Kairos Prison Ministry International, Inc.

Changing Hearts, Transforming Lives, Impacting the World

Strategic Plan

Five Year

2019 to 2023

Continuation of previous 5 year plan

2019 edition

November, 2018 at Board Retreat
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 denominational, independent and non-denominational Christian churches. As a ministry, Kairos embraces a diverse group of Christian 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 were 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. Currently, Kairos is in 37 states and 9 international countries with over 500 programs.

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 who have been impacted by incarceration. 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. These volunteers represent over 3 million hours of volunteer work with an annual value of over $36 million.

Better Together

Better Together is Kairos three programs Kairos Inside, Kairos Outside, and Kairos Torch working together to impact on individuals, families, and society.

There are 2.2 million men and women incarcerated in the U.S., with 2.7 million children with a parent in prison and 10 million children having experienced parental incarceration in their life, and many are being raised in foster care or by other family members. Seventy percent (70%) of all youth incarcerated have one or more of their parents incarcerated. The women of the adult or youth incarcerated are impacted in many ways: financially, housing and loss of family. They also experience rejection, shame, isolation, and anger. We say they are “doing time on the outside”. Hence the individual and the entire family are dramatically impacted by having a loved one incarcerated. We know being connected to their family helps the person inside (adult or youth) adjust to the current situation and with reentry and recidivism in the future.

Reentry for the incarcerated person should start on the first day they enter prison and not on the last day. Four key items that need to occur while incarcerated to help improve reentry and recidivism are: Education, Job, Programs, and Family relations. Kairos helps motivate persons to improve their situation and to seek education and work skills. And our programs change lives while directly impacting family relations in a way that few can address.

Kairos Inside and Kairos Torch are programs that help the incarcerated with their journey with a focus on sharing the transforming love and forgiveness of Jesus Christ to bring about life and behavior changes. When the individual changes there is an enhanced opportunity for the person to be a better spouse, sibling, child, and friend while incarcerated and when they return to the family and society. Kairos Outside shares that same transforming love and forgiveness of Jesus Christ and help women impacted by incarceration on their journey of life and behavior changes. That’s the impact of each program on an individual.
As each individual is impacted by participating in Kairos we know it impacts the family directly as they see their loved one change and hear of their life changing experience. When the incarcerated adult or youth that goes through Kairos Inside or Kairos Torch and the women in their lives go through Kairos Outside they have a parallel experience. This provides a common bond and shared experience that can create a unique exponentially positive impact on each person and on their family unit. This parallel experience can enable unity, positive dialogue, new beginnings, restoration and hope today and in the future for the individuals and family.

When the programs work together to promote each other, Kairos connects the families through individual participation in each program and can enhance the positive impacts on the person, family, and society. Therefore, Kairos Inside, Kairos Outside and Kairos Torch are Better Together.

The power of each program independently to work on an individual life and indirectly on the family is dramatically enhanced when we more purposefully connect the programs by simply promoting to each graduate/participate of one program to encourage their family member to go to the other program. The impact of positive change for those inside and family members is not additive but exponential. Hence we have a unique opportunity without changing anything in our programs by better connecting them, which will have a direct positive impact on the individual, family, and society. Kairos programs are Better Together!

We will continue to promote the full program of Kairos, which is the Weekend and Continuing Ministry. When we do the full program well we can make even greater impact by promoting the family engagement and encouraging a persons loved one to attend another Kairos program. It’s an opportunity for Kairos Inside, Kairos Outside, and Kairos Torch to work together to support attendance at continuing ministry events, and make an even greater impact.

Purposefully connecting the Kairos programs to be Better Together helps Kairos accomplish our mission 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.
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 Correctional Ministry Environment

The U.S. is the largest incarceration country in the world. While the U.S. represents 4.4% of the world’s population, it houses around 22% of the world’s prisoners.

There are 2.3 million people in custody in the United States at any one time, with over 4.5 million more on probation. The States alone spend almost $60 billion on incarceration annually. This chart shows the breakdown of prisons and reasons for incarceration.

Trends and Statistics for Incarceration

General Trends

1. 2.3 million People are incarcerated, 670 per 100,000. A 500% increase over the last 40 years
2. There are 1,719 state prisons, 102 federal prisons, and 1,852 juvenile correctional facilities (state and county), 3163 local jails, 80 Indian Country jails as well as military prisons, immigration detention facilities, civil commitment centers, state psychiatric facilities, and prisons in US territories.
3. 1,316,000 are detained in state prisons.
4. 225,000 detained by Bureau of Prisons and US Marshals Service (Bureau of Prisons – convicted 174,000, and 51,000 US Marshals).
5. Every year 626,000 people walk out of prison gates, but people go to jail 10.6 million times each year.
6. 93% of those incarcerated are men, 7% are women.
7. State expenditures on Corrections in 2016 were $57.7 billion – up from $6.7 billion in 1985.
   (Sources: Prison Policy Initiative – www.prisonpolicy.org, The Sentencing Project)

Women Trends

1. 200,000 women behind bars and 1 million on probation.
2. 99,000 in state prison, 14,000 in federal prison, 96,000 in local jails, 4,600 in youth facilities.
3. The number of women incarcerated has grown by more than 800 percent over last 3 decades
4. Women are incarcerated at double the rate of men.
5. 2/3 of the women incarcerated are incarcerated for non-violent crimes – many are drug related offenses.
6. More than 60% of women in state prisons have children under age 18.
7. Between 2000 and 2016 the rate of imprisonment for black women in state and federal prisons declined 53%, but for white women rose 44%.
8. Number of women in prison has been increasing at twice the rate of growth for men since 1980.
9. Incarceration varies greatly state to state – Oklahoma has the highest number of women.
   (Sources: Center for American Progress & Prison Policy Initiative)

Youth (under age of 18)

1. There are approximately 85,000 youth with the Juvenile Justice System under court supervision. However, almost half are held in the facilities.
2. 53,000 Youth are incarcerated (48,000 in Juvenile Justice System; 5,000 in adult system), approximately 15% (8000) are girls.
3. The juvenile system has been reducing number held in facilities, closing facilities, and using release programs for juveniles.
4. Adult facilities are seeing an increase in younger offenders, under the age of 25. In Federal prisons there are over 9000 inmates under the age of 25.
   (Source: The Sentencing Project and various sources)
Private Prisons

1. Private prisons housed 128,063 in 2016 – 8.5% of the total state and federal prison population
2. 19% of federal prisoners are in private facilities. The federal government houses only 12.7% of U.S. inmates.
3. Since 2000 the number of people housed in private prisons has increased 47%.
4. 23 states have no for-profit prisons, 27 states and the federal government use private prisons. (see chart below)

(Source: The Sentencing Project)

Incarceration varies by state. This also goes hand in hand with locations of prisons and inmates.

Number of Prisoners per 100,000 residents

(see chart below)
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 new Advisory Councils added and growth overall each year since. Kairos Torch loses locations due to closure of youth facilities which continue to trend annually and keeps the numbers basically flat historically. Juvenile Justice is striving to provide alternatives to incarceration of youth. In 2018, we had some prison closures and also lost a couple of facilities due to volunteer issues or not being able to operate in the prison.

The below chart shows the 5 year cumulative historical growth versus the 2014, 2015, 2016, 2017, and 2018 annual growth, demonstrating a healthy growth has been occurring in the ministry at present. This also indicates that recruitment of volunteers and resources is increasing as number of Advisory Councils increases.
As shown below out of 50 states, Kairos is currently in 37 with one or more programs.
The overall breakout of the U.S. population based on ethnicity is shown in this chart.

Kairos strives to be diversified in our ministry. While we are growing in ethnic diversity, we still have opportunity for growth. Information based on EZRA data as of October, 2018 from KairosMessenger.
Kairos also strives to be diversified by denominational mix of volunteers representing many Christian churches. Information based on EZRA data as of October, 2018 from KairosMessenger.

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 2018 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 2018

<table>
<thead>
<tr>
<th>(U.S.) State</th>
<th>No. of Ad Councils</th>
<th>Men's Inside</th>
<th>Women's Inside</th>
<th>Kairos Outside</th>
<th>Kairos Torch</th>
<th>State Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>1</td>
<td>11</td>
<td>2</td>
<td>2</td>
<td>15</td>
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<tr>
<td>Alaska</td>
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<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>6</td>
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<tr>
<td>Arizona</td>
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<td>1</td>
<td>3</td>
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<td>Arkansas</td>
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<td>1</td>
<td>1</td>
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<td>12</td>
<td>2</td>
<td>5</td>
<td>20</td>
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<td>6</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Connecticut</td>
<td>7</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Delaware</td>
<td>8</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Florida</td>
<td>9</td>
<td>27</td>
<td>3</td>
<td>5</td>
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<td>10</td>
<td>22</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>31</td>
</tr>
<tr>
<td>Idaho</td>
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<td>1</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Illinois</td>
<td>12</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td></td>
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<tr>
<td>Indiana</td>
<td>13</td>
<td>12</td>
<td>2</td>
<td>4</td>
<td>20</td>
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<tr>
<td>Kansas</td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
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<tr>
<td>Kentucky</td>
<td>15</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
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<tr>
<td>Louisiana</td>
<td>16</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>9</td>
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<tr>
<td>Maine</td>
<td>17</td>
<td>1</td>
<td>1</td>
<td>0</td>
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<tr>
<td>Maryland</td>
<td>18</td>
<td>7</td>
<td>1</td>
<td>1</td>
<td>10</td>
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<td>Mississippi</td>
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<td>4</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>9</td>
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<tr>
<td>Missouri</td>
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<td>1</td>
<td>2</td>
<td>5</td>
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<td>Nebraska</td>
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<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td></td>
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<tr>
<td>New Hampshire</td>
<td>22</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td></td>
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<tr>
<td>New Mexico</td>
<td>23</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>New York</td>
<td>24</td>
<td>6</td>
<td>1</td>
<td>3</td>
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<td>10</td>
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<tr>
<td>N. Carolina</td>
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<td>14</td>
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<td>3</td>
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<tr>
<td>Ohio</td>
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<td>18</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>26</td>
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<tr>
<td>Oklahoma</td>
<td>27</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Oregon</td>
<td>28</td>
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<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>29</td>
<td>7</td>
<td>2</td>
<td>2</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>S. Carolina</td>
<td>30</td>
<td>11</td>
<td>2</td>
<td>2</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>Tennessee</td>
<td>31</td>
<td>5</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Texas</td>
<td>32</td>
<td>42</td>
<td>5</td>
<td>12</td>
<td>2</td>
<td>61</td>
</tr>
<tr>
<td>Utah</td>
<td>33</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>U.S. Totals</td>
<td></td>
<td>266</td>
<td>53</td>
<td>71</td>
<td>21</td>
<td>411</td>
</tr>
</tbody>
</table>

| No. of U.S. States | 33 | 31 | 31 | 16 | 37 |

| Australia     | 25 | 4  | 14 | 2  | 45 |
| Canada        | 2  | 1  |    |    | 3  |
| Costa Rica    | 2  | 1  | 1  | 1  | 4  |
| Dominican Republic | 4 | 2  |    |    | 6  |
| Honduras      | 5  | 1  | 1  |    | 2  |
| Nicaragua     | 6  | 1  |    |    | 1  |
| Peru          | 7  | 1  |    |    | 1  |
| South Africa  | 8  | 17 | 4  | 6  | 28 |
| United Kingdom| 9  | 4  | 1  | 1  | 6  |
| Non-U.S. Totals | 57 | 13 | 23 | 3  | 96 |

| World Totals  | 323 | 66 | 94 | 24 | 507 |
Based on the number of State 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. This does not include Federal or private prison opportunities.

<table>
<thead>
<tr>
<th>PROGRAM</th>
<th>PRISONS KAIROS SERVES</th>
<th>ESTIMATED # for GROWTH OPPORTUNITY</th>
<th>GROWTH OPPORTUNITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kairos Men’s Inside</td>
<td>264</td>
<td>382</td>
<td>145%</td>
</tr>
<tr>
<td>Kairos Women’s Inside</td>
<td>55</td>
<td>23</td>
<td>42%</td>
</tr>
<tr>
<td>Kairos Torch</td>
<td>23</td>
<td>80</td>
<td>348%</td>
</tr>
<tr>
<td>Kairos Outside</td>
<td>71</td>
<td>unlimited</td>
<td>unlimited</td>
</tr>
</tbody>
</table>

As Kairos improves in data collection and utilization, we will strive to report trends based on ministry information collected. While many of these are being collected today, new tracking is under development including Continuing Ministry tracking.

**Impacts to track and measure**

<table>
<thead>
<tr>
<th>Number of Advisory Councils</th>
<th>Number of volunteers</th>
<th>Number of States by program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Weekends</td>
<td>Number of new volunteers</td>
<td>Number of new starts within each state by program</td>
</tr>
<tr>
<td>Number of participants/guests</td>
<td>Number of returning volunteers</td>
<td>Number of new State starts by program</td>
</tr>
<tr>
<td>Number of graduates returning to serve by program</td>
<td>Number of volunteers following the rotation on/off for program</td>
<td>Number of International countries by program</td>
</tr>
<tr>
<td>Number of Prayer &amp; Share/ SWAP/Mentoring participants by location</td>
<td>Number of volunteers on each weekend</td>
<td>Number of new starts within each country by program</td>
</tr>
<tr>
<td>Number of Reunion participants by location</td>
<td>Diversity of each team</td>
<td></td>
</tr>
<tr>
<td>Number of Retreat participants by location</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(Names for above changes to fit each program)

**Other impacts:**

- Recidivism rates
- Testimonies
- Violence changes
- Endorsements
- Discipline reports
## 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

2019 final. Pray against the threats to the ministry and for the opportunities!

### STRENGTHS
- Christian belief is core to programs and volunteers
- Everyone welcome to receive programs
- Grassroots funded and ministry operations
- Large dedicated and enthusiastic volunteer base
- Continuing model where we return to the institution
- Credible relationships with Correctional Institutions and Dept. of Corrections
- Consistency of program framework
- Proven successful program model with good program tools
- Ministry success since 1976
- Impact on individual lives of graduates that then make a difference in society
- Building the church within the walls, with graduates living out the 4th day
- Effective core staff team
- Training focus to develop Weekend leaders
- Advisory Council Training for local leaders
- Financial tracking, along with positive audit results
- Being asked to be in more locations
- International presence
- Leader as a Prison Ministry in the U.S.

### WEAKNESSES
- Always need more volunteers
- Lack of age and ethnic diversity
- Internal local focus leads to local ‘silos’ that are out of program/policy/authority compliance and does not meet the needs of the whole ministry
- Insufficient leadership recruitment and development
- International operations start up
- Communication infrastructure greatly improving, but still a work in progress
- Lack of evidence based data
- Implementation of Continuing Ministry and training
- Local communities only doing 1 Weekend per year
- Continued training needed at all levels
- Credible relationships with Correctional Institutions and Dept. of Corrections

### OPPORTUNITIES
- Growth to new states, new institutions within states, and with volunteers
- Work with private and federal institutions partnership to be in more prisons
- Results oriented programs with research to support and demonstrate impact
- Financial support through grants, funding and good financial management, including investment and planned giving
- Using Kairos graduates as volunteers
- Better use of resident council inside
- Branding/Awareness of Kairos Prison Ministry
- Relationships with churches, conferences, 4th day movements, chaplains, and civic organizations
- Developing and using new materials for recruiting
- Inter-program relationships. Better Together
- Federal prisons want mentoring programs
- Age 18-25 in adult prisons use Kairos Torch
- Broader network within the DOC, JJD, & prisons

### THREATS
- Reduction in Correctional Institutions budgets
- Difficulty in Correctional Officer retention
- Fewer Chaplains on Institutional staff or movement to non-Christian coordinators
- Youth facilities don’t have Chaplains and changes in Youth incarceration
- Credible relationship with DOC
- Lack of understanding of prison ministry from public/private sectors
- Reduction in 4th day programs and competitive nature
- Reduction in clergy and buy-in by Pastors of churches
- Change in Correctional Institution leadership
- Current political/social Issues: ACLU, Public, Legal, etc.
- Regulation changes for DOC and BOP
- Security costs and volunteer training at DOC
- Privacy laws creating screening risks
- Rise in non-Christian ideologies
- Schisms within the various Christian denominations
For the next five years (2019 to 2024), 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

Vision Priority 2: Sustain and strategically grow the ministry reach and impact through the three core programs and inclusive with strong focus on Continuing Ministry

Vision Priority 3: Continuous improvement in the ministry health through financial, operational, and program capability with effective communications across the ministry

Vision Priority 4: Continual recruitment and retention of qualified Christian volunteers at all levels

Vision Priority 5: Continual enhancement of Kairos awareness and promotion

Vision Priority 6: Optimize the ministry’s success through continued comprehensive training plans that touches all aspects of the ministry

Vision Priority 7: Develop and if feasible implement a strategic structure and growth plan for international countries

Within the vision priorities overall goals are developed to continue the movement within the priority each year. A key element of the plan is to continue movement while addressing issues without moving the ministry faster than the volunteer organization can handle.

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

Goals

- Encourage every person in the ministry to focus on prayer, individually and collectively
  - Open and close every meeting with prayer
  - Establish prayer partners
  - Encourage prayers sent to the office for Tuesday pray coverage
  - Encourage posting prayers and praises on Kairos on closed Facebook page
- Invite others to pray for the ministry
  - Weekend Prayer vigils
  - Weekly prayer list for Weekends and other items
  - Sharing prayer and praise needs to others, to our churches, as appropriate
- Encourage prayer by Graduates/Guests
  - Offer opportunities for prayer during Continuing Ministry
  - Encourage posters and prayer coverage (Agape) for other Weekends
• Embrace biblical principles in all our ministry work and keeping Jesus Christ at the head of the ministry
• Encourage devotions
  o Open meetings to focus the group on the Word and Jesus Christ
  o Pick themes relevant to the topics or issues addressing, hence seeking guidance and unity in meetings
  o Utilize EZRA devotionals in team meetings
• Utilize encouraging emails and phone calls to leaders and others throughout the year to lift them up and to demonstrate Listen, Listen, Love, Love
• Work within the Interdenominational Christian Ministry Policy and Code of Conduct to keep common ground and not create division
• Ensure leaders within the Board, State Chapter Committee, Advisory Councils, and staff are leading by example in biblical focus, role, and practice
  o Ensuring Kairos Statement of Faith signed by volunteers and staff
  o Follow the Core Values and Statement of Faith to define Christian volunteers and staff
  o Lead by biblical principles and actions
  o Whenever an issue, conflict, disagreement, or concern arise – Stop and Pray
• Invite Kairos Outside graduates to attend our different churches

Vision Priority 2: Sustain and strategically grow the ministry reach and impact through the three core programs and inclusive with strong focus on Continuing Ministry
  Note: growth may not be in numbers as some reducing prisons and reform could cause us to lose as many locations as add each year

Goals
• Ensure programs and locations operating currently are in good operating health and following the program guidelines and using the tools available for monitoring
  o Tools include EZRA, Excellence Initiative and KairosMessenger
  o Evaluate the need to develop a resource booklet for each Kairos program
• Open new local facilities or communities in states where currently working, with encouragement for each state to have all three programs (Kairos Inside, Kairos Outside, Kairos Torch) operating
  o Start new current Kairos programs
  o Add other Kairos programs
  o Look for areas where we used to be operating and evaluate re-start
  o Work to have the States ‘own’ Kairos Torch like they do Kairos Inside and Kairos Outside
    • Importance of breaking the incarceration cycle
  o Presentation/package about Kairos for volunteers to use at new facility
• Evaluate by state the opportunity for Kairos Inside and Kairos Torch for new prisons
- States have approximately 310 men’s and 23 women’s prisons we could potentially have Kairos Inside working;
- Federal has approximately 61 men’s, 4 women’s, and 17 housing both men and women with potential for Kairos Inside

- Evaluate conducting Kairos Torch in Group Homes for Youth in trouble and adult facilities for the less than 25 years age group
- Pilot Kairos Torch with home release juveniles
- Growth within current prisons or youth facilities
  - Growth through doing two Weekends + Continuing Ministry per year
  - Working in multiple yards/units in the prison
  - Conducting Kairos Torch in adult facilities with a youth population

- Growth for Kairos Outside Communities
  - Growth through doing two Weekends + Continuing Ministry per year
  - Increase in number of Communities

- Prayerfully evaluate new states to open as leadership within the state becomes available (# of prisons that fit Kairos potential)
  - Current states not in: New Hampshire (1), Rhode Island (5), Massachusetts (9), Vermont (2), New Jersey (5), Michigan (17), South Dakota (3), North Dakota (3), Montana (3), Wyoming (3), Minnesota (4), Nevada (6), and Hawaii (2)

- Utilize Better Together to strengthen each of the programs and enhance the impact on the individual, the family, and society
  - Each program promote the other program to ensure family members involved in Kairos
    - Enhance the promotion of the other programs during Continuing Ministry
  - Develop promotional tools
  - Develop a tool for Chaplains to understand Kairos Outside and importance
  - Evaluate ways to include stronger family ties for the programs
  - Utilize the program connections and impact on family with DOC/JJD

- Continual focus on Continuing Ministry of each program.
  - Provide new tools and resources to enhance Continuing Ministry
  - Develop tracking mechanism for attendance and impact using KairosMessenger
  - Ensure the full program (Weekend + Continuing Ministry) is being conducted at each facility/community

- Continual development of relationship with the State and Federal prison systems, including the local institutions
  - Department of Corrections
  - Federal Bureau of Justice
  - Juvenile Justice Department
  - Private prison systems (adult/youth)
  - Develop plans by state to encourage positive continual relationships
- Evaluate ways to help support the Chaplain (program administrator, volunteer coordinator) and work load
  - Provide volunteer support
  - Train a Kairos graduate
- Work with the International countries to ensure programs working in healthy manner

**Vision Priority 3: Continuous improvement in the ministry health through financial, operational, and program capability with effective communications across the ministry**

**Goals**

- Ensure strong structure and leadership at all levels with special focus on the State and Advisory Councils as they lead programs locally
  - Focus on leadership track and preparing qualified leaders throughout
  - Ensuring Advisory Council focus on the local operations of one facility/community
  - Continuous monitoring and adherance to program guidelines/manuals and use of tools including KairosDonor, EZRA, Excellence Initiative, and KairosMessenger
    - Utilize International Council representative within SCC
  - Improved communication on roles of positions and expectations
  - Implementation of Affiliation Agreements and Covenant Agreements
  - Evaluate the Advisory Council structure and positions needed for the future
  - Develop orientation guides for core positions
- Continual enhancement to operations through documents, procedures, and flow of work throughout the ministry
  - Evaluate technology for delivery of systems/tools and materials
  - Plan for EZRA as web-based download
  - Review vendors/suppliers for office
- Each State Chapter Committee develops a simple annual State plan focused on fundraising, recruitment, stability of current ministry and growth of new ministry.
- Focus on financial health at all levels of the ministry
  - Ensure a positive cash flow at International headquarters and local levels
  - Timely payments by States for program materials, audit fees, and affiliation fees
  - Adherence to Financial Policies and Procedures
  - Fundraising at local levels, self-sufficiency for costs
    - Discourage volunteers paying and encourage fundraising
    - Develop best practices list for fundraising locally
  - Utilization of KairosDonor for donor and donation tracking and reporting
  - Continued growth of fundraising at International headquarters
  - Enhanced planned giving fundraising by International headquarters
    - Website strategy for information
    - Active promotion of planned giving to volunteers and donors
  - Investment management of reserves by International headquarters
- Good audit reports
- Focus on communication and promotional aspects within the ministry
  - Create and implement a communication system and guidelines within KairosMessenger for Advisory Council, State, and National use allowing for improved communication
  - Increase access to E-News and newsletters by volunteers
- Enhancement to MyKairos.org for volunteer access to information
- Manage risk and legal liability by implementing programs and plans according to guidelines
  - Trailer insurance
  - Facility liability insurance
  - Proper branding and use of logos by all Kairos entities
  - Protection of intellectual property (brands/logos, manuals, songbooks, name and program names, etc.)
  - CCLI utilization as appropriate
  - Memorandum of Understanding/Letter of intent with institutions
  - State registrations by International headquarters
  - Domain name registrations by International headquarters
  - Insurance coverage for ministry
  - Kairos Torch screening

**Vision Priority 4: Continual recruitment and retention of qualified Christian volunteers at all levels**

**Goals**
- Encourage development of recruitment plans for each State and Advisory Council
  - To retain current qualified volunteers
    - Energize experienced individuals to recruit and engage in team meetings
  - To regain past qualified volunteers
  - To gain new qualified volunteers
  - Utilize KairosMessenger database to identify and track
  - Ensure every State has a Recruitment Coordinator
  - Ensure every Advisory Council has an Outreach/Recruitment Coordinator
  - Gain increased diversification of denominations, race, and reach next generation (Gen X – ages approximately 40 to mid-50’s)
  - Establish a recruitment goal and purposefully pray for guidance at every Advisory Council meeting, keeping the volunteers focused on being involved
  - Focus that people recruit people personally
    - Calls, visits, personal note
    - Follow up to interested persons and invite to participate soon after express interest
• Relationship with national leaders of denominations/churches by International headquarters
  o Identify and prepare plan of where the opportunities are
  o Identify opportunities to enhance diversity
  o Identify regional or state opportunities based on the denominational structure

• Continued involvement of local churches currently supporting
  o Obtain endorsement statements from pastors
  o Explore message of how having Kairos volunteers in the church is helpful

• Identification and outreach to new potential support churches in each local area by the local Advisory Council
  o Continue exploration of local churches (new and potential) around Kairos media events
    ▪ Press releases for local areas
    ▪ Mailing from home office and local follow up
  o Train and encourage calling on churches with diversity and recruiting volunteers
  o Prepare local list of churches to develop relationship
    ▪ Ways to get church and people within church involved
      • Prayer, giving, support, volunteer, etc.

• Continued focus on Spiritual Director/Clergy recruitment
• Encourage volunteers to attend their own 4th day and to stay involved in their 4th day group for own renewal and accountability
• Utilize promotional tools to enhance recruitment opportunities
• Develop testimonies of why I volunteer
• Develop a recruitment tool kit
• Evaluate the opportunity to do a ‘Replicate yourself campaign’ for the volunteers
• Develop opportunities to get people involved
  o Prayer
  o Closing
  o Agape party
  o Church groups involved (place mats, prayer, cooking/baking, agape, funding meals, etc.)

Vision Priority 5: Continual enhancement of Kairos awareness and promotion
Goals
• Proper branding and use of logos and messaging
• Continued development of promotional tools to enhance the reach of the ministry, enable recruiting, and promote Kairos
• Website strategy to enhance exposure
  o International office
• States – one site per state with Advisory Councils within state site
  • Share impacts of the ministry
    o Enhance availability of testimonials and endorsements
  • Guidelines and plans to use social media for promotions, communication and fundraising
  • Network, engage and collaborate with other prison ministries, associations, and 4th day ministries
    o International headquarters relations on a national level
    o State and local relations as appropriate
  • Radio interviews, articles, PSA’s and other promotional opportunities
  • Define plan to use ‘live’ videos by volunteers and/or volunteer event photos for testimonies/tell story to promote Kairos

Vision Priority 6: Optimize the ministry’s success through continued comprehensive training plans that touches all aspects of the ministry

Goals
• Continual training for groups and/or positional roles
  o Board of Directors
  o State Chairs and State Chapter Committee positions
  o International Council
  o Advisory Council positions
  o Weekend Leadership track
  o Staff
• Continual training for systems using on-line training modules along with specific training for users
  o KairosDonor
  o QuickBooks
  o EZRA
  o KairosMessenger
• Volunteer training and orientation guide
  o New volunteer orientation
  o Evaluate have a non-4th day experience volunteer training
  o Setting expectations of experienced volunteers
• Enhanced Advanced Kairos Training for Weekend Leadership Track
  o Ensuring trainers well trained and versed in program manuals
  o Getting Leaders trained timely
  o More emphasis on using EZRA
  o More emphasis on Better Together
  o More emphasis on importance on team meetings and attendance
• Enhanced Advisory Council Training
  o Revamp training based on Advisory Council structure changes as needed
Ensure trainers well trained and versed in policies and procedures
Develop positional orientation/training for some positions (over time)
  - Prison liaison
  - Continuing Ministry (per program)
  - Fundraising
  - Recruitment
  - Advisory Council Chair
  - Elections
- Enhance program specific Continuing Ministry training and focus
- Evaluate opportunities for topical training
  - Fundraising
  - Donor management
  - Speaker bureau – or sharing your story
  - Recruitment
- Continue the Annual Conference training and workshops each year
- Research and evaluate interactive training modules, online (webinar), or video training opportunities as supplement of specific training needs for future
- Evaluate technology for delivery of systems/tools and materials

Vision Priority 7: Develop and if feasible implement a strategic structure and growth plan for international countries
Goals
- Continue to coordinate with current international countries from International headquarters
  - Affiliation agreements being implemented
  - Program manual implementation
  - Training needs
  - Local funding
  - Leadership and Board operations
- Address needs in current Latin American countries
  - Leadership
  - Funding
  - Conducting ministry
- Develop operational plan for growing into new countries
  - Structure
  - Funding
  - Finding and developing country leadership
  - Country legal needs and registrations
- Evaluate country opportunities to potentially open as God leads
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 implementation is dependent on readiness of other items, prioritization of financial resources, and prioritization of the time of staff/volunteers. Therefore, implementation remains somewhat fluid as priorities are defined continually.

The Strategic Plan also builds upon the past to ensure continuity, focus, and best practices are kept while moving the ministry forward to the future.

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, the next year flows off the previous to continue to enhance the ministry, to implement changes as needed, and to grow the ministry in various ways. It is also realized a strategic plan is never finished as it rolls year to year; it is however updated as necessary to be current with accomplishments, new information, issues, and opportunities.