



Kairos Prison Ministry International, Inc.

Changing Hearts, Transforming Lives, Impacting the World

Strategic Plan

Five Year

2024 through 2028

Continuation of previous 5-year plan

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. The U.S. spends over \$81 billion/yr. to keep 2 million inmates incarcerated, with a total estimated cost of \$182 billion cost to state and federal governments and the families (2017 Prison Policy Initiative) The Kairos program is offered at no cost to State and Federal Institutions. It has 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 U.S. states and 12 international countries (Australia, Canada, Costa Rica, Dominican Republic, Honduras, Kenya, Malawi, Nicaragua, Nigeria, South Africa, Uganda, and United Kingdom 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 is 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 people 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 is 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 an even greater impact by promoting the family engagement and encouraging a persons loved one to attend another Kairos program. It is 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 servanthood 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.

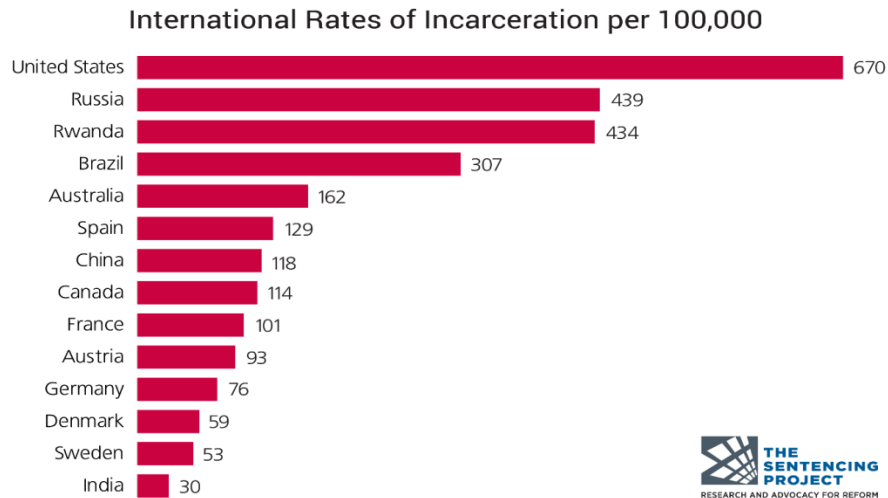
Friendship with God is a free gift, for God so loved the world that He gave His one and only son so that whoever believes in Him shall not perish but have eternal life.

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.

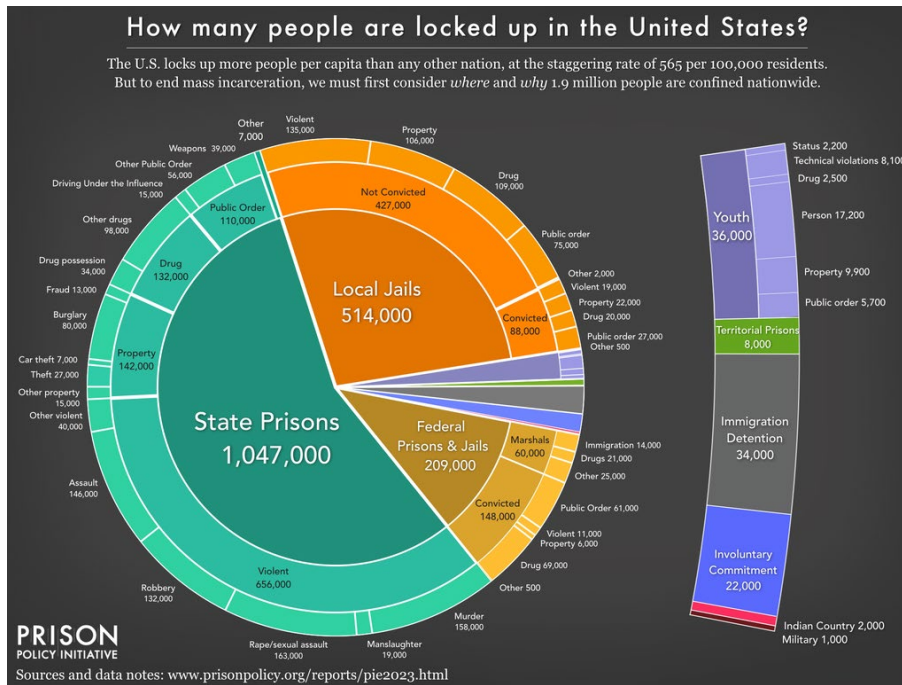


Source: Walmsley, R. (2016). *World Prison Brief*. London: Institute for Criminal Policy Research. Available online: <http://www.prisonstudies.org/world-prison-brief>.

Top 10 Countries with the most people in prison

1. United States — 2,068,800
2. China — 1,690,000
3. Brazil — 811,707
4. India — 478,600
5. Russia — 471,490
6. Thailand — 309,282
7. Turkey — 291,198
8. Indonesia — 266,259
9. Mexico — 220,866
10. Iran — 189,000

There is 2 million people in custody in the United States at any one time, with over 3.0 million more on probation. These systems hold 2 million people in 1,566 state prisons, 102 federal prisons, 2,850 local jails, 1,510 juvenile correctional facilities, 186 immigration detention facilities, and 82 Indian country jails, as well as in military prisons, civil commitment centers, state psychiatric hospitals, and prisons in the U.S. territories. The States and Federal government alone spend almost \$81 billion on incarceration annually. This chart shows the breakdown of prisons and reasons for incarceration.



Trends and Statistics for Incarceration

General Trends

1. 2 million People are incarcerated, 573 per 100,000. A 500% increase over the last 40 years.
2. There are 1,566 state prisons, 102 federal prisons, 2,850 local jails, 1,510 juvenile correctional facilities, 186 immigration detention facilities, and 82 Indian country jails, as well as in military prisons, civil commitment centers, state psychiatric hospitals, and prisons in the U.S. territories.
3. 1,047,000 are detained in state prisons.
4. 209,000 detained by Bureau of Prisons and US Marshals Service (Bureau of Prisons – convicted 148,000, and 60, 000 US Marshals).
5. Every year 610,000 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. 173,000 women behind bars and 718,400 on probation.
2. 72,000 in state prison, 14,000 in federal prison, 76,000 in local jails, 5,400 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 58% 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 – Idaho has the highest number of women incarcerated per 100k.

(Sources: Center for American Progress & Prison Policy Initiative)

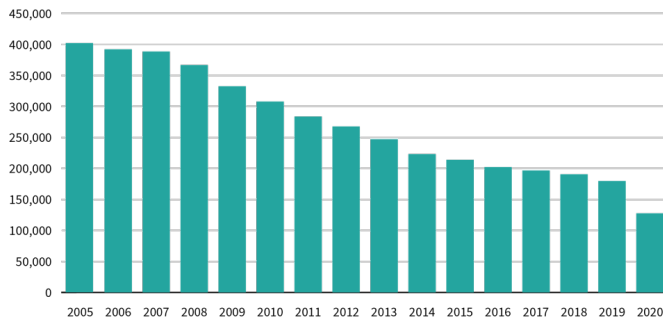
Youth (under the age of 18)

1. There are approximately 85,000 youth with the Juvenile Justice System under court supervision. However, about half are held in the facilities. Youth incarceration dropped 77% from 2000 to 2020.
2. 47,000 Youth are incarcerated (48,000 in Juvenile Justice System; 5,000 in adult system), approximately 15% are girls.

3. The juvenile system has been reducing the 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 8785 inmates under the age of 25.

(Source: The Sentencing Project and various sources)

**Annual Admissions to Juvenile Detention
New Delinquency Offenses Only, 2005-2020**



Federal Prisons

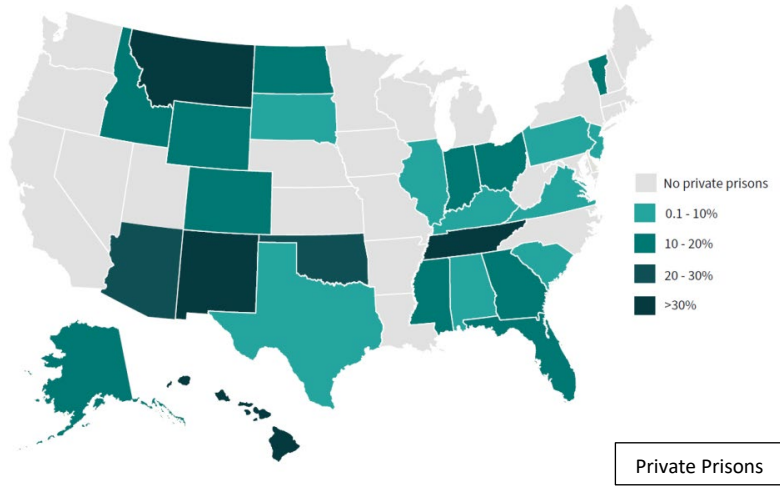
- There are 157,987 inmates in federal prisons in October 2023.
- 93% are male, 7 % female
- 57% white, 39% Black, 4% Native American and Asian

Private Prisons

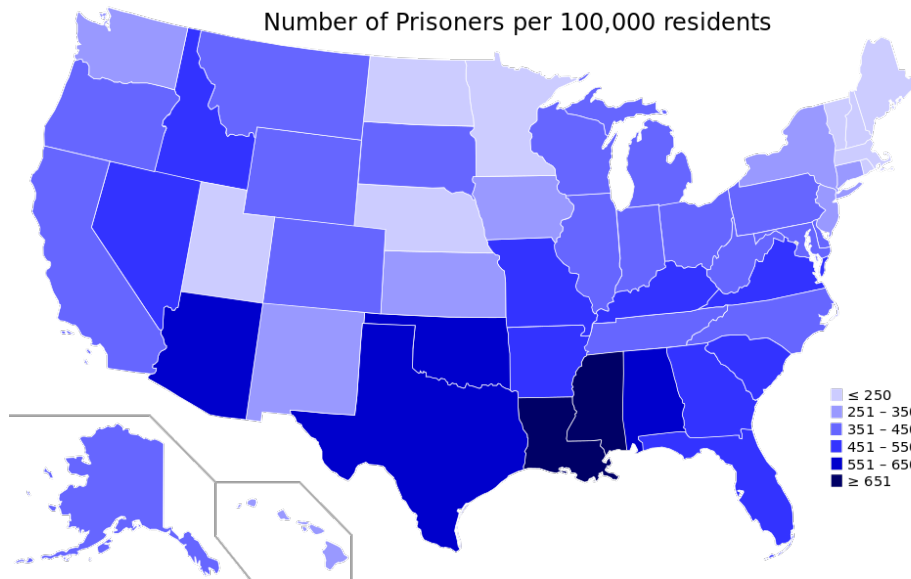
1. Private prisons housed 134,000 – 8.% of the total state prison population, this varies widely by state.
2. 22 states have no for-profit prisons, 27 states use private prisons. (see chart below)

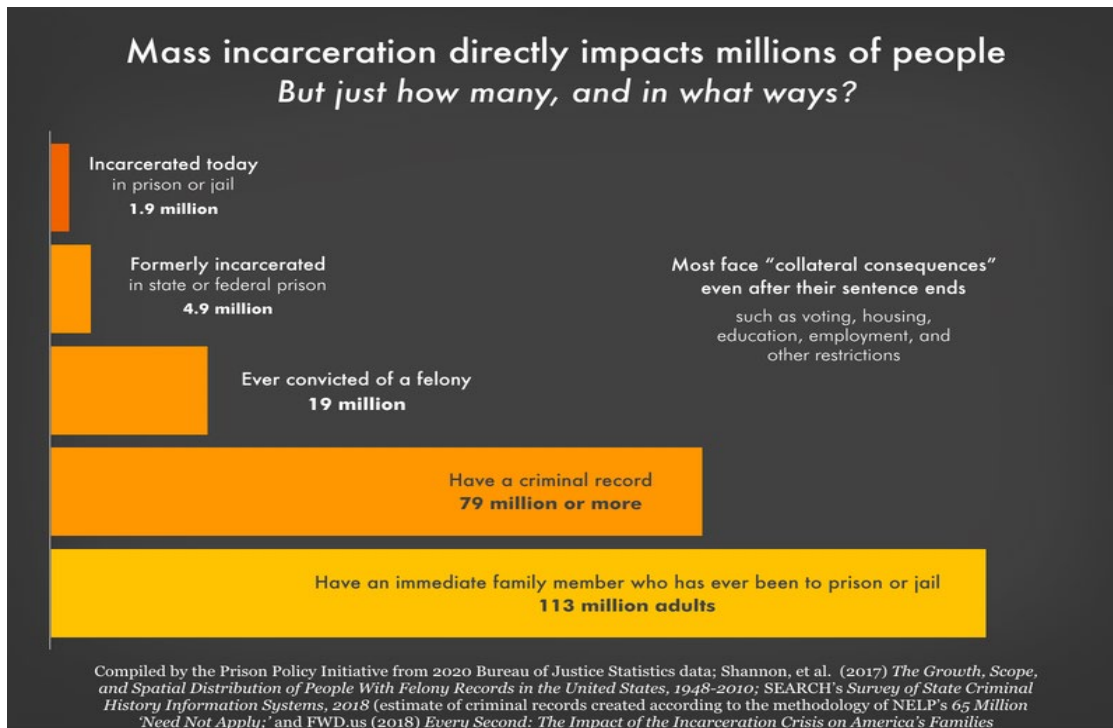
(Source: The Sentencing Project)

Percent of Imprisoned People in Private Prisons, 2021



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



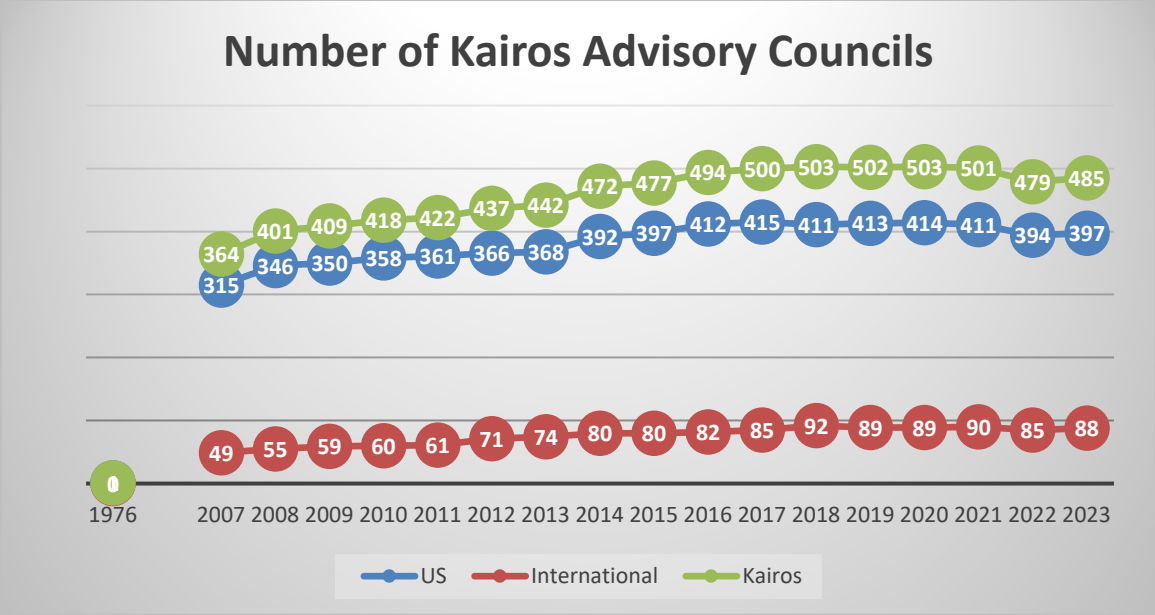


Roughly 50 million women that has a family member that has been incarcerated in the US. This poses a wonderful opportunity for Kairos Outside to reach many.

U.S. Kairos Program Trends

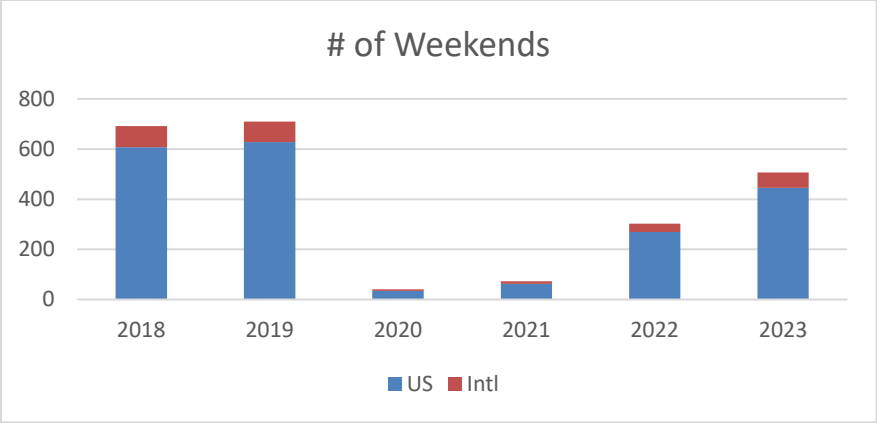
As shown in the below chart, the growth of the Kairos programs had flattened out across the U.S. from 2008 to 2013. Some of the flattening could be due to a large number of states with Kairos programs in existence.

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 and alternative sentencing 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. 2019 was the largest numbers for Kairos ever and things were trending up in several areas including Advisory Councils and Weekends.

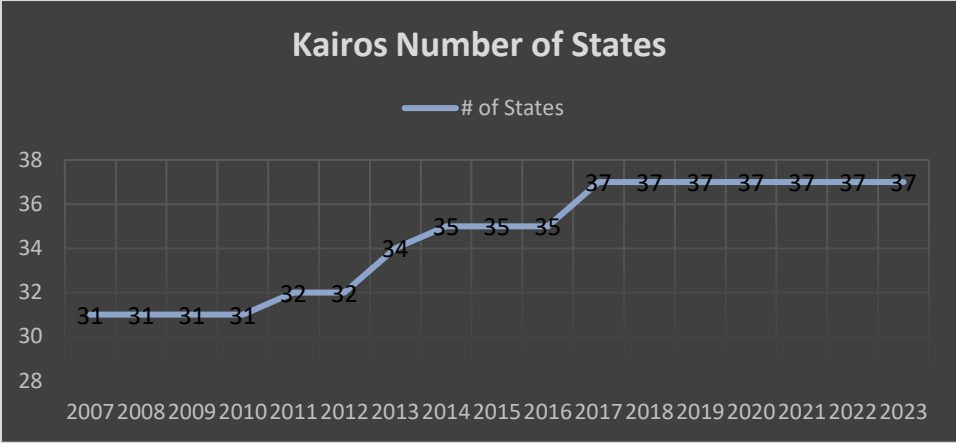


In March 2020, Covid hit the world and Kairos stopped officially on March 16, 2020. While thinking it was a few weeks event, the impact has been felt through 2023 and beyond. As reopening slowly began in 2021 and 2022 the impact was felt in prisons and volunteers which lead to several restart Advisory Councils, and several closures. Kairos continues to rebuild and work to open facilities that were in place before Covid. Since Covid 24 #1 Weekends have been held through 2023. In 2023, there are still entire States and many prisons within various States where we have still not been allowed to conduct the ministry at all or can just do Continuing Ministry. The good aspect of Covid was more emphasis on Continuing Ministry happened as that was the only way we could enter the prisons again. Kairos Outside slowly reopened also, however, some locations closed due to lack or loss of volunteers. This is because in some areas we relied solely on inmates during Kairos Inside to provide potential Guests and when we could not go into prisons, we lost our source. The need to find alternative ways to locate potential Guests for Kairos Outside became clearer. Kairos Torch continues to have many new location opportunities, but reopening has been slow due to lack of staff and facility changes.

At the end of 2023, Kairos worldwide is at 71% of Weekends as related to 2019. The US was at 71% and international countries was at 74% of 2019. Showing the impact of Covid and staffing issues at facilities to the reopening process.

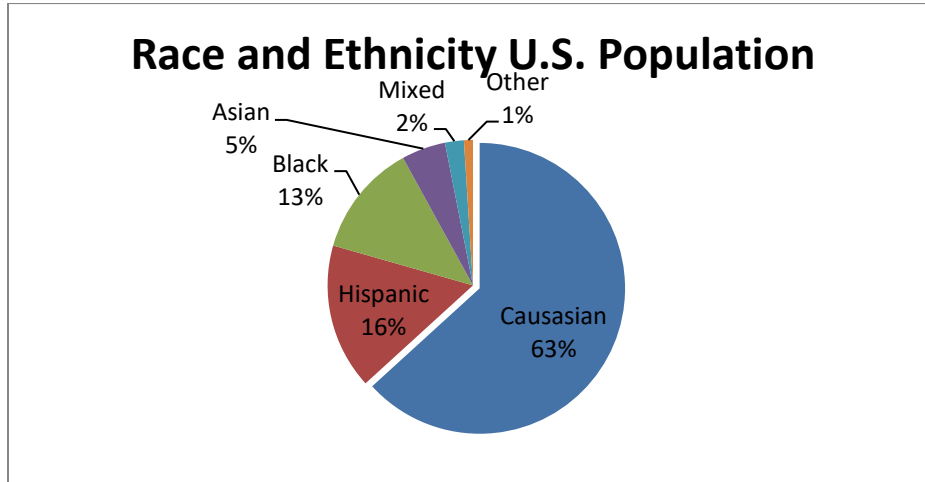


As shown below out of 50 states, Kairos is currently in 37 with one or more programs. Over the years, attempts to open new states have occurred, however, finding leadership usually halts the process. At any one time, there are some states in the works and prayerfully we will get more opened – at the right time.



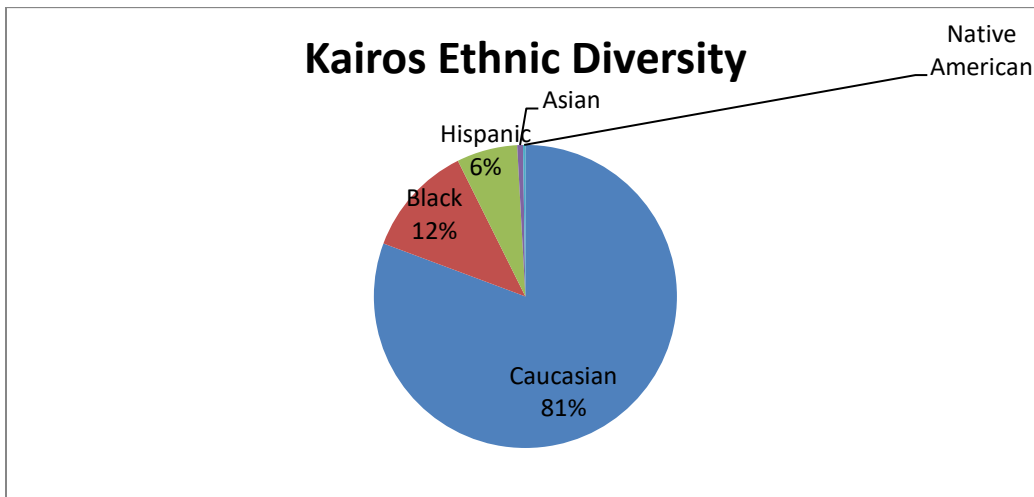
Demographics:

The overall breakout of the U.S. population based on ethnicity is shown in this chart. This is US census best guess to splitting Hispanic and Caucasian as many are reported as Caucasian in census.

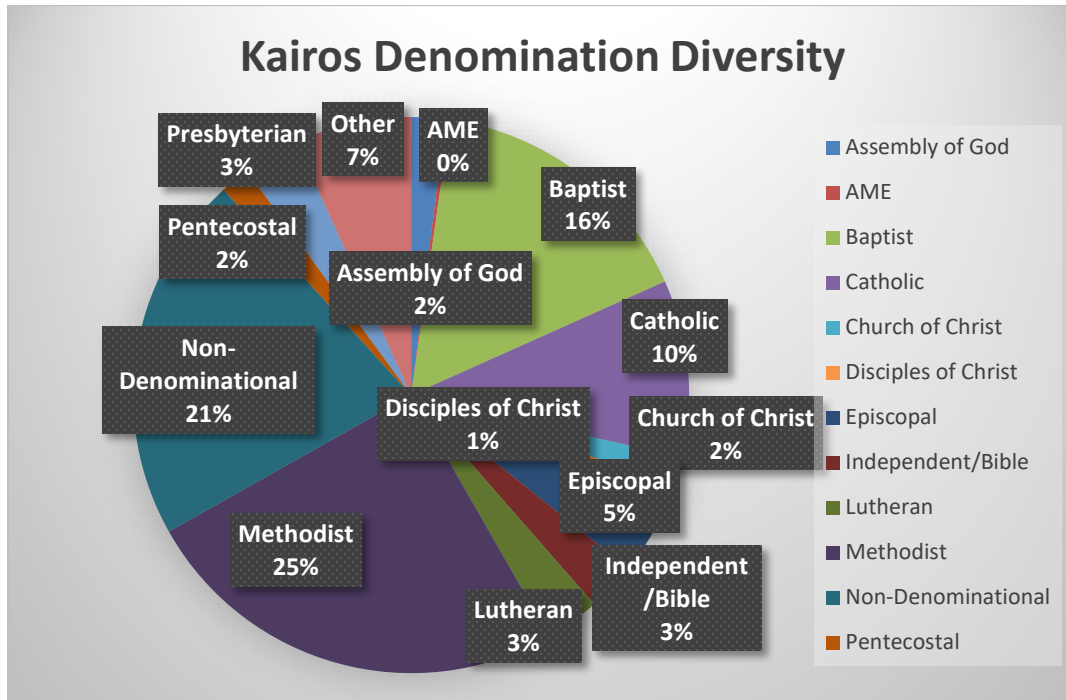


Kairos strives to be diversified in our ministry. While we are growing in ethnic diversity, we still have opportunity for growth. Information based on EZRA data as of July 2023 from KairosMessenger.

Realizing many Hispanics are named as Caucasian in US census and in our data, it is difficult to get a true read. Kairos percentage black is close to the US population percentage thus tracking well.



Kairos also strives to be diversified by denominational mix of volunteers representing many Christian churches. Information based on EZRA data July 2023 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 June 2023 Active Advisory Councils. Due to delays in reopening after Covid, we dropped below the 500 locations temporarily. Reopening some locations has been difficult due to lack of correctional officers and staffing. 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. Cross promotion of programs while recruiting and fundraising is a great opportunity within each State.

Current Advisory Council counts by program are shown in the following chart. Pre-Covid Kairos had over 500 Advisory Councils, hence rebuilding is in order for the next few years to restart lost locations as viable.

	(U.S.) State	Men's	Women's	Kairos	Kairos	Continuing	State
	# Advisory Councils	Inside	Inside	Outside	Torch	Ministry	Totals
1	ALABAMA	10	3	2	1		16
2	ALASKA	1	1	1			3
3	ARIZONA	1		3			4
4	ARKANSAS	7	1	1			9
5	CALIFORNIA	11	2	4	1		18
6	COLORADO	4	2	1			7
7	CONNECTICUT	2	1	1			4
8	DELAWARE	1	1	1	1		4
9	FLORIDA	28	2	5	4		39
10	GEORGIA	14	4	3	2		23
11	IDAHO	1					1
12	ILLINOIS	4		1			5
13	INDIANA	12	2	3	2		19
14	KANSAS	1	1	1	1		4
15	KENTUCKY	1		1			2
16	LOUISIANA	4	1	2	1		8
17	MAINE	1	1				2
18	MARYLAND	7	1	1			9
19	MISSISSIPPI	5	2	3	1		11
20	MISSOURI	3	1	1			5
21	NEBRASKA	1					1
22	NEW HAMPSHIRE	1	1	1			3
23	NEW MEXICO	3	1	1			5
24	NEW YORK	5	1	2	2	1	11
25	NORTH CAROLINA	13	3	2		1	19
26	OHIO	15	2	2	2		21
27	OKLAHOMA	4	1	1	1		7
28	OREGON			1			1
29	PENNSYLVANIA	5	2				7
30	SOUTH CAROLINA	11	2			4	17
31	TENNESSEE	6	3	2	1		12
32	TEXAS	42	5	12	3		62
33	UTAH			1			1
34	VIRGINIA	16	3	1			20
35	WASHINGTON	4		1			5
36	WEST VIRGINIA	4	1				5
37	WISCONSIN	1	1	1			3
	U.S. TOTALS	249	52	63	23	6	393
	NO. OF U.S. STATES	35	29	31	14	3	37

1	AUSTRALIA	19	5	11	2		37
2	CANADA	2					2
3	COSTA RICA	5	1	1			7
4	DOMINICAN REPUBLIC	6	2				8
5	HONDURAS	2	1				3
6	NICARAGUA	1					1
7	PERU	1					1
8	SOUTH AFRICA	14	5	6	2		27
9	UNITED KINGDOM	2	1				3
	NON-U.S. TOTALS	52	15	18	4	0	89
	WORLD TOTALS	301	67	81	27	6	482

Current Issues for Kairos

Overall

- Volunteer Recruitment – having enough people
- Leadership Track in place

Kairos Inside

- Prison staffing and Correctional Officer shortage
 - Requests for different times / days
- Prisons going paperless
- Demand is larger than supply (a lot of requests for Kairos that go unfilled)
- Relationships with DOC
 - States have no idea who to contact at upper levels for help
 - Some issues with timeliness of Volunteer Application approvals

Kairos Outside

- Finding potential Guests
- Guest Communication (both before and after the Weekend)
- Active participation in Continuing Ministry

Kairos Torch

- Facility Staffing
- Facilities slow to open after COVID
- Constant revolving changes in youth incarceration / alternative sentencing
- Many facilities asking for Kairos Torch but lack of volunteers prohibits

Growing Trends:

- Prisons are moving to paperless systems
- Use of tablets for information to each inmate with a wide range of vendors
- Lack of Correctional Officers and staffing at facilities creates access limits especially on the Weekends
- Less incarcerated youth but more demand for programs by facilities
- Increased denominational divisions on the Bible, social issues, and politics
- Decline in church attendance
- Several 4th day programs continue to lose momentum

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. Pray against the threats and for the opportunities!

<p>STRENGTHS</p> <ul style="list-style-type: none"> 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 and encourage accountability relationships Credible relationships with Correctional Institutions and Dept. of Corrections Consistency of program framework Proven successful program model with good program tools, Program manuals Introduction of evidence-based information and platform to gather data 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 International office staff Training focus (virtual, recorded, and in person) Advisory Council Training for local leaders Financial health, tracking, and positive audit results Being asked to be in more locations Better Together: Program working together to impact individuals and family International presence Leader as a Prison Ministry in the U.S. 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> Always need more volunteers Volunteer mindset malaise, lack of recruitment, Weekend focus Volunteers changing the program inappropriately or desperate to do something approach Loss of momentum for programs and volunteers Lack of local preparedness for the future and planning Disarray in Leadership track for programs Age and ethnic diversity Internal local focus leads to local 'silos' that are out of program/policy/authority compliance and do not meet the needs of the whole ministry. Insufficient leadership recruitment and development International operations start up Data gaps Need for more evidence-based data Implementation of Continuing Ministry Local communities only doing 1 Weekend per year Lack of credible relationships with Correctional Institutions and Dept. of Corrections
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> 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 Branding/Awareness of Kairos Prison Ministry Relationships with churches, conferences, 4th day movements, chaplains, and civic organizations Developing and using new materials for recruiting Federal prisons want mentoring programs Age 18-25 in adult prisons use Kairos Torch Broader network within the DOC, DJJ, & prisons International interest Women impacted by incarceration Artificial Intelligence? Tablet access to inmates 	<p>THREATS</p> <ul style="list-style-type: none"> Reduction in Correctional Institutions budgets Constant change in Correctional Institution and DOC/DJJ leadership Credible relationship with DOC/DJJ for all states Regulation changes for DOC, BOP, and DJJ Difficulty in Correctional Officer hiring and retention Fewer/No Chaplains on DOC/DJJ staff or movement to non-Christian coordinators Security costs/concerns and volunteer training/approval process at DOC/DJJ Reduced movement/grouping between yards or within facility Paperless prisons and tablet approach Artificial Intelligence Sentencing law changes in Youth incarceration Privacy laws creating screening risks Lack of understanding of prison ministry from public/private sectors/churches Reduction in 4th day programs and competitive nature Access/Involvement by clergy and buy-in by Pastors of churches Current political/social/racial/legislative Issues Rise in non-Christian ideologies Schisms within and across the various Christian denominations

For the next five years (2024 through 2028), Kairos has numerous opportunities to sustain the current ministry and grow for the future. The overall plans to accomplish this are as follows:

Vision Priorities

Vision Priority 1: Strengthen and focus on the spiritual health of the ministry

Vision Priority 2: Sustain and strategically grow the ministry reach and impact through the three 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

Vision Priority 5: Continual enhancement of Kairos awareness and promotion

Vision Priority 6: Optimize the ministry's success through continued comprehensive training plans

Vision Priority 7: Work with approved International locations, as feasible implement a strategic structure and growth plan for new 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 manage.

Vision Priority 1: Strengthen and focus on the spiritual health of the ministry

Kairos strives to grow in our faith, our spiritual life daily. We recognize there are stages of growth: new believer, growing believer, and mature disciple. Paul describes these stages to the believers in Corinth in 1 Corinthians.

New believer: In 1 Corinthians 3:1-2 “Dear brothers and sisters, when I was with you I couldn’t talk to you as I would to spiritual people. I had to talk as though you belonged to this world or as though you were infants in Christ. I had to feed you with milk, not solid food, because you weren’t ready for anything stronger. And you still aren’t ready.”

A Growing Believer: Chapter 3 to 11 focuses on a persons’ actions as if in the world – jealousy, divisions, arguments, focus on self, pride, etc.

A Mature Disciple is characterized by having our faith carried out in our actions. Our prayer, our choices, our motives, our emotions, using our gifts, and our love (God’s agape love) will show our spiritual health. 1 Corinthians 13: 4-8: “Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It is not rude, it is not self-seeking, it is not easily angered, it keeps no record of wrongs. Love does not delight in evil but rejoices with the truth. It always protects, always trusts, always hopes, always perseveres. Love never fails.”

Kairos strives to encourage all volunteers to be growing mature Christians.

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 prayer coverage
 - Encourage posting prayers and praises on the Kairos on closed Facebook page and web prayer list
- Invite others to pray for the ministry
 - Weekend Prayer vigils, using prayervigils.net
 - 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
 - Open meetings to focus the group on the Word and Jesus Christ

- Pick themes relevant to the topics or issues addressing, hence seeking guidance and unity in meetings
- Utilize Kairos Program devotionals in team meetings
- Meet together to lift one another up, to pray, to encourage, to build team and to grow together, fellowship
- 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, Diversity, and Spiritual Unity 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
 - Ensuring Kairos Statement of Faith signed by volunteers and staff
 - Follow the Core Values and Statement of Faith to define Christian volunteers and staff
 - Lead by biblical principles and actions
 - Whenever an issue, conflict, disagreement, or concern arise – Stop and Pray
- Encourage volunteers to attend a Christian church
- Focus on Continuing Ministry for Kairos Inside, Kairos Outside and Kairos Torch so those who go through our program grow in their spiritual health with time.
- Invite Kairos Outside Guests who finish the program to attend our different churches
- Leave political, social, and denominational agendas and items that differentiate out of all Kairos events
- Practice Listen, Listen, Love, Love at all times
 - Practice with each other as well as to Participants and Guests
- Share the Mission, Vision, Core Values and Statement of Faith often in meetings to remind us of what we do, how we do it, and what we believe.

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. Growth may be in impact and quality of conducting the programs.

Goals

- Ensure programs and current locations are operating in good healthy manner, following the program guidelines, and using the tools available for monitoring and improving
 - Tools include EZRA, Excellence Initiative and KairosMessenger
 - Using team formation meetings to grow understanding and knowledge

- Using Weekend Evaluations for feedback
 - Ensure following the current Program Manuals
 - Operating with excellence as we serve the Lord and others
- 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
 - Start new Advisory Council locations
 - Add Advisory Councils that add new Kairos programs
 - Look for areas where we used to be operating and evaluate re-start
 - Continue working to have the States 'own' Kairos Torch like they do Kairos Inside and Kairos Outside
 - Importance of breaking the incarceration cycle
 - 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 (15 high security, 34 medium security)
 - Work on federal application documents to be recognized by federal institutions
- Growth within current prisons or youth facilities
 - Growth through doing two Weekends + Continuing Ministry per year
 - Working in multiple yards/units in a 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
 - Having more Guests on each Weekend
 - Finding Guests without sole reliance of Kairos Inside graduates
- Prayerfully evaluate new states to open as leadership within the state becomes available (# of prisons that fit Kairos potential)
 - Current states Kairos could have potential in: 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)
 - Efforts have been taken in all of these and as opportunity present will continue
- Utilize Better Together to strengthen each of the Programs and enhance the impact on the individual, the family, and society

- Each Kairos Program promotes the other Kairos Program to ensure family member involvement in Kairos
 - Enhance the promotion of the other programs during Continuing Ministry
- Develop promotional tools to help the volunteers briefly speak about the entire ministry
- 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
 - Behavior modification documentation – restorative justice
- Evaluate using new volunteers to help with Reunions – training, exposure
- Monitor locations not doing the full program and work to get program working with excellence

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 the ministry 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 adherence 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/job descriptions 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 KairosDonor as cloud-based download
 - Review vendors/suppliers for office
 - Computer access for volunteers in specific roles/Weekends
- 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 team fees and encourage fundraising
 - Continue to enhance the 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
 - Ensure audit is conducted and passed each year, include review of test of controls report for locations in the field
- 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, and having appropriate policies
 - 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 or proper music usage 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 background screening
 - Website and social media content and use
- Develop and implement tablet strategy to share material inside facilities
 - Devotions
 - Kairos Outside Guests registration
 - Videos
- Address paperless approach by facilities
 - Kairos Outside registrations/special letters
 - Materials in for Weekends for Kairos Inside/Kairos Torch
- Monitor and stay abreast of Threats and Opportunities to the ministry and address as needed
- Hire qualified Christian staff to enable the ministry operations and support

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

Goals

- Encourage development of recruitment plans for each State and Advisory Council
 - To retain current qualified Christian volunteers
 - Energize experienced individuals to recruit and engage in team meetings
 - To regain past qualified Christian volunteers
 - To gain new qualified Christian volunteers
 - Utilize KairosMessenger database to identify and track
 - Ensure every State has a Recruitment Coordinator on the State Chapter Committee
 - Ensure every Advisory Council has an Outreach/Recruitment Coordinator

- Gain increased diversification of Christian 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
- Ensuring Kairos Outside Guests upon completion of the Weekends are qualified to be volunteers
- Relationship with national leaders of denominations/churches by International headquarters
 - Identify and prepare plan related to opportunities
 - Identify opportunities to enhance diversity
 - Identify regional or state opportunities based on the denominational structure
- Continued involvement of local churches currently supporting Kairos
 - Obtain endorsement statements from pastors
- Identification and outreach to new potential support churches in each local area by the local Advisory Council
 - Grow Church directory and send out information about opportunities
 - Continue exploration of local churches (new and potential) around Kairos media
 - Press releases for local areas
 - Mailing from home office and local follow up
 - Train and encourage calling on churches with diversity and recruiting volunteers
 - 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
 - Support from denominational endorsements
 - Support from Chaplains endorsements
- 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 volunteers, participants, pastors, DOC personnel
- Encourage each volunteer bring in at least one new volunteer annually

- Develop opportunities to get people involved
 - Prayer
 - Closing
 - Agape party
 - Placemats
 - Food/Cookies
 - Giving to the ministry
 - Church groups involved (place mats, prayer, cooking/baking, agape, funding meals, etc.)
 - Social events (cookout, fundraising event)
 - Informational events
 - Distance for Deliverance Walk-a-thon – annual event

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
 - International office
 - States – one site per state listing Advisory Councils within state site
- Social Media strategy to enhance exposure
 - International office
 - States
- Share impacts of the ministry
 - 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
 - International headquarters relations on a national level
 - Partnerships and MOU's as appropriate
 - Kairos memberships and involvement such as CMCA, CPMC, and others as appropriate
 - State and local relations as appropriate
- Radio interviews, articles, PSAs, and other promotional opportunities

- Define plan to use 'live' videos by volunteers and/or volunteer event photos for testimonies/tell story to promote Kairos
- Enhance knowledge of Kairos with DOC/DJJ
- Evaluate a donor newsletter with national updates

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
 - Board of Directors
 - State Chairs and State Chapter Committee positions
 - International Council
 - Advisory Council positions
 - Weekend Leadership track
 - Staff
- Continual training for systems using on-line training modules along with specific user training
 - KairosDonor
 - QuickBooks
 - EZRA
 - KairosMessenger
- Volunteer training and orientation
 - New volunteer orientation
 - Gaining understanding if the volunteers do not have a 4th day experience
 - Setting expectations of experienced volunteers
 - Encourage States and Advisory Council to mentor new volunteers
- Enhanced Advanced Kairos Training for Weekend Leadership Track
 - Ensuring trainers well trained and versed in program manuals
 - Getting Leaders trained timely as per Program Manual
 - More emphasis on using EZRA
 - More emphasis on Better Together
 - More emphasis on importance on good team meetings and attendance
- Develop State Chapter Committee Training in addition to State Chair Orientation
- Enhanced Advisory Council Training
 - Revamp training based on Advisory Council structure changes as needed
 - Ensure trainers well trained and versed in policies and procedures

- Develop and enhance positional orientation/training for some positions (over time)
 - Institutional liaison – ongoing
 - Continuing Ministry Coordinator - ongoing
 - Fundraising - ongoing
 - Recruitment - ongoing
 - Advisory Council Chair
 - Elections - ongoing
 - Secretary - ongoing
 - Data Coordinator – ongoing
 - Other positions as warranted
- Enhance program specific Continuing Ministry training and focus
 - Who Kairos is as a 4th day ministry
- Evaluate opportunities for topical training
 - Fundraising
 - Donor management
 - Speaker bureau – or sharing your story
 - Recruitment
 - How to position Kairos to DOC/DJJ or a local facility
- 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: Work with approved International locations, as feasible implement a strategic structure and growth plan for new International Countries

Goals

- Work with the International countries to ensure programs working in healthy manner
- Continue to coordinate with current International countries from International headquarters
 - Ensure Affiliation agreements being implemented and followed
 - Program manual implementation as per the current manuals
 - Training occurring
 - Local funding is established
 - Healthy structure established
 - Leadership and Board operations
- Address needs in current Latin American countries

- Leadership
- Funding
- Supplies
- Conducting ministry
- Develop operational plan for growing into new countries – led by International Office
 - Structure for Board and leadership
 - Training
 - Funding
 - Finding and developing country leadership
 - Country legal needs and registrations
 - Establishing Advisory Councils and local volunteers
 - Supplies and access to materials
 - Prison relations
- 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 we learn, grow, and accomplish the work. We rarely can demonstrate completion but can make 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 and 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 numerous 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.