STATE CHAPTER COMMITTEE
OPERATING PROCEDURES

Vision

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

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

2026

© Kairos Prison Ministry International. All Rights Reserved

State Chapter Committee Operating Procedures
Table of Contents

	Page
Core Values and Statement of Faith	2-3
Preamble	4
I. Purpose	4
II. State Chapter Committee	4
A. Composition	4
B. Selection of Members	5
C. Qualification of Members	5
D. Governing Powers	5
E. Meetings	6
F. Voting, Quorum and Procedure	6
G. Removal from Membership	6
H. Resignation, Illness, or Incapacity of Representative to International Council	6
III. Officers of the State Chapter Committee	7
A. Designation	7
B. State Chair	7
C. Vice Chair	7
D. Secretary	8
E. Treasurer	8
F. Financial Secretary	8
G. International Council (IC) Representative(s)	8
IV. Nominations and Terms of Service	9
A. Nominating Committee	9
B. Term of Service	9
V. Executive Committee	10
A. Designation	10
B. Authority	10
VI. Subcommittees	10
A. Volunteer Recruitment	10
B. Fundraising	10
C. Agape	11
D. Programs	11
E. Website Development	11
F. Clergy Recruiting/Training (optional)	11
G. Advisory Council Coordination (optional)	12
VII. Key Tools for the State Chapter Committee	12-14
VIII. Fiscal Management	14
A. Fiscal Year	14
B. Books and Accounts	14
C. Covenant Agreement and Accompanying Reports	15
IX. Discipline and Suspension of Advisory Council Authority	15
X. Amendments	15
Addendum – Planning Guidelines	16
List of Approved Changes	17

©Kairos Prison Ministry International. All Rights Reserved.

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.

 ©Kairos Prison Ministry International. All Rights Reserved.

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.

 ©Kairos Prison Ministry International. All Rights Reserved.

PREAMBLE

The Chief Executive Officer (CEO) is responsible for operations of the ministry. To carry out operational responsibilities, the CEO is granted authority by the Kairos Prison Ministry International (Kairos) Bylaws and the Board of Directors to make decisions, pursue goals, issue directives, and allocate resources to ensure ministry operations objectives are achieved. This authority includes oversight and supervision of the State Chapter Committee (SCC), which are the operating units of the ministry.

The CEO is accountable to the Board of Directors for the actions and performance of the State Chapter Committee. This includes compliance with ministry administrative, program policies and guidance. The chain of command runs from the Board of Directors to the CEO to the State Chapter Committee to Advisory Councils. For checks and balances, the State Chapter Committee representatives form the International Council which selects the members of the Board of Directors and ratifies the Board appointment of the CEO.

The lines of communication directly link the CEO and State Chapter Committee. Direct, frequent, and open communications are encouraged. The CEO is assigned disciplinary powers stated in the Bylaws. The CEO may direct reports on operational activities and compliance from State Chapter Committees as needed. The CEO may gather information on State Chapter Committee operations through personal visits, staff visits, inputs from the International Council Committees, and self-assessments by the State Chapter Committees as deemed appropriate by the CEO. The relationships described in this operational line authority apply to all ministry and program elements as part of the State Chapter Covenant Agreement. This document does not apply to International Affiliates; however, International Affiliates are encouraged to create a similar document and may use this document as a template.

I. Purpose.

The purpose of the State Chapter Committee (SCC) is to provide assistance, guidance and direction to the Advisory Councils in their state in accordance with the manuals and policies of Kairos Prison Ministry International, Inc. The State Chapter Committee is responsible to conduct the operations of Kairos fully within their state in compliance with the Kairos operating procedures, policies, manuals, and within state/federal law. Any questions concerning the interpretation of these procedures shall be resolved by the CEO or Board of Directors of Kairos Prison Ministry International, Inc. Each meeting should include prayer, devotions and use Biblical principles.

II. State Chapter Committee.

A. Composition.

Membership on the State Chapter Committee is divided into two categories:

1. Advisory Council, and
2. At-large members.

Every effort should be made to have representation from multiple Christian denominations and have race diversity on the State Chapter Committee.

 ©Kairos Prison Ministry International. All Rights Reserved.

B. Selection of Members.

1. **Advisory Council Representative.** Each Advisory Council shall have the Advisory Council Chair as representative on the State Chapter Committee in accordance with the Advisory Council Operating Procedures (ACOP). This person should report activity, issues, and input to the State on behalf of the Advisory Council. They should also report activity, direction, and information from the State to the Advisory Council. Communication and voting provide formal input and voice into the activity of the State and Kairos as a whole.

2. **At-large Members.** At-large is a designation for representative members of the State Chapter Committee who are elected to represent the entire state membership, rather than an Advisory Council. No one holding a voting position may hold simultaneous voting positions on the State Chapter Committee, as an Advisory Council position, or a member of the Kairos Board of Directors.

    a. **Officers.** All officers are at-large members. Except for the International Council representative(s) all officers will stand for election annually (see Section IV, Nominations and Term of Service).
    b. **Subcommittees.** The State Chapter Committee Chair nominates, and the full State Chapter Committee approves at-large members to fulfill designated roles on subcommittees such as Programs, Outreach & Volunteer Recruitment, Fundraising, Clergy Recruiting/Training, etc.). Such persons, if not Advisory Council representatives, serve as members at the pleasure of the sitting State Chair for one-year term. They may be re-appointed. See VI Subcommittees on whether voting/non-voting.

C. Qualification of Members.

All members of the State Chapter Committee shall be active Kairos volunteers meeting the basic qualifications required of Kairos volunteers. Those qualifications are:

1. A Christian that is active in their church community.

2. Have served on a Kairos team within the past three years and/or have been active in the continuing ministry during the past three years.

3. Adhere to Kairos Core values and Statement of Faith, along with the Mission and Vision. Kairos encourages members to be active in a Christian accountability group. It is recommended that leaders have had their own 4th day experience through one of the various 4th day ministries.

D. Governing Powers.

The State Chapter Committee shall have all of the powers and duties that are consistent with the Kairos State Chapter Covenant Agreement for the administration of the affairs of the ministry within their state. All other powers and authority are reserved for the Board of Directors of Kairos Prison Ministry International, Inc. or as directed by the Bylaws. The State Chapter Committee reports and is accountable to the CEO. The State Chapter Committee cannot vote to

 ©Kairos Prison Ministry International. All Rights Reserved.

change the manuals, policies, operating procedures, or general direction of Kairos in any way. No person is allowed to enter false information or alter volunteer information with incorrect information or remove volunteer information from the database systems.

E. Meetings.

Regular meetings of the State Chapter Committee may be held at such times and places as determined by the State Chapter Committee or State Chair, but not less than four (4) times during each calendar year. While zoom meetings are an option for some attendees at times, it is expected that all persons attend all four meetings, and at least one-half (½) of the meetings in person. At times, additional teleconferences or Zoom meetings may be necessary. Special meetings may be called by the State Chair or by one-third (1/3) of the State Chapter Committee. Written or electronic notice of regular meetings of the State Chapter Committee shall be given to each member at least thirty (30) days prior to the meeting. Such notice shall give the date, time, place, and purpose of the meeting. Notice of special meetings shall be called by the State Chair as needed.

F. Voting, Quorum, and Procedure.

The voting members of the State Chapter Committee are the officers, Advisory Council Representatives, and the required subcommittee chairs. The State Chair votes only in events of a tie. All non-required subcommittees chairs and advising members are non-voting. A majority (more than 50%) of the individual voting State Chapter Committee membership shall constitute a quorum for conducting Kairos business. A quorum which exists at the beginning of any meeting does not lose such status upon the departure of any number of members before adjournment. Voting by proxy is not allowed. In a spirit of Christian love, every effort should be made to achieve true consensus in the decision-making process of the State Chapter Committee.

G. Removal from Membership.

At a properly called meeting of the State Chapter Committee a member(s) may be removed for cause by two-thirds vote from voting members. Any voting member who has three (3) absences (unless excused absences) from the regular meetings of the State Chapter Committee in a calendar year shall automatically be considered to have resigned from the State Chapter Committee. Vacancies in the State Chapter Committee shall be filled by a simple majority vote of the State Chapter Committee at the next meeting after the vacancy occurs. Non-voting positions are expected to attend state meetings; the State Chair can remove appointed non-voting positions for any reason.

H. Resignation, Illness, or Incapacity of Representative to International Council.

If an International Council Representative resigns and/or unable to fulfill their duty of attending the International Council meetings, the State Chapter Committee shall be empowered to replace the Representative either to complete the remaining term or year end. They must notify the Kairos Office of such appointment, in writing (email) and enter the information into KairosMessenger.

 ©Kairos Prison Ministry International. All Rights Reserved.

III. Officers of the State Chapter Committee.

A. Designation.

The officers of the State Chapter Committee shall be a State Chair, Vice Chair, International Council Representative(s), Secretary, Financial Secretary and Treasurer, all of whom shall be elected by majority vote by the State Chapter Committee. The offices of the Secretary and Treasurer may be held by the same person. Otherwise, no two offices may be held by the same person. No State Chapter Committee officer can hold positions in other areas of Kairos. State Chair and Financial positions (Advisory Councils or State levels) may not be held by family members. All these offices must be filled every year per terms of office. Without these positions, the State is deemed to not be properly functioning and can be placed on probation or suspended until proper leadership is in place. No officer or representative can legally bind the ministry in any way; thus, signatures are required from the International Office.

Information such as name, email address, and other contact information will be posted/published for officers of the State and Advisory Council, along with Weekend Leaders and Agape persons.

B. State Chair.

The State Chair shall be the chief servant of Kairos for the state. The Chair shall preside at all meetings of the State Chapter Committee. The Chair is not an executive officer and cannot legally bind the ministry, but shall otherwise have the power to appoint such committees to assist them in the conduct of the affairs of the Ministry. The Chair shall remain an at-large nonvoting member of the State Chapter Committee for one (1) year following the end of their year(s) in office. The Chair and officers ensure the policies, operating procedures, and programs of Kairos are properly implemented. The State Chair reports to the CEO and should keep the CEO updated on activity, issues, and opportunities for the State on a regular basis. The State Chair is the conduit to share items that need to be addressed nationally on behalf of the State. Data access for the State Chair is through KairosMessenger and they should ensure the state is properly using all Kairos tools and resources, including but not limited to EZRA, KairosDonor, Excellence Initiative, KairosMessenger, all policies, training, and the Program Manuals. The State Chair will ensure a plan for success is developed and implemented annually. (See State Chair Orientation Guide for complete listing).

C. Vice Chair.

In the absence, or disability, of the Chair, the Vice Chair shall perform the duties and exercise the powers of the Chair. The Vice Chair shall also perform such other duties as shall be prescribed by the Chair or State Chapter Committee. This position does not automatically become the Chair but can be used to train for the Chair position. The Vice Chair should manage the coordination of CCLI license(s), trailer insurance policy, and other duties as needed for the State. The Vice Chair should review Excellence Initiative reports and Weekend Leader reports to help identify trends, opportunities for improvements, and issues for the State based on these reports. If there is not a Recruitment and/or Fundraising subcommittee, the Vice Chair should focus on these roles and ensure the State is accomplishing these tasks.

 ©Kairos Prison Ministry International. All Rights Reserved.

D. Secretary.

The Secretary shall keep the minutes of all meetings of the State Chapter Committee and the Executive Committee. The Secretary shall disseminate the minutes of the meeting to the State Chapter Committee within 15 days after the State Chapter Committee meeting. All State Chapter Committee and Executive Committee minutes shall be made available upon request to Advisory Council members or International Office. Minutes should contain those members that are present as well as those absent. Elections must be held by December 1 and entered into KairosMessenger by December 31st. This list must be reported to the International Office following elections each year and with each change throughout the year by entering the information into KairosMessenger and informing the International Office of changes. The Secretary shall be responsible for ensuring that the composition of the State Chapter Committee conforms to these procedures and shall alert the State Chapter Committee whenever members should be added or replaced. The Secretary also ensures that all Weekends are reported through MyKairos.org by the Advisory Council secretaries. The Secretary should help the State Chapter Committee ensure all Advisory Councils are entering their information properly.

E. Treasurer.

Performs duties as directed in the *Financial Policies and Practices* document (see job description on MyKairos.org, https://mykairos.org/docs/kpmi/fpp.pdf, including ensuring multiple counters for funds, handling bank relations, and writing checks.

F. State Financial Secretary.

Performs duties as directed in the *Financial Policies and Practices* document (see job description on MyKairos.org, https://mykairos.org/docs/kpmi/fpp.pdf), including all financial reporting to the State, Advisory Councils and the International Office. With preapproval and if qualified in QuickBooks and financials to be in the position, the State Financial Secretary does not have to be a current Weekend volunteer to serve in this position.

G. International Council (IC) Representative(s).

Each State Chapter Committee is authorized to have one representative for every 15 Advisory Councils, (1-15 Advisory Councils equals one representative; 16-30 equals a second representative; 31-45 equals a third representative; and 46-60 equals a fourth representative). Every State will have at least one representative and a maximum of five. Advisory Councils qualify in this calculation if they have presented at least one weekend in the previous 18 months.

The International Council Representative(s) shall represent the State Chapter Committee at meetings of the International Council and shall report at the State Chapter Committee meeting International Council activities. The International Council Representative(s) represent all three programs, are to communicate information from the International Council, serve as member of the State Chapter Committee, vote on the International Council on behalf of the State Chapter, help the State to properly conduct the programs by the program manuals, and ensure the Kairos policies are followed. See the International Council Operating Procedures for details on the role and responsibilities of the International Council Representative(s). https://mykairos.org/docs/kpmi/icop.pdf

 ©Kairos Prison Ministry International. All Rights Reserved.

IV. Nominations and Term of Service.

A. Nominating Committee.

On or about August of each year, a Nominating Committee, numbering at least three (3) persons (and preferably outgoing members) selected by the Chair, shall actively email and seek volunteers from the State's Kairos programs who are willing to be nominated for election as an officer for the coming year for a specific position. More than one nominee per position is preferable so that there may be an actual election between 2 or more nominees for each position. If the person is not doing their job well, they should not be nominated to continue in the position.

The Nominating Committee shall publish the names of all nominees for each position to the State Chapter Committee at least thirty (30) days prior to the election. Additional nominations from the floor of the State Chapter Committee are not allowed. The election should be done through KairosMessenger by the State Secretary.

The election shall be held by December 1 and reported to Kairos International Office by entry into KairosMessenger by the State Secretary no later than December 31st of each calendar year.

Campaigning for an office is not appropriate. If there is more than one candidate for a position, allow each candidate 3 minutes to positively share about themselves.

B. Term of Service.

The officers, except the International Council Representative(s), shall be elected annually. Unless replaced by the State Chapter Committee, they shall serve for one (1) year or until their successors take office. The International Council Representative(s) shall be elected for a 3-year term of service. No person can hold two positions at the same time, unless stated in this document.

All officers (except the Chair and International Council Representative(s)) may be elected from outside the present committee. The Chair and International Council Representative must, except for new State Chapter Committees, have served as State Chapter Committee members for at least one (1) year in the past three years before assuming office. Each office begins January 1.

All officers may be re-elected in same or different positions for up to nine (9) consecutive years of service. No one in elected positions may serve more than nine (9) years without rotating off for a 3-year period. The Chair may not serve in that office for more than five (5) consecutive years. Terms of service do not apply to non-voting positions, which should be used as leadership development opportunities when possible.

The International Council Representative(s) may not serve more than two consecutive terms (6 years) as International Council member for the State. The person may serve before or after their International Council tenure (up to 6 years) in different roles of the State Chapter Committee not to exceed 9 years cumulative on the State Chapter Committee. Any International Council member filling a vacancy would serve the balance of that calendar year, would start their first full year term at the beginning of the next calendar year, and would be eligible for a second three-year term. (See International Council Operating Procedures)

 ©Kairos Prison Ministry International. All Rights Reserved.

Any officer vacancy shall be filled by the Executive Committee. The State Chapter Committee approves such temporary or acting officers as may be necessary during the temporary absence or permanent absence of the regular officers. Temporary replacements for International Council Representative(s) are not allowed. Note if using Assistants, which are non-voting, in financial positions they hold a one-year term and may be appointed for up to 3 years as Assistants. They can move to State financial positions if elected.

V. Executive Committee.

A. Designation.

The State Chair, Vice Chair, Secretary, Financial Secretary, Treasurer, and International Council Representative (s) who are elected by the State Chapter Committee shall constitute the Executive Committee. The Chair of the State Chapter Committee shall be the Chair of the Executive Committee.

B. Authority.

During the intervals between meetings of the State Chapter Committee, the Executive Committee shall exercise all the authority of the State Chapter Committee in the management of the Ministry within the State Chapter Committee, provided that the Executive Committee will not use its authority to avoid full State Chapter Committee discussion of potentially controversial issues. The Executive Committee must be used to make decisions, provide direction, and lead the State as a team. The Executive Committee shall make a full report of its actions at the next meeting of the State Chapter Committee.

VI. Subcommittees.

A. Volunteer Recruitment.

A Volunteer Recruitment Subcommittee shall be established to be responsible for the coordination of volunteer recruitment, act as liaison between Kairos and all 4th Day and non-4th Day communities in the state and share recruitment successes and ideas to the Advisory Councils and State. The Chair shall be appointed by the State Chair and approved by the State Chapter Committee. This is a voting position.

B. Fundraising.

A Fundraising Subcommittee is responsible for coordinating Advisory Council fundraising efforts (i.e., programs for individual, group, and corporate sponsorship) and shall be established to achieve the mission of Kairos Prison Ministry International, Inc. This subcommittee is responsible for leading the fundraising for the ministry and helping the Advisory Council fundraise for all Weekends. The Chair shall be appointed by the State Chair and approved by the State Chapter Committee. This is a voting position.

 ©Kairos Prison Ministry International. All Rights Reserved.

C. Agape.

An Agape Subcommittee shall be established to coordinate the solicitation and sharing of (non-financial) agape between the Advisory Councils and all 4th Day communities, including other Kairos communities. The Chair shall be appointed by the State Chair and approved by the State Chapter Committee. This is a voting position.

D. Programs.

A Programs Subcommittee (or a Subcommittee for each program) shall be established to encourage the presentation of the Kairos programs in their State consistent with the manuals and policies of Kairos Prison Ministry International. The Programs Subcommittee shall have representation from the Kairos programs (Kairos Inside, Kairos Torch, and Kairos Outside) that exist in their State. The Chair shall be appointed by the State Chair and approved by the State Chapter Committee. The Chair position of the Programs Subcommittee will rotate annually among the Kairos programs being presented in that State. This is a voting position.

E. Website Development.

With Kairos State website at any organizational level, a Website person and potentially a Subcommittee must be established to coordinate the content and maintenance of website using the standards set and developed by Kairos Prison Ministry International. Kairos Prison Ministry office will set up the structure, host and own all domain names for Kairos websites at all levels. No individual or group can set up a website for any Kairos entity. The proper content includes proper use of registered ministry and program logos, and Kairos approved images of Kairos events. The Website person will use standardized terminology describing various aspects of the ministry, including program descriptions, history of the ministry, mission and vision statements, to present a consistent and unified message. All websites must be secured sites and hosted by the International Office. It is required to have one website per state that represents the ministry and all Advisory Councils for that state. Advisory Councils must be under the State sites and not individual sites. Every state website must have a giving page from approved vendor, which the International Office will help set up. Domains names must be purchased by the International Office and held closely to prevent Kairos domain names loss. These standards and a style guide are available on the Kairos Volunteer website (www.MyKairos.org). The Chair shall be appointed by the State Chair and approved by the State Chapter Committee. This is a non-voting position.

F. Clergy Recruiting/Training (optional).

A Clergy Recruiting/Training Subcommittee may be established to foster clergy recruiting through the governing bodies of established Christian denominations. The Clergy Recruiting/Training Committee will also support training recruited clergy in the ecumenical nature of serving on Kairos weekends. The Chair shall be appointed by the State Chair and will meet the qualifications of clergy as defined by Kairos Prison Ministry International. They may also be called upon to serve as spiritual counselors in matters coming before the State Chapter Committee and provide or coordinate prayer and worship activities at State Chapter Committee planned meetings and events. However, as to matters involving spiritual or theological policy, the decision of the Kairos Prison Ministry International Board of Directors is acknowledged as

 ©Kairos Prison Ministry International. All Rights Reserved.

the final authority. The Chair shall be appointed by the State Chair and approved by the State Chapter Committee. This is a non-voting position.

G. Advisory Council Coordination (optional).

An Advisory Council Subcommittee may be established to assist the State Chapter Committee leadership with issues concerning Advisory Councils not covered elsewhere. The Chair shall be appointed by the State Chair and approved by the State Chapter Committee. This is a non-voting position.

VII. Key Tools for the State Chapter Committee

The ministry provides the State Chapter Committee with a number of key tools that can help the State operate the ministry properly.

1. **Covenant Agreement** – This annual agreement, signed by the State Chapter Committee and the International Office, outlines the expectations of the operations at the local level. This agreement gives the State permission to conduct Kairos programs as written. An affiliation agreement between the State Chapter and each Advisory Council is encouraged.

2. **State Chapter Committee Operating Procedures -** The State Chapter Committee Operating Procedures define the operation of the State Committee and its relationship to and authority over the Advisory Council. The State Chapter Committee is available for guidance and support. The Advisory Council reports to the State Chapter Committee.

3. **State Chapter Committee Chair Orientation Guide** – The orientation guide walks through key items the State Chair needs to know to lead the Kairos ministry within the State.

4. **International Council Operating Procedures** – This presents the role and responsibilities of the International Council member as they represent the States.

5. **Advisory Council Operating Procedures** – **E**very member of the Advisory Council must have a clear understanding and working knowledge of the directives and operating guidance of the Advisory Council and each position. The procedures describes the life of the Advisory Council and how it and each member is to operate.

6. **Code of Conduct** – Board of Directors policy that guides our behavior and operations as we conduct the ministry and provides guidance on disciplinary actions.

7. **Kairos Financial Policies and Practices** – The Kairos Financial Policies and Practices for the State Chapter Committee and Advisory Council are defined here. The goal of the ministry's financial policies and practices is to ensure proper stewardship, reporting, and financial growth for Kairos ministry, and compliance with IRS requirements. The forms and job descriptions for roles are on MyKairos.org.

8. **Kairos Five Year Strategic Plan** – The strategic plan outlines the key vision priorities and implementation plans for the ministry.

 ©Kairos Prison Ministry International. All Rights Reserved.

9. **Kairos Style Guide –** The Style Guide outlines the proper use of logos, websites, and other tools for promotions along with guidance on promotional wording for the ministry. In addition, a Communications Guide for speaking to persons outside Kairos is available.

10. **Kairos Website Style Guide –** This focuses on some general website set up and best practices for websites, along with standards expected by Kairos.

11. **KairosDonor** – As part of the implementation of the Financial Policies and Practices, the State and Advisory Councils are required to implement and use KairosDonor for all donations received. It assists in the proper management of the funds and fundraising of the ministry and to nurture the relationship with donors to the ministry. Proper use of KairosDonor ensures Kairos is in compliance with IRS guidelines for donor reporting and fundraising. (Training and online help is available at www.kairosdonor.org)

12. **Ministry Program Manual** – The State Chapter Committee is responsible for ensuring the Advisory Councils implement the program as defined in the program manual for the program (Kairos Inside, Kairos Outside and Kairos Torch). It is imperative that volunteers read and follow the program manual and understand the program methods and procedures. Each team member must have an original copy of the program manual.

13. **Advisory Council Training (ACT)** – Annually training for the Advisory Council must be conducted. This training is useful to understand the Advisory Council role, the individual position roles, and newly updated or approved guidance for the Advisory Council. It is the Advisory Council's responsibility to implement the Kairos programs, policies, and guidelines. This training is mandatory for Advisory Councils that are having difficulties of any kind, are new, or have been suspended. The State Chair is responsible for scheduling the ACT training on a regular basis.

14. **Advanced Kairos Training (AKT)** – Kairos provides mandatory training for Weekend Leaders at least 12 to 24 months ahead of the Weekend. The Observing Leader must attend AKT prior to being Observing Leader as per the program manuals. Members of the Advisory Council can learn more about the specific program itself and are encouraged to attend an AKT. AKT is specific to the individual Kairos program. The State Chapter Committee must ensure a leadership track is in place for all Advisory Councils, approve Weekend Leaders (State Chapter Committee must receive the team application for each candidate), and ensure that AKT training is attended timely.

15. **Weekend Leader Report** – Each Weekend Leader is required to provide a Leader's report, utilizing EZRA of which the system will provide a copy to the Advisory Council, the State Chapter Committee and Kairos Program Coordinator. The Weekend Leader is required to complete the Leader's report through the "Finishing the Weekend" process in EZRA immediately following the Weekend, so the EZRA data is uploaded to KairosMessenger and passed to the next Weekend Leader.

16. **Kairos Excellence Initiative Report –** The Kairos Excellence Initiative purpose is to enhance the quality and effectiveness of the programs by fostering compliance with the current program manual. The reports are for the Advisory Council and State to use to improve the programs. The EI instructions and EI questionnaire are located at www.KairosEI.com, EZRA, and on www.MyKairos.org. As outlined in the Program

 ©Kairos Prison Ministry International. All Rights Reserved.

Manual, the person assigned to fill out the report does so before, during and after the Weekend. The entry person enters the information from the questionnaire into www.KairosEI.com. Then, the State EI reviewer receives an email, goes into the system and reviews the report. The reviewer reviews and discusses the completed report with the person who completed it. A copy of the report automatically goes to the appropriate person(s) once the review is completed in the system. The State and Advisory Council Chair reviews this report and takes the necessary actions to improve the quality of the program by reviewing it, along with the Leaders Report, with the immediate past and upcoming Weekend Leader.

17. **KairosMessenger –** The database and communication tool that combines volunteer, EZRA, Excellence Initiative, KairosDonor, training, Kairos Kalendar and other information for local use via web access. All reports, tracking, summaries, and individual data are housed in the system.

18. **Start Up Kit for New Kairos Communities** – provides direction for how to start a new Advisory Council for the three programs and includes the need for a MOU.

19. **Kairos Volunteer Website (www.MyKairos.org)** – the volunteer website is a single resource for policy and procedures documents as well as the latest information concerning each program. Numerous recruitment and fundraising tools are provided on the site. Videos and testimonials for promotional and training purposes are provided on the site. (Note: all above information except the program manuals can be found on the MyKairos.org site.)

20. **Prayer Vigils**.net is for getting and providing worldwide prayer coverage and Providing Agape. Other 4th day groups use this tool for getting and providing prayer and Agape.

21. **Annual Plan –** the State Chapter Committee led by the State Chair should develop a short annual plan that covers recruitment goals, current ministry, additional ministry, funding, and leadership development to ensure focusing on conducting the ministry with excellence. See Addendum on page 16 for Annual Plan.

22. **The Kairos staff** are available for assistance.

VIII. Fiscal Management.

A. Fiscal Year. The fiscal year of the Ministry shall be January 1 through December 31. Reporting from every Advisory Council and State within 30 days of the month's closing is required. Every Advisory Council and State receiving funds from any source must use KairosDonor to track donations, provide receipts and end of year statements, and for fundraising purposes in accordance with IRS regulations.

B. Books and Accounts. Books and accounts of the Ministry must be kept in accordance with the requirements of Kairos Prison Ministry International, Inc. Everyone must abide by the policies and procedures of Kairos Prison Ministry International, Inc. Kairos Prison Ministry funds must be recorded and spent in accordance with the Kairos Financial Policy and Practices document and IRS regulations for a 501(c)(3) non-profit ministry. All funds, programs, information and materials are the property of Kairos Prison Ministry International, Inc. and operate under the ministry.

 ©Kairos Prison Ministry International. All Rights Reserved.

C. Covenant Agreement and Accompanying Reports.

A State Chapter Covenant Agreement between the State Chapter Committee and Kairos Prison Ministry International, Inc. must be signed annually by all members of the State Chapter Committee; any new members must sign the joinder agreement, and these shall be sent to Kairos Prison Ministry International, Inc. by January 1 of each year.

1. At the close of each fiscal year, the Chair (in office for that year) shall prepare a full and correct statement of the affairs of the Ministry including the following:

   a. State Chapter Committee membership and contact information
   b. Advisory Council activity report (past year, and upcoming year)
   c. Report on Advisory Councils having only retreats and reunions

   The State Chapter Committee Chair report is due to the Kairos CEO, all members of the State Chapter Committee and all Advisory Council Chairs no later than December 31st.

2. Update Advisory Council list of opening and closing on a regular basis and provide to the International Office. For new Advisory Councils the International Office should be contacted to set them up in the systems (financials, EZRA, KairosDonor, internal records, maps, and Kairos Messenger) and to receive the official name of the Advisory Council. Ordering KairosDonor triggers the systems to add an Advisory Council. This includes also ensuring Weekends are posted on the website.

3. The State Financial Secretary will submit the monthly and annual reports required by Financial Policies and Practices. All financial reports are due at the International Office of Kairos Prison Ministry International, Inc. by the date specified in the Kairos Financial Policies and Practices.

4. The State Secretary will submit the election results for the State Chapter Committee into KairosMessenger immediately after the election and no later than December 31st.

IX. Discipline and Suspension of Advisory Council Authority.

The discipline or temporary suspension of Advisory Council authority may be made by the State Chapter Committee Executive Committee or the CEO; permanent suspension may only be determined by the Kairos Board of Directors or CEO. The impacted person or group will have the opportunity to speak on their own behalf. For any issues the CEO must be notified and documentation provided to the International Office. See Code of Conduct for procedure.

X. Amendments.

Except as otherwise required by law, these operating procedures cannot be amended without the prior written approval of the CEO of Kairos Prison Ministry International, Inc. or Kairos Prison Ministry International Board of Directors.

 ©Kairos Prison Ministry International. All Rights Reserved.

Addendum – Planning Guidelines **as referenced Page 7 and 14**

Each State Chapter Committee must have an annual plan that ties to their annual budget and includes a goal and plan for recruitment, leadership track, fundraising, ensuring the programs are being carried out with excellence and new opportunities for growth. The State should be planning on people attending the Annual Conference. Always cover the plan and implementation with prayer. The plan should include items such as the list below but not limited to this list:

- Plans to ensure the spiritual health of the ministry is a focus
    - Individually for the volunteers
    - Corporately as a body
- Recruitment:
    - How many new volunteers do we need?
    - How do we help the Advisory Council set recruitment goals and recruit the needed roles?
    - How will we recruit new volunteers?
    - How can we ensure we have diversity in Christian denomination, age, and race for the future?
    - How will we retain the current volunteers?
- Leadership Track:
    - How can we ensure the leaders for the Weekends are well prepared and we have a two-year plan for the leaders at each Advisory Council? How can we ensure Weekend Leaders are qualified and have attended Advanced Kairos Training?
    - How can we ensure we are recruiting people and preparing them for the Advisory Council for the future?
    - How can we ensure we are preparing people for State Chapter Committee leadership?
- Fundraising:
    - How much do we need to fund our needs?
    - Are the Advisory Councils raising the funds they need and how do we help them?
    - What types of fundraising events will we do to raise funds?
- Excellence in Programs:
    - Are we holding effective State Meetings and leading effectively?
    - In reviewing our Excellence Initiative and Weekend Leaders reports, what areas do we need to improve across the state? Are we fully implementing the program manual and how can we improve? How can we develop and improve our relationship with the DOC/DJJ and the local facilities?
    - Are we operating the State Chapter Committee with excellence and each person knows and accomplishes their role?
    - Are there training activities we can do to aid in the growth of our leaders, programs, and the ministry?
    - Ensure Continuing Ministry is being fully carried out, so the full program is occurring.
- Growth to new locations or programs:
    - Do we have the right amount of Kairos Outside programs to reach the women on the outside and the family?
    - Are there other prisons we can serve in and when will we move to that location?
    - Are there opportunities for Kairos Torch and working with youth facilities and when will we move to that location?
    - Can we enhance the Better Together aspect of the programs working to impact the family?
- Other: As needed for planning in your state.

 ©Kairos Prison Ministry International. All Rights Reserved.

List of Approved Changes

Date of Change	Page/Paragraph Reference	Summary of Change
1/2026	Page 5 Page 6 Page 7 Page 10 Page 11 Page 14	Changed active to 3 years False information/deleting files Publication of information Enhanced use of Executive Committee Clarified website us and set up Added Prayer Vigils.net
1/2025	Page 5 Page 7 Page 8	Clarified one voting position Noted financial positions and Chair should not be family members Added minutes with who is present or absent
1/2024	Page 5 Page 9 Page 9 Page 14	Changed active to past 6 years from 4 Added campaigning is not appropriate Clarified serving up to 9 year term Changed AKT to 12 to 24 months

 ©Kairos Prison Ministry International. All Rights Reserved.