



Kairos Prison Ministry International, Inc.

Kairos Advisory Council*

Operating Procedures

2005

* These procedures also apply to area committees where approved by the State Chapter Committee.



Kairos Prison Ministry

International, Inc.

Kairos Advisory Council Operating Procedures

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Kairos Prison Ministry International, Inc.

Kairos Advisory Council Operating Procedures

I. INTRODUCTION

These procedures are developed to provide an operational framework and assist a local Kairos Prison Ministry Advisory Council (AC) to fulfill their responsibility to the Kairos Prison Ministry. The conduct and governance of the ministry will begin with the local advisory council and must be established for each active Kairos Ministry. They provide the oversight, support, and governance for the local community of volunteers and answer to the State Chapter Committee. Each advisory council is a working committee with the members ready to devote time, effort, and enthusiasm to perform the responsibility they were appointed or elected to.

It is absolutely essential that a volunteer who serves on a local Kairos Advisory Council and on the State Chapter Committee become thoroughly familiar with the information contained in these operating procedures. However, the Kairos model is one that is flexible where the river becomes wide with broad interpretation but also narrow with no room for interpretation. Please note, when used in this document, words like 'must', 'shall', 'cannot', and 'will', etc. are considered narrow points in the river and will not allow an advisory council to change or modify the Kairos model.



II. AUTHORITY

The advisory council provides the leadership for the specific Kairos community, in accordance with the policies of the State Chapter Committee and manuals and policies of the Kairos International Board.

An Advisory Council shall review all Weekend Leader reports, State Chapter Observer reports, and State Chapter Committee minutes and, if necessary, initiate changes to comply with the policies of the State Chapter Committee and Kairos Prison Ministry International, Inc.

For Inside and Torch, if an institution has more than one active ministry it should be governed by a single Advisory Council. In an unusual situation, and with state

committee approval, a separate council may exist for each ministry.

III. ADVISORY COUNCIL RESPONSIBILITY

A. Make-up of Advisory Council

1. It is important to the vitality of each Advisory Council to try to maintain a strong ecumenical make-up. Leadership of the Advisory Council should, if possible, rotate among those of various movements and/or denominations, and minority groups.

2. One of the greatest potential weaknesses in the Advisory Council structure exists when individuals become entrenched on the Advisory Council or a position on the Advisory Council. This destroys morale and discourages active participation of volunteers; therefore, the terms of offices are deliberately limited.

B. Meetings

1. Advisory Councils are working bodies and council meetings are working meetings. Points to remember:
 - a) The Chairperson has the responsibility to create an agenda, arrange and announce meetings to the council members and the local Kairos Community.

 - b) A regular meeting schedule should be established by the advisory council. The council should meet monthly, or at least quarterly.

 - c) The council meeting should be conducted using rules established by the council.

 - d) All decisions should be made by prayerful consensus where possible and by majority vote as necessary.

 - e) Minutes of each meeting must be recorded and permanently kept as a record of council actions, and made available to the community upon request.

 - f) Two weeks prior to the next scheduled meeting, particularly when considering potentially controversial issues, minutes of the previous meeting and the proposed agenda should be sent out to all advisory council members. Review of the agenda and minutes will allow the community at large the opportunity to note changes or

raise issues or concerns pertaining to their community.

C. Election of Advisory Council Members

1. Election Considerations

a) Definition - Advisory Council Member

A member of the advisory council is someone who is active in a prayer and share group, worked on a Kairos team in the last three (3) years, and is committed to the Kairos method.

b) Evolution of an Advisory Council

The advisory council should constantly evolve and over time. At the yearly election, a third (1/3) of the members should rotate off and those positions be filled. By this method, undue stress or upheaval will be avoided through the loss of all its members.

c) Term of office

The term of office for each Advisory Council member will be three (3) years. The establishment of a new Advisory Council will require shorter terms to accommodate a 1/3 rotation rule¹. The only exception to the three (3) year advisory council member term will be that of the persons holding the positions of Representative to the State Chapter Committee and the Institutional Liaison. Both these individuals may be re-elected for one additional term (total of 6 years) to continue in those respective positions.

2. Election Notice/Written Communication

a) In September of each year the current advisory council will deliver (by email or any other economical means) a written communication to each person who has served as a Kairos weekend volunteer in the preceding three (3) years, educating volunteers about the existence, purpose, roles on the advisory council and the opportunity for volunteers to assist in the servant ministry strengthening and growing the Kairos ministry

3. Election Responsibility of the Current Advisory Council Secretary or Administrative Coordinator

¹ Shorter terms must be established in order to stagger the start and end; so 1/3 of the positions are filled each year.

a) Prior to an election the current advisory council secretary or administrative coordinator will:

(1) Give notice of the election to all members of the Kairos local community.

(2) In preparation of the notice, the current secretary or administrative coordinator will prepare a document that considers/reflects:

(a) Each member of the advisory council will serve a three year term. The exception is that a current advisory council member, who has served a three (3) term previously, may not serve again as a voting member until after sitting out one full term.

(b) The number of vacant or open seats that is required to be filled for the upcoming election.

(c) Include the names and term of office remaining of the current advisory council members.

(d) A reasonable cut-off date for receipt of nominations.

(e) Names of off-going council members not eligible for immediate service.

(3) Solicit nominations from the local Kairos community for the vacant or open seats to be filled. Any Kairos volunteer that meets the definition of an advisory council member can nominate themselves. See Section III(C)(1)(a).

4. Election Responsibility of Current Advisory Council

- a) The current Advisory Council will establish a reasonable period of time for nominations to be submitted by the community at large prior to the election.
- b) After the cutoff date established and published, the current Advisory Council will meet as a nominating committee to consider additional nominees.
- c) The current Advisory Council will nominate one or more person(s) for each open position on the Advisory Council.
- d) The current advisory council will direct the secretary or administrative coordinator to provide the ballots to the local Kairos community (defined in III(C)(2)(a)) with a reasonable deadline for submission of votes.
- e) Each ballot may be sent by the most economical means by the secretary or administrative coordinator (like email, telephone calls, etc.).
- f) Proxy voting (someone acting on someone else's behalf) is not considered an acceptable vote.
- g) At the end of the established period of time decided upon by the current Advisory Council for voting, the treasurer or administrative coordinator will report the election results to the Kairos community at large by the most economical means available.

D. Newly Formed Advisory Council

1. After the expressed will of the Kairos community at large, the newly formed Advisory Council will meet and will choose, by majority vote, the roles each member will fulfill on the council for that year. The advisory council will select a chairperson and Liaison to the Institution who is of the same gender (except for Torch and Kairos Outside) as the inside Kairos community that the advisory council represents.

2. Selection of Chairperson

- a) The following criteria must prevail in the selection of a chairperson of an Advisory Council:
- b) A chairperson can be:

(1) Any qualified Kairos volunteer and advisory council member.

(2) For Inside and Torch, selection must be of same gender as institution population.

(3) Kairos is a lay led ministry, but a clergy may serve as the Chairperson.

c) A chairperson cannot be:

(1) The Liaison to the Institution (Inside)

(2) The State Chapter Committee Representative

E. Removal/Non-Attendance of an Advisory Council Member

1. Advisory Council members may be removed by a majority vote of the remaining voting members under the following conditions:

a) Upon refusal or repeated failure to perform the duties of their position.

b) Rebellious conduct which might jeopardize the ministry.

2. Advisory Council members who miss three consecutive meetings are considered to have resigned.

IV. Advisory Council Member Positions

A. Terms of Office

1. All standard positions, except representatives from other Kairos ministries, and ex-officio members, are elected, through a process of discernment by the advisory council, for one year terms. The following conditions will apply:

a) No two positions may be held by the same individual, except as expressly provided.

b) The Chairpersons' term of office is one year and he/she cannot serve more than two consecutive terms.

2. All optional positions are selected members of the Kairos community except representatives from other Kairos ministries, who are selected by

their authorizing Council or State Chapter Committee. The following conditions will apply:

- a) No two positions may be held by the same individual, except as otherwise stated.
- b) Serve at the pleasure of the current advisory council

B. Composition

The composition of an Advisory Council is categorized by three positions; **STANDARD** (voting), **OPTIONAL** (voting optional), and **EX-OFFICIO** (non-voting). The specific Responsibilities for each position can be found in Appendix 1. They are as follows:

1. STANDARD (voting):

- a) Chairperson
- b) Treasurer
- c) Financial Secretary
- d) State Chapter Committee Representative
- e) Liaison to Institution
- f) Secretary / Administrative Coordinator
- g) Food Control Coordinator²
- h) Outreach / Housing Coordinator
- i) Fund Raising / Sponsorship Coordinator
- j) Agape Coordinator
- k) Mentoring Coordinator

2. OPTIONAL (voting optional):

- a) Inventory Coordinator

² Only if food other than cookies is provided by the ministry

- b) Data Coordinator
- c) Clergy Liaison / Clergy Recruiting Coordinator
- d) Music Recruiter / Coordinator
- e) Communications Coordinator

3. EX-OFFICIO (non-voting):

- a) Current Advising Leader
- b) Current Weekend Leader³
- c) Current Observing Leader
- d) Any approved future Weekend Leaders
- e) Current Support Team Coordinator
- f) Additional representative clergy
- g) Representative(s) from Kairos Outside to Inside or Torch (as applicable)
- h) Representative(s) from Kairos Torch to Inside or Kairos Outside (as applicable).
- i) Representative(s) from Kairos Inside to Kairos Outside or Torch (as applicable).

³ See Appendix 3 – Weekend Leader selection

RESPONSIBILITIES OF ADVISORY COUNCIL MEMBERS

I. Standard Positions

A. Advisory Council Chairperson (All Ministries)

1. A servant leader, with a loving heart (not a CEO).
2. Assures that the Advisory Council operates in compliance with current State Chapter Committee and Kairos Prison Ministries International, Inc. policies and procedures, and communicates information received from the State Chapter Committee.
3. Calls meetings and provides agendas before the meeting.
4. Conducts meetings.
5. Oversees each Advisory Council position to ascertain that their responsibilities are being adequately performed.
6. Communicates with the Institutional Liaison (Inside & Torch) so that operations are coordinated.
7. Communicates with Weekend Leaders to provide guidance and assistance.
8. Provides Observers for other ministries as required by the State Observer Program.
9. Assures, in the event the State Chapter Representative is unable to attend a regular meeting of the State Chapter Committee, that another council member is selected by the council to attend.
10. Answers to the State Chapter Committee; and communicates concerns and issues through the State Chapter Representative and/or State

Chapter Executive Committee to the SCC.

B. State Chapter Representative (All Ministries)

1. Provides representation for the Advisory Council to the State Chapter Committee.
2. Reports Advisory Council information to State Chapter Committee and reports the actions of State Chapter Committee and the International board to the Advisory Council.
3. As a member of the State Chapter Committee will be expected to perform state chapter committee responsibilities, in addition to Advisory Council duties.

C. Liaison to Institution (Inside and Torch)

1. Provides the day-to-day link between Institution and local Advisory Council.
2. Communicates with the Chaplain of the Institution at least monthly.
3. Coordinates Kairos activities at the Institution for the Advisory Council consistent with the Program Manual, *Section VI - The Continuing Ministry of Kairos*.
4. In conjunction with the Institution's Chaplain, arranges meetings between the Weekend Leader and appropriate Institution staff in preparation for each Kairos Weekend.
5. Reports regularly to the Advisory Council the status of Kairos activities at the Institution.
6. Keeps Advisory Council informed of all institutional rules, policies and directives.
7. Maintains a current list of Kairos Community Individuals who are cleared to enter the Institution, including visitors attending a Closing ceremony.
8. Ascertains that the Chaplain has received the access lists and paperwork necessary for all Kairos activities at the Institution.

D. *Food Control Coordinator*⁴ (All Ministries)

1. Makes certain the menu and purchasing procedures established by the State Chapter Committee are followed.
2. In conjunction with the Weekend Leader, selects the Weekend Support Team Coordinator.
3. Advises and assists the Support Team Coordinator in following the standard menu and purchasing procedures established by the State Chapter Committee.
4. Makes arrangements with local vendors to reduce food costs & standardize payment.
5. Ascertains that the Support Team Coordinator completes and submits the required financial reports after the conclusion of a weekend to the Weekend Leader in a timely manner.
6. Works with and follows the directions of the State Chapter Committee Food Control Committee Chairperson.

E. *Outreach*⁵ ***Coordinator*** (All Ministries)

1. Develops and maintains a subcommittee for recruiting activities; develops contacts with 4th Day Communities, and non 4th Day churches in the area.
2. Establishes and maintains a speakers bureau working with the Outreach subcommittee (using resources such as the Kairos Outreach program).
3. Solicits and arranges speaking engagements by speakers' bureau for presentations for all Kairos ministries.
4. Coordinates, if applicable, in providing Weekend Housing for Team.
5. Develop and maintain records of Outreach contacts in database format, providing quarterly updates to the Outreach Volunteer Recruitment Subcommittee of the State Chapter Committee.

⁴ If food, other than cookies, is provided

⁵ And act as Housing Coordinator, if applicable.

F. Fund Raising / Sponsorship Coordinator (All Ministries)

1. Utilizes the State Chapter Fund Raising Committee's programs for securing funds.
2. Develops new methods/programs to raise funds for Kairos ministries.
3. When the Advisory Council utilizes a financial sponsorship program, acts as a trainer and resource contact for the team member, selected in conjunction with the Weekend Leader, who explains the program to the team.
4. Responds to all donors according to the financial program instructions.
5. Forwards information to State Chapter Committee Fund Raising Chairperson of the identity, location and dates of all fund raising / sponsorship contacts.

G. Agape Coordinator (All Ministries)

1. Facilitates transportation of material for creation of written forms of agape, i.e., prayer commitments, posters, place mats, etc., and supplies to and from the Institution.
2. Shares with the residents/KO/Torch graduates and identify the dates of upcoming Kairos and other 4th Day Weekends.
3. Creates prayer vigil/chain sign up sheets for other Kairos Weekends and 4th Day programs, solicits prayer commitments from Kairos community (including Inside graduates) and forwards finished agape to appropriate Agape Coordinators (per direction of State Agape Coordinator).
4. Advises Weekend Agape Coordinator on acceptable forms of agape, pursuant to Kairos Manuals and Institutional regulations.
5. Assists Weekend Agape Coordinator in registering prayer vigil/chain on www.3dayol.org and other appropriate internet sites.
6. Follows directions of the State Agape Coordinator.

H. Secretary / Administrative Coordinator (All Ministries)

1. Records minutes of Advisory Council meetings and sends out a draft within two weeks of the last council meeting.
2. Provides copies of minutes to Advisory Council members and other Community members.
3. Maintains permanent record of all minutes.
4. Prepares a permanent record of all Advisory Council motions and actions which follow.
5. During September of each year, sends out to every active member of the applicable Kairos Community, a written communication approved by the International Board of Directors [will be in updated Kairos Organizational Manual] describing the election procedure, with all names of current council members.
6. Maintain a roster of all AC members, including name, address, phone number, e-mail address, position, length of term on AC, and religious affiliation. Provide roster to State Chapter Committee Secretary quarterly
7. If a Data Coordinator position is not utilized on the Advisory Council, then the Secretary shall develop and maintain all EZRA database information for use by Weekend Leaders and Advisory Council members
8. Develop and maintain a list of all eligible voting members of the Kairos community and delivers ballots to them in accordance with the election procedures.

I. Financial Secretary (All Ministries)

1. Maintain accurate and thorough financial records of all financial activities in support of the local Kairos Community in accordance with the fiscal policies of the State Chapter Committee and the International Board of Directors.
2. Responsible for coordinating liability insurance for premises or trailers with State Chapter Committee.

J. Treasurer (All Ministries)

Maintain custody of the monetary assets of the Advisory Council in

accordance with the fiscal policies of the State Chapter Committee and the International Board of Directors.

K. Mentoring Coordinator (All Ministries)

1. Kairos Inside: Assists Weekend Team Leader in selection of Team members to serve as Mentors for new Team Members and any potential non-4th Day volunteers utilizing materials approved the Kairos Prison Ministry International Board of Directors.
2. Kairos Outside: Responsible for reviewing talks / meditations to be given on each Weekend and providing feedback / communicating changes to speakers; notifies Speakers and Observing Leader #2 after reviewing talks. Maintains copies of talks / meditations from previous Weekends (to be shared as samples with future Weekend speakers, if needed). Talks will be obtained from Observing Leader #2, but all names and identities must be blackened out.
3. Kairos Torch: (info to be inserted).

II. Optional Positions

A. Data Coordinator

The Advisory Council Data Coordinator should maintain databases of the following:

1. Team Member contact information and emergency information & History (if a team member has a longstanding illness or medical condition someone needs to know how to contact their physician).
2. Outreach Volunteers
3. Financial Donors
4. Resident Participants, KO guests and Torch participants
5. Closing Guest Registrations (if required by Institution)
6. Advisory Council Membership and History (furnishing updates to State Chapter Committee Secretary)
7. Inventory (in coordination with the Inventory Coordinator)

B. Clergy Liaison / Clergy Recruiting Coordinator

Assists Weekend Team Leader and Outreach Coordinator in recruitment of qualified local Clergy for Weekend Teams.

C. Music Recruiter / Coordinator (All Ministries)

1. Communicates with State Chapter Music Coordinator (or Committee) for assistance in securing music approved for use in the Kairos ministries.
2. Provides publications and/or overheads of approved music.
3. Assists Weekend Team Leader and Outreach Coordinator in recruitment of Weekend Music Team members.
4. Ascertains and ensures specific Kairos community respects all copyright requirements, including use of overheads.

D. Communications Coordinator

1. If applicable, reports Community information/news to State Webmaster and State Newsletter Editor.
2. In consultation with State Chapter Chairperson, provides information to the Public Media.
3. Provides Outreach Coordinator with information to be used in promoting Kairos ministries.
4. Communicates with local Kairos communities news and prayer concerns about its members.

E. Inventory Coordinator

1. Coordinates inventory accounting and provides a bi-annual report to the Advisory Council with an up-to-date report at least one (1) month in advance of an upcoming Weekend.
2. If applicable, coordinates trailer schedule with State Trailer Committee.
3. In conjunction with the Weekend Leader, coordinates trailers logistics for a Weekend.
4. Confirms with treasurer that proper insurance is in place for trailers and

premises.

F. Historian (Kairos Outside)

1. Works with Team Agape person to preserve important information pertaining to Team formation and the Weekend.
2. Obtains Reunion information (primarily photos) from Reunion Coordinator.
3. Keeps a copy of each Kairos Outside newsletter.
4. Keeps a copy of each Weekend Going Forth Book.
5. Develops scrapbooks of Team meetings, Weekends, Reunions, Council meetings, and other Kairos Outside activities.
6. Provides a continual historical perspective of Kairos Outside.
7. Brings scrapbooks to State reunions, team meetings, and Council meetings.

G. Newsletter Editor / Printing (Kairos Outside)

1. Responsible for generating a semi-annual newsletter at least 3 weeks prior to each Weekend and mailing to those on the contact list provided by Council Statistician.
2. Responsible for mailing reunion flyers.
3. Includes a blank Volunteer Questionnaire and Angel Application with each newsletter mailing.
4. Responsible for gathering newsletter inputs including:
 - a) Weekend and Reunion information;
 - b) Council information;
 - c) Stories of interest;
 - d) List of "lost" team members and guests (obtained from Data Coordinator (aka Statistician));
 - e) Weekend guest closing comments; and Kairos and Kairos-

related articles.

5. Responsible for soliciting articles from upcoming Weekend Leader, Spiritual Director, Council members, team members, etc.

6. Responsible for providing postal address updates or return notices to Data Coordinator (aka Statistician).

H. Reunion Coordinator (Kairos Outside)

1. Selects Area Reunion Leaders.

2. Encourages participation in Reunions and aids in planning program content.

3. Plans two regional Reunions after each Weekend and two State Reunions during the year.

4. Prepares Reunion flyers (with complete Reunion information) for inclusion in newsletters and Going Forth Books and provides to Council Newsletter Editor and Team Agape Leader, respectively.

NEW START-UP ADVISORY COUNCIL⁶

Note: If this is the first Kairos ministry starting within the state and there is no existing State Chapter Committee, these operating procedures do not apply; see the Kairos Organization Manual and contact the International Office

To start up an Advisory Council in an existing state, the following steps should be accomplished in the order provided:

I. The body of the New Start-up Advisory Council should be made up of volunteers approved by the State Chapter Committee in accordance with the policies of the International Board of Directors. The composition and responsibilities of the new start-up Advisory Council will include:

A. Minority representation (inclusive of Kairos, Torch, or Kairos Outside)

B. *Persons responsible for/as:*

1. Chairperson
2. Institutional Liaison
3. Fund Raising
4. Outreach
5. Food Control
6. Agape

C. The New Start-Up Advisory Council will function until a formal Advisory Council is elected, which should occur prior to end of the second weekend or the passing of up to one (1) year, whichever event occurs first.

D. The first two Weekend Leaders should be nominated by this committee with final approval by the state chapter committee.

II. For Kairos Inside and Torch, an Institutional Agreement with the institution must be signed (exceptions may only be granted in writing by the Executive Director of Kairos Prison Ministry International, Inc.). The agreement must contain permission to hold weekly/monthly reunions with Kairos Graduate Residents prior to setting a date for the first Weekend.

⁶ Formerly named Ad-Hoc Committee-formed for the process of starting a new Kairos ministry.

SELECTION AND REMOVAL OF A

KAIROS WEEK-END LEADER

I. Authority

Weekend Leaders are under the authority of the Advisory Council to conduct Kairos activities in accordance with the manuals and policies of the Kairos prison Ministry International, Inc. The Advisory Council shall select only those Weekend Leaders who demonstrate commitment to the Kairos Method.

II. Advisory Council Responsibility

A. A prospective Weekend Leader nominated by the Advisory Council must be approved by the State Chapter Committee. Points to remember:

1. Ample time (18 months prior to leading a Weekend) should be allowed for approval by the State Chapter.
2. As soon as the information is available, the number(s), date(s) and Leader names of all scheduled weekends will be reported to the State Chapter Committee.

B. The Advisory Council must:

1. Ensure that Advanced Kairos / Kairos Outside / Kairos Torch Leader / Training (AKT/AKOT/KTLT) for the new Leader occurs in a reasonable time prior to the week-end he/she observes (as Observing Leader).
2. Ensures that a Leader obtains the EZRA Kairos software (or alternative Leaders Preparation Guide) after their Training but before their Weekend team recruiting formally begins.
3. Ensures that reports from the Weekend Leader are received and that appropriate reports are sent to the State Chapter Committee and the International Office as required by the State Chapter policies and/or Kairos International.

III. Removal of a Weekend Leader

With approval of the State Chapter Executive Committee, a majority decision of the Advisory Council may remove a Weekend Leader. If the majority decides:

Rebellious conduct or refusal to fulfill his/her obligations as Weekend Leader in accordance with the manuals of Kairos Prison Ministry International, Inc. (e.g., refusal to follow team formation requirements; insists on using 4th Day-specific nuances (i.e., Serenades, Stations of the Cross, Agape Dinners, 4th Day Holy Spirit prayers, etc.); adding prohibited (non ecumenical) practices and/or materials to Weekend program).