b>	<b>82</b>	<b>2</b>
	<b>WORLD TOTALS</b>	<b>307</b>	<b>70</b>	<b>90</b>	<b>27</b>	<b>494</b>	<b>17</b>

Number of Prisoners per 100,000 residents



Based on the number of institutions in the US and the current number served, there is much growth opportunity in the current states and new states of the U.S. Note: this includes minimum security prisons which we do not serve in today.

PROGRAM	PRISONS IN USA	PRISONS KAIROS SERVES	GROWTH OPPORTUNITY	GROWTH OPPORTUNITY PERCENTAGES
Kairos Men's Inside	1,076	231	845	79%
Kairos Women's Inside	173	46	127	73%
Kairos Torch Program	268	30	238	89%

In addition to the above for inside the facilities, Kairos Outside has opportunity to cross link with all Inside/Torch communities for a holistic program approach to impact the family unit.

## Impacts to track and measure, track and for reporting

Number of Advisory Councils	Number of volunteers	Number of States by program
Number of weekends	Number of new volunteers	Number of new starts within each state by program
Number of participants	Number of returning volunteers	Number of new State starts by program
Number of graduates returning to serve by program	Number of volunteers following the rotation on/off for program	Number of International countries by program
Number of Prayer & Share participants by correctional facility	Number of volunteers on each weekend	Number of new starts within each country by program
Number of Retreat participants by correctional facility	Diversity of each team	
Number of Reunion participants by correctional facility		

(Names for above changes to fit each program)

### Other impacts:

- Recidivism rates
- Violence changes
- Discipline reports
- Testimonies

For the next five years (2014 to 2019), Kairos has numerous opportunities to sustain current ministry and grow for the future. The overall plans to accomplish this are as follows:

## Vision Priorities

### Vision Priority 1: Continue to enhance and focus on the spiritual health of the ministry

#### Goals:

- Focus on prayer as individually and collectively while inviting others to pray for the ministry
  - Evaluate the current opportunities to promote prayer by reviewing resources that promote prayer opportunities. Target: 2014 and ongoing
  - Evaluate if we can easily develop on-line and e-news prayer sites while tracking actual hits. Target:
    - Evaluate in 2016, and if feasible begin in 2016. Under review for viability to manage this properly.
    - Promotion of efforts in 2016, if viable
    - Regular use and enhancements in 2016/2017
    - Use in 2017 and ongoing.
- Embrace Biblical principles in all our ministry work
  - Include prayer and Biblical principles tools such as EZRA and team formation.
  - All team meetings started with the Kairos Leaders prayer and prayers shared via email to Advisory Councils
  - At each team meeting have a spiritual building event by encouraging use of EZRA devotional during team formation and other tools.
    - 2015 and ongoing
  - Use the e-news/e-mail of notification of Weekend events and all states involved
    - Continue from 2013 and enhance in 2014
- Nurture the environment of building relationship with Jesus Christ and walking with him
  - Offer Kairos based scripture reading plans, extra biblical material and resource lists to guide volunteer spiritual growth.
    - 2016 and ongoing
  - Solicit, collect, and publish testimonies from Kairos community on helping them build relationship with Jesus and walk more closely with Him.
    - 2016 and ongoing
  - Promote by explicitly including devotional/sharing time in all meeting agendas.
    - 2015 and ongoing
  - Workshop at each national meeting regarding “Evidence of Closer Walk” of similar titles.
    - Began focus on spiritual based workshops in 2015 and ongoing
    - Specific workshop “Evidence of Closer Walk” - 2017

- Encourage the Kairos Community (volunteers, staff, participants in programs, and partners) to embrace Listen, Listen, Love, Love concept in every encounter with each other, thus showing the love of Jesus Christ.
  - Use Kairos communication tools (meetings, newsletters, trainings, etc.) to encourage the role of servant leadership
    - Core focus in manuals and in communications by 2016
    - Implementation in 2016/2017 and ongoing.
  - Encourage all volunteers to participate in weekly accountability groups specifically of another 4<sup>th</sup> day group and use meditations for discussions in group and team meeting.
  - Monthly short devotional using scriptures to volunteer body using clergy
    - 2015 and ongoing
- Strive to be the most effective messengers of Christ in our actions and our words.
  - Each Advisory Council recruits one new church a year in supporting Kairos through donations, time, talent, etc.
  - Monitor how we treat, speak, and act toward one another as volunteers to ensure we represent our ministry and the message we are striving to share.

## **Vision Priority 2: Strategic and sustainable ministry growth with clear measurable impacts**

### Goals:

- Define growth plans and strategy
  - 5% growth in the number of institutions/communities in each ministry each year
    - Kairos Inside: Provide support for states where new institution growth is feasible through visits, teleconferences, meetings to share with DOC. Each year.
    - Kairos Inside: Identify states where growth is available and work with State Committee to help get an Advisory Council started. Each year.
    - Kairos Inside: Evaluate opportunities to pull lost states/programs back to Kairos over 2014 and 2015 and ongoing.
    - Kairos Torch: Identify and train four facilitators to lead Torch 101. 2014; Using trainers in each year.
    - Kairos Torch: Train two new start specialists to help start program. Identify and train in 2014 and two new in 2015; Utilize in 2015, 2016, 2017, 2018
    - Kairos Torch: Identify materials needed for promoting and conducting Torch. 2014; Utilize central repository for access. Ongoing.
    - Kairos Outside: Identify current inactive communities and evaluate status. 2014 and ongoing

- Kairos Outside: Work with states that have a Kairos Inside program and not Kairos Outside to establish linkage and opportunity. 2014 ID and start discussions/evaluations. 2015 and ongoing start new communities in the states
  - Kairos Outside: Enhanced promotion of former guest participation. 2016 and ongoing
  - All Programs: Review and update ACT and AKT training approach, trainers, locations, and schedules annually.
  - All Programs: Develop a training package for new volunteers for the local Advisory Council to use.
  - All Programs: Monitor, evaluate, and report external trends that might impact the programs results and success over time. Annually
- 20% growth of Continuing Ministry to ensure Weekends have follow-up ministry
  - Kairos Inside: Survey to know which communities are doing Prayer and Share, and Reunions 2016; Plan of action to help Advisory Councils ensure doing follow up ministry 2016 and ongoing; Ensure all communities doing follow up ministry 2017 where feasible or have a plan in place with the institution/community to do in the next year or two.
  - Kairos Torch: Ensure mentoring is taking place in every Torch program with every graduate who desires mentoring. Ongoing
  - Kairos Torch: develop EZRA in 2015 and implement in 2016.
  - Kairos Outside: Promote more effective Reunions and increase frequency of reunions of all communities with target of 1 more per year. Build plan in 2014/2015, launch in 2016 and ongoing.
  - Kairos Outside: Increase number of S.W.A.P. groups by 25% annually. Form plan in 2016 and implement 2016 and beyond.
- As opportunity presents add new states, however not the core growth strategy as many other opportunities within the current states.
  - Kairos Inside: Evaluate remaining states to target opportunities based on State Institutions; Plan and find leaders to open the state(s); repeat annually realizing takes 2 years to open. Define states that are viable and those that are not viable for Kairos.
- Review International Structure for long term and opportunities to continue and/or grow. Review by CEO in 2015/2016 to Board.
  - Stabilize current countries as needed for governance, programs, structures, and operations. 2014/2015 and ongoing
    - Liaisons for non-English speaking countries to help communication and understanding.

- Communications with current countries through liaison(s) or direct from International office depending on language.
  - CEO visit where feasible, including meeting with leadership and the ministry operations.
- Define guidelines for opening a new Kairos International country – draft in late 2014 with final upon review of International structure in 2016.
- Update existing International Affiliation Agreement for current International offices.
- Monitoring of Latin America for communication and reporting.
- Program growth within states of current operation for all three programs and cross link the strategies for support.
  - Each program look for cross promotion opportunities at all levels.
  - Utilize consistent approach across programs for operations, training, and guidelines whenever feasible.
  - Evaluate demographic look of locations of three programs and potential to influence growth of each other.
- Develop federal interaction needs to address federal institution issues and growth to these facilities
  - Evaluate what it takes to be in federal institution and develop plan of action if viable opportunities exist. 2014 and ongoing
  - Implement plans if viable. 2015, 2016, 2017, 2018
- Define operations to state correctional facilities
  - Develop plan where each State has interaction with the State Department of Corrections including attending Kairos meetings and Kairos attending the state meetings, where applicable. Develop best practices list for states. 2015
  - Review role of Correctional facility liaison and develop/share best practices for local Advisory Councils. 2014/2015
  - Develop/Implement continuum approach for changes in leadership at State, Correctional Institution, and Kairos. 2015, 2016, 2017, 2018
- Continuous monitoring and adherence to program guidelines
  - Utilize International Council representatives to help ensure state in compliance with program guidelines. Ongoing
  - Support Excellence Initiative for all programs for all Weekends. Ongoing
    - Incorporate Continuing Ministry for tracking in E.I. 2014 and ongoing
      - Utilize data in 2016 to see changes if any and plan accordingly.
    - Full implementation of Kairos Outside EI online in 2014
    - Full implementation of Kairos Torch EI online in 2014
    - Education and training of use of reports and monitoring. On-going
    - Develop list for SCC of those not reporting E.I. quarterly. 2015
    - Evaluate category concept for all three programs in E.I. 2014; implement in 2015 and ongoing use.



- Ensure all program documents and operational documents updated. Annually
- Ensure States monitoring operations across the programs for adherence to the programs consistency and appropriate uses. Empowering the states to take actions to address these concerns.
- Develop impacts of ministry and each program, both tangible and intangible results
  - Kairos Inside: Gather recidivism study information in existence and package for use. 2016; Evaluate opportunity for new studies. 2016; if feasible conduct targeted study. 2016/2017 and ongoing.
  - Kairos Inside: Evaluate study for reduction in violence within facility 2014/2015; if feasible, conduct targeted study 2016/2017
  - Kairos Torch: Utilize evidence based/behavior modification language in youth facilities agreement when feasible. Starting 2015/2016. Track and consolidate data and results for reporting. Starting 2015/2016/2017.
  - All Programs/Advisory Councils: Utilize tools provided (EZRA, Excellence Initiative, KairosDonor, etc.) to provide data for gathering, analysis, and use per impact list.
  - Evaluate all pilot programs underway to expand, discontinue or extend pilot in 2014. Takes appropriate actions in 2014/2015. Monitor new pilots as needed.

### **Vision Priority 3: Sustainable financial health of Kairos Prison Ministry and broad based organizational funding**

#### Goals:

- Ensure a positive cash flow at International headquarters and local levels
  - Require States timely payment for program materials, audit fees, and affiliation fees using electronic payment. 2014 and ongoing monthly
  - Finance Committee review Models and implications of each on local levels and whole of Kairos. 2014 evaluation and ongoing.
- Fundraising at local levels, self-sufficiency for Weekend costs
  - Each State ensures fundraising at the local level to pay for the Weekend, follow up ministry and other applicable costs prior to conducting the Weekend. 2014 and ongoing.
  - Each State uses concept of all funds belongs to Kairos and we are one ministry together so if one entity struggle the ones with abundance helps stabilize. One body. Corinthians reference
- Fundraising at International Headquarters for growth and expansion
  - Rebuild relations to previous connections (if any) in 2014 and 2015.
  - Identify projects where funds are needed for special appeals. 2014 and ongoing.
  - Identify volunteers across country with networks to introduce to large potential givers/persons. 2014/2015 and ongoing. Begin relationship building and

- earning opportunities to ask for funds as meet persons and opportunity provides. Recognize cycle is normally a 12 to 36 month cycle for major gifts.
  - Manage grant proposal opportunities for funding and reporting needs while ensuring proper relations and asking of funds. Develop approach and begin to implement in 2015. Identify likely foundations that might give to Kairos starting in 2016 and begin building relations with key influencers as time and opportunity permits. Carefully develop plan so state, local, and/or national not communicating differently to same grantor.
  - Training for fundraising and the principles of fundraising. Develop in 2015 and implement in 2015/2016 and ongoing.
- Financial reporting at all levels of the ministry with adherence to defined policies, systems, and practices.
  - Implement Financial Policies and Practices fully by State Chapter Committees throughout the ministry. 2014 with full compliance ongoing monthly.
  - Internal review of monthly finances and questions as self-audit. Begin in 2015 and enhance in 2016 and beyond.
  - Finance Committee review policies and staff adjust models or alignment of States to policies and government regulations. Ongoing
  - Financials reported within 30 days of previous month by State. 2014 and ongoing.
  - Finance Committee review banking needs and staff continues to implement plans for banking structure requirements.
  - Manage to negate improper reporting and risk to the ministry.
  - Monitor legislative changes in regulations.

#### **Vision Priority 4: Enhance communication throughout Kairos Prison Ministry**

##### Goals:

- Improve communication in both directions between all Kairos Prison Ministry (Staff, Board of Directors, International Council, State Committees, Advisory Councils, and Volunteers), and
- Create infrastructure to allow for communication and access to pertinent ministry information
  - Staff, Board of Directors, I.C. leaders, and committees share in monthly dialogue with volunteers in e-news. Communication committee works to get e-news to more volunteers at all levels. Each committee submits at least 4 articles annually for e-news. Staff, Board and IC leader's monthly submissions. Focus on quality content. 5000 –subscribers in 2014; 6200 subscribers in 2015; 10,000 subscribers in 2016; 15,000 subscribers in 2017.
  - Auto-enroll leaders through the ministry in e-news and newsletters – Weekend, Advisory Council, and State levels.

- Utilize information to encourage enrollment in e-news and access to the newsletter produce quarterly.
- Develop more up-to-date multimedia presentations addressing recruiting, training, and other topics for supporting ministry.
- Each state utilizes proper logos, mission, vision, ECFA logo, and approved photos on websites. 2014 and ongoing
- Internal website, MyKairos.org, utilized for sharing and posting internal information only and streamlined. 2014 and ongoing. Reduce information in 2015 and ongoing.
- Develop a database of volunteers and offices within structure, with plan to have timely updates
  - Complete database structure and implementation using already collected information from systems to allow for communication flow across the organization. 2015 developed, implemented in 2016.
- Define role of offices and leadership for flow of communication
  - Database collection of information so can communicate to right people on right topic at right time from right person. 2016 and ongoing.
  - Provide appropriate information to proper levels for use on computers. 2016.
- Celebrate 40<sup>th</sup> anniversary of Kairos in 2016.

#### **Vision Priority 5: Build brand and brand awareness for Kairos to external audiences**

##### Goals:

- Define and implement a branding strategy for all brands throughout the ministry inclusive of local and state operations
  - All websites using the proper logos, Mission, Vision, and approved information. 2014 and ongoing
  - Style guide for uses and common promotion of ministry. Shared in 2014, begin use in 2014 and ongoing. Updated style guide for website and social media in 2016 and ongoing.
  - Update brochures for Kairos ministry programs and Kairos using style guide information. 2014. Update brochures for one ministry look across the board in 2015. Utilization in 2015/2016 and ongoing.
  - Add recruitment brochure with outline from committees and writing by staff in 2016.
  - Update external Kairos Prison Ministry website. 2015/2016. Link all states to national site for easy access from locals for volunteering and information. 2016/2017. Expand content of website and promotion opportunities 2016/2017 and beyond.

- Review opportunity for PSA's, testimony videos, and who is Kairos videos in 2016, implement as available.
- Utilize 40<sup>th</sup> anniversary as opportunity to promote Kairos in June through August 2016. Also the 80<sup>th</sup> Weekend at Union as opportunity in 2016.
- Develop a communication plan as appropriate for Correctional Institutions and leaders in the correctional systems at levels necessary for growth of the ministry at state level.
  - See Program growth pieces as part.
  - States take the lead on DOC relations.
- Network engage, and collaborate with other prison ministries or associations as appropriate
  - National networking list development started in 2014 and begins contact by staff. Ongoing
  - Local networking list at state level developed in 2014 and begin contacting by SCC. Ongoing
  - Local community networks as needed and opportunity affords.
- Share impacts of the ministry to external audiences
  - Plans developed in 2016
  - Collection of information in 2014/2015/2016 – endorsements, testimonies, video, etc.
  - Implementation in 2015/2016 and ongoing
- Build awareness of Kairos in key sectors so known as leading Prison Ministry
  - Begin plans developed in 2015/2016 – includes national view and what local can do to build awareness and provides tools to use for consistency of message.
  - Implementation in 2016 and on-going
- Link awareness directly to fundraising and recruitment of volunteers – ongoing with plans

**Vision Priority 6: Identify an active volunteer base, which enables growth in the ministry**

Goals:

- Develop a successful recruitment program that identifies new volunteers and sustains existing volunteer base
  - Identify current and past Kairos volunteers enabling contact. Use database strategy to address. 2015/2016 and ongoing
  - Identify churches that have provided Kairos volunteers to facilitate communication/follow up. 2014 and ongoing locally
  - Communicate regularly in e-news and other means on recruitment and sharing successes and best practices across communities for recruitment. 2014 and on-going.

- Share at national and local basis with 4<sup>th</sup> day ministries. Sharing need for volunteers and for sending people to their 4<sup>th</sup> day ministry for the experience. 2014 and on-going. Enhance partnership with these at all levels: 2016 and ongoing.
- Ensure every state has an outreach/recruiting coordinator. Provide training. 2014 and on-going.
- Utilize closing to show the ministry impact. On-going.
- Define needs of volunteers and training, including striving to grow diversity of volunteers by 5% by the local communities.
  - Involvement targets of at least two local minority churches at each Advisory Council. Advisory Councils plan as local community. Implement in 2015 and ongoing.
  - Develop mentor/mentee relationship at initial team meeting to help new volunteers.
  - Survey some volunteers who have left and invite back as appropriate. 2016 using database information. Define plans to address 2016/2017.
  - Develop list of past and current Kairos volunteers/alumni. Use database strategy 2016/2017.
  - Develop recruitment of past graduates who can be volunteers. 2015 plan approach and viability. Review 2016/2017.
  - Develop new tools for recruitment and make available to communities. Utilize tools on Kairos website today. 2014 and ongoing. Develop new 2015 and ongoing. Develop new videos to use for recruitment. Utilize promotions of the ministry at national level. Give tools for local level to use. 2016 and ongoing.
  - Provide tools for news releases and sharing with local service organizations (Rotary, JC's, Optimist, etc.), along with community events. Develop in 2016. Implement 2016/2017.
- Develop relations with denominations, 4<sup>th</sup> day movements, and other potential volunteer sources (national and local)
  - Share at national and local basis with 4<sup>th</sup> day ministries. Sharing need for volunteers and for sending people to their 4<sup>th</sup> day ministry for the experience. 2014 and on-going.
  - Develop MOU's at national level by CEO only in 2015 and ongoing
  - Identify and network national church/denominational meetings where we can attend speak, etc. to share of Kairos. 2014/2015. Plans for attendance and presentations. 2016 and ongoing
  - Develop list of local Christian churches or offices for the State or Advisory Council to reach out for volunteers and involvement. 2014/2015 locally. Develop tools and training to share with them in 2015. Begin contact in 2015 and ongoing.

- Encourage Kairos clergy to participate in local ministry alliance and share about Kairos.

**Vision Priority 7: Ensure healthy organizational structure for short and long term growth, compliance, and support of the ministry**

Goals:

- Develop infrastructure plan for the ministry (national, state, local)
  - Incorporated in other plans and in structure of State Committee and Advisory Councils. Linking reporting and accountability in 2014.
- Create staffing plan to enable achievement of strategic plan
  - Plans developed for staff needs.
- Identify and relocate to facilities that meet the organizational needs
  - Completed in 2013 and early 2014. Fully funded and paid for through fundraising efforts.
- Build technical capacities across the ministry
- Ensure compliance with registrations, government, and ECFA standards
  - Plans in financial health.
  - State registrations handled by International office annually.
  - Annual ECFA application completed with timely audit and submission of by-laws, changes in by-laws, financials, audited documents, and numerous other documents, with signature of agreement of adherence of ECFA standards. Due July annually.

**Vision Priority 8: Optimize the ministry's success through a comprehensive training plan that touches all aspects of the ministry**

Goals:

- Define changing positions in the ministry and develop the resources needed to be successful as start positions. Ongoing
- Create infrastructure to allow for communication and access to pertinent ministry information. Ongoing
- Create training programs for each aspect of the ministry including positional roles, systems, and concepts such as:
  - Board of Directors:
    - Continue training at each face to face meeting. Working through ECFA standards in 2014. Topical elements in 2015 and ongoing
  - State Chair positions:
    - Orientation at meetings for new State Chairs starting in 2014 and ongoing. CEO meets with each new state chair at minimum on phone and in person when feasible.

- Financial/accounting/QuickBooks:
  - One to one from Controller to address each specific persons needs in 2014 and ongoing. Holding quarterly webinar training and first of year webinar training for new financial secretaries.
- KairosDonor:
  - Develop regional KairosDonor persons to help address questions on use and utility. For use in 2015 and beyond. Utilize G. Brown to train the regional persons. Use webinars to share updates and for new persons in role. Training sessions on website for support starting in 2014 and ongoing.
- EZRA:
  - Training sessions on website for support starting in 2014 and ongoing
- Excellence Initiative – see program plans
- Ministry programs – see program plans
- Advisory Council:
  - Create task force to revamp ACT training module in 2014. Identify and train more trainers in 2014. Implement use in 2015 and beyond.
- Weekend leaders:
  - Revamp AKT training module in 2015/2016. Update materials and training approach as needed. Evaluate new approach to train and time needed for training in 2015/2016. If appropriate introduce new approach or revamped current in 2016.
- When appropriate hold Train the trainers sessions for ACT and AKT trainers.
- Website use - TBD
- Fundraising - TBD
- Recruitment – see recruitment section
- Mentor training (Kairos Torch)
  - Disks available in 2014 with certification targeted by 2015
- International new starts training – see international plan
- Develop plan for continuing training/renewal for long term volunteers.
  - Target 2016/2017. Dependent on available funding.

### **Summary of Purpose of the Strategic Plan**

This plan is a work in progress approach where as we learn, grow, and accomplish the work we demonstrate completion and changes necessary to flow with the learning. In many cases, the targeted year is dependent on readiness of other items, prioritization of financial resources, and prioritization of the time of staff/volunteers. Therefore, these dates remain somewhat fluid as priorities are defined continually.

The purpose of the plan is: to have a plan and implement it, while understanding we need to ebb and flow as we proceed forward.

As each year is accomplished, a new year should be added to the plan to keep it fluid and forward thinking with the most detail being in the forthcoming 1 to 3 years.

It is also realized a strategic plan is never finished as it rolls year to year; it is however updated to be current with accomplishments, new information, issues, and opportunities.