

# Kairos Weekend Leader Guide

Kairos of South Carolina

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## Common acronyms in this guide:

- KPMI** – Kairos Prison Ministries International
- SCC** – State Chapter Committee, in this guide always refers to the South Carolina State Chapter Committee
- AC** – Advisory Council for the institution in which you serve
- AKT** – Advanced Kairos Training, mandatory training for the Weekend Leader
- KI** – Kairos Inside
- KO** – Kairos Outside

In this guide, “Kairos Inside Program Manual”, and “Kairos Outside Program Manual” refer to the current publications: *Kairos Inside Program Manual, Medium/Maximum Security Men and Women Prisons*, and *Kairos Outside Program Manual*, Kairos Prison Ministry International, Inc.

Keeping this guide up to date is the responsibility of the Vice-Chair of the South Carolina State Chapter Committee. Please send any suggested updates and/or corrections to the Vice Chair to be included in the next annual update.

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## Now You Are Going to be a Weekend Leader

A member of your Advisory Council (AC) asked you to consider serving as a Weekend Leader for a future Kairos weekend. You should prayerfully consider this request before accepting because it is a significant commitment of your time and energy. This role requires personal sacrifice and servanthood for more than a year. Many will be counting on your faithfulness, energy and enthusiasm. You can be a blessing to volunteers and participants because of the responsibility of the Weekend Leader. Once you are on the track to become a Weekend Leader, your AC will be counting on you to serve out your responsibilities through completion. Being a Weekend Leader is as rewarding as it is challenging. Prepare to be blessed as you step out prayerfully and in faith.

### 1. PURPOSE

This guide is intended for the Kairos volunteer who is entering the leadership track to serve as a Weekend Leader for a Kairos Inside or Outside Weekend. This guide does not change any of the provisions of the Kairos Inside Program Manual or the Kairos Outside Program Manual or of the EZRA Weekend Leader's tool. The objective of this guide is to provide the following information to the Weekend Leader:

1. Detailed instructions about forms and policy that are specific to the situation in South Carolina.
2. How-to prepare yourself for service as a Weekend Leader.
3. To explain your relationship with the Advisory Council (AC) and the State Chapter Committee (SCC).
4. How to properly close out a Kairos weekend by making the required evaluations and reports and settling cash advances and expenditures.

Please note: This manual was originally written for Kairos Inside Weekend Leaders. This is the first edition that applies to Kairos Outside Weekend Leaders as well. Suggestions to improve this manual to make it more useful for Kairos Outside Weekend Leaders are cordially solicited. Send your recommendations to the Vice Chair of the state chapter committee.

### 2. PREPARATION FOR THE FUTURE KAIROS INSIDE or OUTSIDE WEEKEND LEADER

Your preparation for leadership will begin as soon as you accept the nomination from your AC. Your preparation consists of a succession of responsible roles in Kairos and formal training. You will be mentored during this process by the AC and by the weekend leaders who serve in the sequence ahead of you.

#### a. The Leadership Track:

The AC has the responsibility to identify and prepare future leaders. Future leaders should be assigned significant roles that broaden their experience and expand their knowledge of the Kairos program. The Program Manual provides information about suitable experiences: service as a family table worker, service as a coordinator on an inside team, and experience giving talks are key components of this experience. The culmination of preparation to be the Weekend Leader is serving as the Observing Leader. By working closely with the leader ahead, you can learn more about the role of the Weekend Leader and anticipate your own actions in that role.

#### b. Application and nomination to be a Weekend Leader:

When you agree to your nomination by your AC to serve as a Weekend Leader and the timeframe for your weekend, your name will be submitted to the State Chapter Committee (SCC) for consideration and election. To provide adequate time for your preparation, your nomination and election should be accomplished at least one year prior (18 to 24 months is ideal) to your designated weekend.

To prepare your nomination for Weekend Leader to be presented to the SCC, your AC will complete a “**Kairos Inside Weekend Leader Application**” form about you. This form is found on the DOWNLOADS page of the Kairos of South Carolina website ([www.kairosouthcarolina.org/downloads.html](http://www.kairosouthcarolina.org/downloads.html)). There is a similar accompanying form: “**Kairos Outside Weekend Leader Application**”. The first page is administrative and biographical about you and your proposed weekend. The second page is called the “**Leader’s Covenant**”. It is a form that you must prayerfully consider and complete. Your signature and the signature of witnesses from the AC are necessary for your nomination to proceed. The Leader’s Covenant is a recognition of your commitment to serve faithfully as a Weekend Leader. Carefully remember the Leader’s Covenant during your journey as a Weekend Leader.

c. Advanced Kairos Training (AKT):

Upon your election as a future Weekend Leader, you become eligible to attend Advanced Kairos Training (AKT). AKT is mandatory for Weekend Leaders and the object is to be completed with AKT prior to your service as Observing Leader. Ideally, you should attend AKT as soon as possible after your election to be a leader. The target window begins 24 months prior to your weekend. Your costs for AKT and travel expenses will be paid or reimbursed by the State Financial Secretary and charged to your Advisory Council.

d. How to arrange for your AKT:

(This procedure, along with a lot of other financial policies, is explained in the **WEEKEND LEADER FINANCIAL GUIDE**, discussed in paragraph 3.f. later in this guide.) As with other important documents for the Weekend Leader, this guide is available on the Kairos of South Carolina website DOWNLOADS page ([www.kairosouthcarolina.org/downloads.html](http://www.kairosouthcarolina.org/downloads.html)). AKT sessions occur in many places throughout the year. Each year a new schedule for AKT is posted on the Kairos volunteer website ([www.mykairos.org](http://www.mykairos.org)); Click on “Kairos Kalendar” and this will put you on the master calendar for KPMI. Use the filter tabs to go to the AKT list for Kairos Inside or Kairos Outside. The available AKT sessions are listed with dates and locations. From this list use the “More Information” (look for the blue question mark) and you will see detailed information about any specific AKT event. When you decide which AKT you would like to attend, look for the “Click to Register” link and it will take you to “**Online AKT Registration Form**”. Alternatively, you can go to the training page on “mykairos” (<https://mykairos.org/training.html>) and you will see and be able to use a link “**Online AKT Registration Form**”.

As part of registration, do not send your own money to pay for your AKT. Registration is paid by the State Chapter Committee.

After your AKT, you will submit a CHECK REQUEST FORM to your AC Donor Coordinator who will forward it to the SCC Financial Secretary for reimbursement of your allowable expenses. If you travel outside South Carolina, you are entitled to costs for travel and meals (while traveling). Refer to the

Weekend Leader Financial Guide for information about how to process a check request form. Remember: Receipts are required for everything. For mileage reimbursement provide a Google Maps printout of your route showing the mileage.

**Take care in all your Kairos financial transactions.** At this, probably your first financial transaction with Kairos please remember: The Kairos Riverbanks for Kairos finances are very narrow because of our ministry integrity and because of Federal and State law. Also remember that most of the burden for insuring we comply rests upon the state Financial Secretary. The state Financial Secretary is a Kairos Volunteer like you. Please try to comply with all procedures to make the Financial Secretary's job as light as possible.

e. Your role on the Advisory Council (AC):

Now that you are on the track to be a Weekend Leader your AC Chair will appoint you as a non-voting member of the AC and you should attend AC meetings, normally once per month. This period is to grow your understanding of the AC and how it prepares and conducts Kairos Inside or Outside weekends at your institution. You will normally start your participation on the AC before your Observing Leader weekend. Your service on the AC in this role should continue until your Advising Leader weekend is completed.

f. The Role of the AC:

Cooperation between the AC and the Weekend Leader is essential for a successful weekend. As Weekend Leader, you are responsible to the AC to lead the weekend faithfully according to your AKT training and the Program Manual. The AC is responsible to provide you with guidance and instruction about SC state and AC procedures and policy and to stay engaged in the process of planning and resourcing the weekend. You can call on the members of the AC for assistance and guidance when needed. As an example, the AC should be involved and supportive of the recruiting effort—not just leave it all to the Weekend Leader. Similarly, the Donor Coordinator and the Treasurer (Or the AC Fundraising/Sponsorship Coordinator) should lead the fundraising efforts.

You are responsible for assigning the members of your team to weekend jobs, but keep in mind that the AC may wish to assign certain roles on your weekend team to volunteers who are being groomed to be Weekend Leaders.

g. Use of a computer:

We are in an age where everything is done on computers, especially tasks such as planning and scheduling, communications, training presentations, and record keeping. Some members of your team nostalgically remember when Kairos was conducted right out of the Program Manual with notebooks, typewriters and pencils as tools. Those days are no more. As leader, you will have to be engaged with your computer to use the EZRA tool and to access the various references and forms you will need on the KPMI and Kairos of South Carolina websites. These items are not available any other way. In addition, Kairos Messenger is a new web-based system used by Kairos for many functions including saving volunteer data for each AC. Updated volunteer data must be collected and stored after every weekend. Messenger is new and our reliance on it will increase in the months ahead.

- (1) Make sure that you have an adequate computer and reliable internet access. You must have this to be successful or have a very strong supporter/friend to help you. You will need the ability to write (WORD), compute and fill out forms (EXCEL), read documents (Adobe or Microsoft pdf readers), a pdf writer (EZRA gives instruction on how to download a free writer if you do not have one.), and a good email application because you will heavily use email to communicate with your team.
- (2) INSTRUCTIONS FOR SHARED LAPTOPS: Each of our ACs has been given permission to acquire a laptop to be shared from Leader to subsequent Leader. If you are using a shared laptop, here are some specific instructions for you:
  - (a) Passing laptops from Leader to Leader requires following all the instructions completely or the information in EZRA will not get passed on properly to Kairos Messenger or to the next future leader. (This information includes team members, residents on the weekend, jobs held.) Do not assume that using the same laptop guarantees that the data will go to the next Weekend Leader to use in his EZRA—it will not unless you adhere to the following instruction.
  - (b) When the Leader does the Leader’s Report, EZRA saves the data in preparation for uploading for transfer to the next Leader.
  - (c) Then, the (outgoing) Weekend Leader is to plug in a USB flash drive and do the “COPY FILES FOR THE NEXT LEADER” action in EZRA. This action uploads the Leaders Report data and volunteer information to Kairos Messenger in addition to loading the USB flash drive with data for the next Weekend Leader. The computer must be connected to the internet for these file transfers to take place.
  - (d) Do not pass the shared laptop to the next Weekend Leader until the COPY FILES FOR THE NEXT WEEKEND LEADER is done. Then pass on the laptop AND the flash drive with the data to the next Weekend Leader.
  - (e) This is the key instruction for both the outgoing and incoming Weekend Leaders: FOLLOW THE INSTRUCTIONS IN EZRA, including the COPY FILES FOR THE NEXT LEADER to the flash drive to give to the next Leader.

### 3. PLANNING FOR YOUR KAIROS WEEKEND:

Begin planning early. Get organized. This is easier said than done! AKT and the Kairos Inside and Outside Program Manuals provide a lot of information about planning your weekend. EZRA contains an action timeline of items that must be done as you work through the months, weeks and days before the weekend. You must understand the critical events and actions and organize to accomplish them on time. You must identify and prepare your team leaders for coordinator roles. You must plan logistics. Your AC may already have some of this arranged but there is still a lot for you to do or verify. Here are some considerations for your planning:

a. Register your weekend:

At the earliest possible time, register your weekend on the Kairos Volunteer website. This can be done as soon as you are confirmed as the leader and your weekend dates are confirmed. The place to register your weekend is the ( <http://mykairos.org> ) “KAIROS KALENDAR” page. When you click on the button “CLICK TO REGISTER/UPDATE YOUR WEEKEND”, a form with registration information is revealed. Your name and contact information, Advising Leader, Observing Leader(s), Institution or

Community, and Agape coordinator information is required to complete the registration. Many functions depend on this calendar. For example, General Agape from Christian Communities around the world will be sent to the registered contact.

b. Order your copy of EZRA:

- (1) Ordering EZRA is now done online. The website is: <https://kairosmessenger.org/EzraOrderForm>  
(You can also navigate to the order form from the mykairos.org website, "Supply Ordering" page.) To order EZRA, you must connect on the internet to this website. Have your email address, advisory council name, weekend dates, and the AKT place and dates that you attended handy because you will be asked for them to fill out the online form. There are several straightforward screens with instructions that you must complete. Make sure that your email address is correct. Your order is completed when you click a "Submit" button. The proper time to request your EZRA is immediately after your Observing weekend, or 6 months prior to your weekend. You cannot order EZRA until you have completed AKT.
- (2) Once you have submitted the order online, the KPMI office will conduct the review and approval process with the state. In a few days, upon approval, you will receive an email from [EzraOrder@KPMI.org](mailto:EzraOrder@KPMI.org) with a link to allow you to download your authorized, updated copy of Ezra. The email will also contain installation directions and your unique Ezra serial number which you will need to install Ezra. You will not need a CD, DVD, or flash drive because you will be downloading Ezra online.

c. The Kairos Excellence Initiative (EI), What you need to know:

The Kairos Excellence Initiative (EI) is a tool that is used for continuous improvement of the Kairos Inside and Outside weekend. The AC Chair assigns someone, usually the Advising Leader, to perform the EI evaluation. The EI evaluation starts at the beginning of the team preparation process and continues through all phases until the end of the weekend and the Instructional Reunion. The weekend leader is not responsible for EI but he/she can use it beneficially. First, ask your AC for a copy of the previous weekend EI report to see what points of evaluation need improvement. The EI is a multi-page questionnaire with many points of evaluation based on the Program Manual requirements. Second, print and use a blank questionnaire as a checklist to help you to plan and execute your weekend. It will serve as a reinforcement of many details that are described in the Program Manual but can easily be overlooked. Your AC can easily access the EI report from Kairos Messenger, a new communications system that is being rolled out.

d. How to get General AGAPE and KPMI supplies (Freedom Guides (for KI), dissolvable paper, agape bags, crosses and prayer and share grouping cards) for your weekend:

The SCC Agape Coordinator is responsible for obtaining General Agape and KPMI supplies for your weekend. The SCC Agape Coordinator is identified on the Kairos of South Carolina website on the CONTACT US page ( <http://kairosouthcarolina.org/contact.html> ). Make sure that your name and contact information on the KPMI calendar website is correct (It will be if you registered your weekend.). If there are changes, make sure that you contact the Agape Coordinator with the information to confirm the desired mailing address for sending Agape and Supplies. The SCC Agape Coordinator will call you about a month before the weekend to verify your address and your number

of table families. He/she will mail your package two weeks prior to the weekend. While the package is sent out with tracking, call the Agape Coordinator when you receive the package to confirm receipt.

- e. SCDC security application and background investigation for KI; security briefing:  
Since the incident of the Spring of 2018, South Carolina Department of Corrections (SCDC) security requirements for volunteers have become more stringent. For this guide, certain fundamentals are presented for your action:
- (1) Requirements differ from institution to institution. Therefore, it is critical for you to connect firmly with your AC Institutional Liaison and have a conference with the institution Chaplain so that all requirements are understood. Have these meetings before the team formation meetings start so that you can plan and train for all the new requirements.
  - (2) SCDC Volunteer applications normally must be resubmitted every three years to keep from expiring. Your AC should have a roster with names and dates to manage this.
  - (3) SCDC requires that all volunteers undergo a security briefing prior to going into an institution. It is a good idea to obtain a security briefing for every volunteer before each weekend. A good practice is for the institution Chaplain to administer this briefing sometime during team formation. Some ACs arrange for the volunteer security briefing prior to introductions on Thursday afternoon. This is a good refresher at an opportune time. Inquire about what your AC normally does.
  - (4) Prison Rape Elimination Act (PREA) is a federal requirement that heavily impacts volunteer applications and approvals by SCDC. You need to know that certain offenses, even if in the distant past, disqualify a person from becoming a volunteer. For first time volunteers, it is a good idea to submit SCDC volunteer application forms very early in the team formation process to eliminate the last-minute surprise loss of a volunteer. The Kairos Inside Program Manual has additional information about PREA that you should know.
  - (5) Make sure that volunteers filling out the application form are aware that a background investigation is going to be done by law enforcement. They must be completely truthful and thorough in answering questions about their personal history. If any discrepancies are found, they will be disqualified. Often in such cases, they would have passed if they had listed the offense correctly.
  - (6) Prior offenders must have been out of the SCDC or other prison system for over 36 months and have completed probation. If approved by SCDC, the Warden still has the right of refusal and will review all prior offenders.
- f. Financial Guide, Cash Advances, Reimbursements, Closeout After the Weekend:  
Finances are very important to the Weekend Leader. All Kairos funds that go into a Kairos Inside or Outside Weekend are administered by the Financial Secretary of the State Chapter Committee along with the oversight and participation of the State Treasurer. At the AC level, the Donor Coordinator and the AC Treasurer are also involved in finances. You must know your responsibilities and certain financial procedures to have a smooth weekend.

Finance policies and forms are available for download from the state website DOWNLOADS page ([www.kairosouthcarolina.org/downloads.html](http://www.kairosouthcarolina.org/downloads.html)). **FINANCIAL POLICIES AND PROCEDURES** is the basic policy that rules over financial administration and covers the specific roles, responsibilities and procedures at the AC and state level. The use of specific forms is also explained.

The **WEEKEND LEADER FINANCIAL GUIDE**, also available on the DOWNLOADS page of the Kairos of South Carolina website ([www.kairosouthcarolina.org/downloads.html](http://www.kairosouthcarolina.org/downloads.html)), was written by the State Financial Secretary to provide specific HOW-TO information for the Weekend Leader. Beginning with how to arrange for AKT, it explains how to obtain cash advances before the weekend and how to settle them when the weekend is done. Additionally, there is information about what is a permissible reimbursable expense and what is not. Also, there is information on how to maintain controls over donations with the roles of the Donor Coordinator, the Treasurer and the responsibilities of Counters and filling out the **RECEIPT LOG**.

Typically, the Leader, the Inside Coordinator, the Agape Coordinator, and the Kitchen Leader will have expenses. They can receive cash advances. The amount of their cash advance will usually be based on cost experience for that institution. One more important thing for you to remember: after the weekend is over, get all your weekend finances settled by sending in the correct forms from all who had cash advances and all who had reimbursable expenses. How to do this is contained in the **WEEKEND LEADER FINANCIAL GUIDE** and the forms are on the state DOWNLOADS page. As weekend leader, encourage your coordinators to send in their settlement forms. Follow-up to make sure that they did. The requirement is to settle all accounts within thirty days after the weekend. Failure to settle all cash advances for a weekend will cause a freeze on any new cash advances for your AC until the settlements are submitted and accepted by the state Financial Secretary.

Even though most ACs are self-sufficient in raising enough money to fund their weekend, many are not. Regardless of your AC's situation, allow your Donor Coordinator and the AC Treasurer to spend some time to talk to your volunteer base about fundraising to raise awareness of the financial need. (The AC should have a Fundraising/Sponsorship Coordinator who may wish to make this presentation.) The minimum goal should be to raise enough to fund your weekend. Make sure that you arrange with your AC Treasurer to have team members assigned as "Counters" for your team formation meetings. They will be responsible for taking in the cash and check donations and recording them on the **RECEIPT LOG**. You will need two people to be counters at each meeting.

Finally, concerning the financial aspects of Kairos: Kairos is committed to financial integrity. KPMI is a member of the Evangelical Council for Financial Accountability (ECFA). We carefully follow standard procedures so there is strict accountability and effective financial management. Aside from being found as good and faithful stewards, Kairos would like to score high marks on annual financial audits. A benefit of good audit scores is an enhanced ability to attract donations from churches and philanthropic organizations. Our State Financial Secretary has the lead for compliance with Kairos financial policies. The **WEEKEND LEADER FINANCIAL GUIDE** contains detailed requirements on such subjects as the requirements for receipts for all purchases, proper completion of financial forms, instructions for handling donations, Receipt Logs, and bank receipts as well as the required timing for all transactions. Your AC Donor Coordinator and/or Treasurer should be able to answer most of your questions about financial procedures. It is a good idea to ask the State Financial Secretary by email or telephone if you still have questions. (See the state website CONTACT US page for contact information.

Do not use the “Pass the Hat” technique to pay directly for team lunches or other expenses. The correct method is to pass all expenses through the Kairos financial system so that we recognize and budget for every aspect of our program. As an example, any meal that is provided should be paid for out of the advance cash (advances paid to the Leader, Inside Coordinator, or Kitchen Leader) and included in the settlement claim at the end of the weekend. You are welcome to request donations for meals, but all donations should be given to your counters, recorded on a Receipt log, and deposited in the Kairos bank account. (In the past someone on the team may have provided a meal at their own expense and asked for donations from the team to cover the cost—do not do that any longer for any legitimate Kairos expense.)

g. Selecting your Coordinators:

To be a successful weekend leader you must be a good delegator. Your coordinators are each responsible for significant parts of the program and they will need to be well prepared for their roles. It is a good idea to select your coordinators early in your planning so they can be individually prepared and can assist you during the team formation phase.

h. The Kitchen:

We know that meals we furnish are agape for the participants and key to our presentation of Jesus to them. Unless this is a weekend number 1 for your AC, there is a lot of institutional knowledge about the kitchen acquired by experience within your AC and volunteer team. As Leader, make sure that your Kitchen Leader and host kitchen facility are identified early. If you have a first-time Kitchen Leader, you should do the following things to help them along:

- (1) Give them instruction on how money is handled. They can receive a cash advance for food and supplies. See the **WEEKEND LEADER FINANCIAL GUIDE**. They must account for all purchases with receipts and an expenditure report. They will handle the largest expenses for the weekend and have the largest single financial responsibility.
- (2) They need to understand the correctional institution’s requirements for bringing food into the institution and passing through security. The AC Institutional Liaison can provide this information.
- (3) Even if the new Kitchen Leader is experienced providing food service to large groups, he/she can benefit from the know-how of Kairos experience. The state Food Coordinator (state website CONTACT US page) serves the role of making sure that standard menus that have worked well in the prison environment are given to your new Kitchen Leader. He/she can also provide information about good vendors to use because of discounts available for Kairos. There is a form for inventory of all food, supplies and serving ware that enters security at the prison. This is an example of critical information that the Kitchen Leader must know.
- (4) Make sure that the new Kitchen Leader knows the full requirements of his/her job so that no critical task gets left out. This is best done first in a one-one meeting and later in a coordinator meeting with the participation of the Inside Coordinator and the Head Servant in addition to the Kitchen Leader. Examples of details that need to be understood: Who recruits and schedules the Runners? Who has keys and access to the host kitchen? Who buys the paper goods?
- (5) Make sure that the new Kitchen Leader understands the program schedule and has a copy of the security plan with timing of food arrival at Security. As anyone who has ever served on a Kairos weekend knows, the timing of meal delivery is crucial.

i. Music:

Music is an important part of the weekend. If there are questions, there is a Music Coordinator on the State Chapter Committee. The contact information for the music coordinator can be found on the CONTACT US page of the state website ([www.kairosouthcarolina.org/contact.html](http://www.kairosouthcarolina.org/contact.html)). Here are some fundamental points for you as you plan your weekend:

- (1) The Weekend Leader has the responsibility to select the Music Leader for the weekend. If possible, the Music Leader role should be rotated like other leader roles. Recruit new musicians whenever possible.
- (2) Copyright infringement is a consideration for the music selections. While this should be handled completely by your Music Leader, here is what you need to know: If you use the Kairos songbook for your music, there is no possibility of infringement. If you do not use the Kairos songbook; Kairos of SC pays annual fees to participate in the Christian Copyright Licensing Institute program (CCLI). CCLI allows us legal access to thousands of choruses and songs. We are committed to keeping the regulations and reporting obligations that go with these rights. Your Music leader must understand the considerations and requirements for using CCLI songs and choruses. There are reporting periods that require a listing of songs used and the methods that the song lyrics and music were used (for example overhead transparency or digital projection). When reporting is required, the AC's primary contact on record will be contacted by the CCLI with instructions for the report.
- (3) Music supports the Kairos program. Song selection must complement the flow of the Kairos message. Most of the Chapel songs are specifically designated by the Program Manual and the EZRA tool. In the Community Room there are different stages of readiness as the Weekend progresses, and this should drive song selection. Progress from simplicity, familiarity and non-intimidation to songs that require more maturity as you go deeper into the weekend. By Sunday, many songs that could not be used earlier become available because the participants will have progressed to a point of openness and greater understanding ("They'll Know We Are Christians By Our Love" or "Bind Us Together." are examples.)
- (4) Kairos Music should be participatory... not performance! To get the most to join in from the very first song (which establishes a precedent for the weekend) choose familiar songs. The enthusiasm of the music team and the strong participation of the rest of the team should encourage everyone to sing.
- (5) Music Sessions are a relief valve from tension that can build up and they promote a positive atmosphere and prevent stagnation during the day. Effective song selection reinforces the message of the talks and activities.
- (6) Music is a refocusing tool after breaks. Rather than have a music session and then send the residents on break, 'bring them back' with singing. This resets the atmosphere and reestablishes focus and continuity in the program.
- (7) Music sessions do not need to be long. Two songs (at the most three if they are short choruses) can be linked and are enough. Do not use "being behind" as an excuse to skip song breaks! More damage will be done by missing the appropriate atmosphere and 'attitude-shaping' than you will gain by making up four or five minutes.
- (8) Collaborate with the Music Leader and coordinate your plan. Your EZRA will print out a schedule for the weekend that will detail the specified songs for the chapel. For the community room and

any additions for the chapel, encourage the Music Leader to plan it ahead so you and he/she can be fully coordinated with timing of music sessions and song selection.

- j. Inside Coordinator (This is a position on the Kairos Inside Team):  
Early on, it is important to identify the Inside Coordinator. It is a good idea to delegate some duties to the Inside Coordinator during the team formation meetings to exercise your relationship. **INSIDE COORDINATOR GUIDE** is a download available on the state website DOWNLOAD page ([www.kairosouthcarolina.org/downloads.html](http://www.kairosouthcarolina.org/downloads.html)). You should read this guide so you know what your Inside Coordinator should be doing. Have a meeting with your Inside Coordinator using the guide as an agenda so all the points are covered for the weekend.

The Inside Coordinator is the liaison person between the team on the one hand and the Chaplain and the security forces on the other. The Inside Coordinator gets everything needed for the smooth operation of the Weekend into the institution at the time needed. He/she is an important behind the scenes doer. Here are some specific responsibilities:

- (1) Be the liaison between the Leader's table and everyone outside the community room.
- (2) Cooperate with the Observing Weekend Leader on team wake-up time.
- (3) With the Head Servant and Assistant/Observing Coordinator, enter the institution early and set up the community room and chapel.
- (4) Coordinate the team's entrance and exit from the institution, using extreme care for good security practices.
- (5) Help check morning roll of participating residents and report to the Chaplain, as needed.
- (6) Supervise the picture-taking.
- (7) Provide the Chaplain's office with a draft roster of team members and assignments.
- (8) Receive meals at Security and get them inside with attention to proper security.
- (9) Arrange to deliver meals and cookies to staff as needed. Cookies should be provided to each security shift each day.
- (10) Supervise the move to the appropriate location for closing.
- (11) Assist anywhere as needed.

For the Inside Coordinator, experience in the position at the institution is very important because the rules and procedures differ from place to place. Before a person serves in the role of Inside Coordinator for the first time, he/she should have previously served as Observing Inside Coordinator on the previous weekend. If this is the first weekend at an institution, the Inside Coordinator will be faced with a lot of new questions and problems, so it is doubly important that he/she possesses experience in the position.

- k. Trailer considerations, Trailer inventory:  
Your AC enjoys the use of a trailer to transport its component supplies as well as cookies inside the prison. The trailers represent a significant investment for Kairos of South Carolina, so the trailer and trailer contents should be safeguarded.
- (1) Always make sure that the trailer doors are secured under lock and key to protect the contents. Make sure that the trailer tongue is secured to prevent theft of the entire trailer. In recent years a Kairos trailer was stolen from a church parking lot and never recovered— theft can happen.

- (2) A skilled, properly equipped truck driver is required to move the trailer. He/she should have experience pulling trailers and have an adequate truck (F250/2500 size pickup/8 cylinder engine is the minimum size vehicle recommended. )
- (3) We have a known issue concerning insurance for the trailer. The official policy is that the driver should talk with his automobile insurance carrier to make sure of his limits of coverage concerning the combination of his truck and the trailer. He should ensure a liability coverage of \$1-million protecting KPMI for the trailer. The policy considers that he should engage his insurance carrier to add the trailer to his coverage and the additional charge is a reimbursable expense. There is currently a legal opinion that this is a not a valid insurance that protects Kairos Prison Ministry (the owner of the trailer) from liability even if it can be purchased. In the mean-time, the driver should upgrade his insurance as best he can to provide coverage from his insurance carrier. KPMI and the SCC are working to resolve this liability issue.

Most ACs have their own trailer dedicated to their use. Some ACs share a trailer with up to three other institutions. For those ACs that share (Tyger River, Perry, Leath, and McCormick) you must make sure that there is not a conflict for the trailer before you set the dates for your weekend. Those four ACs normally stick to a standard sequence and schedule for the Spring and Fall weekends to allow all four to use the same trailer. You should avoid making changes to this normal schedule.

The Inside Coordinator should take control of the trailer and the contents. Early on, he/she should conduct an inventory of the contents. Permanent property should be identified and prepared for use and missing items should be reported. He/she should re-supply shortages of the consumable supplies such as paper products which will be needed for your weekend. These are reimbursable expenses.

I. Host Church:

Host churches may provide their kitchen, meeting space, volunteers, and even sleeping space to support the Kairos Inside or Outside weekend.

Your AC has developed a good relationship with your host church and it is important to maintain that relationship during your watch. Be careful to honor the relationship and to encourage the team to treat the church's facilities with respect. At the conclusion of the weekend, an honorarium for the host church from Kairos can be given. Normally this honorarium is about \$200.00 which is paid by the State Treasurer by check. The Leader initiates the payment using the **CHECK REQUEST** form submitted to the State Financial Secretary. The honorarium should be given at the discretion of the AC.

4. **TEAM FORMATION:** (This instruction about TEAM FORMATION is written specifically for the KI Weekend. While details differ, the general concepts apply equally to the KO Weekend.)

Team Formation is the Leader's responsibility. Done well, the training, spiritual preparation, and the bonding of the individuals into a "team" will make a successful and decisive weekend that will be remembered for eternity. Make everything about team formation excellent: inviting team members, qualifying team members, scheduling and planning meetings, training, and spiritual experiences; so that God's team is assembled and prepared. Encourage your team to be excellent in their attendance, as well. Pray and encourage others to pray for you and your team.

a. Recruiting:

Your AC should have someone who handles recruiting, the Outreach/Recruiting Coordinator. You will get help from him/her. Early on, as you get into the leadership track in your preparation to be Weekend Leader, you need to be thinking about recruiting new volunteers. If we can recruit new volunteers, we will eliminate a lot of the problems that we have now with a limited corps of volunteers. In your successive roles while you are on the leadership track, keep this in mind and use your influence. Here are some ways:

- (1) All leaders and experienced volunteers should be identifying and bringing in new volunteers. We all can do it. It just takes time and persistence.
- (2) MAKE a friend-BE a friend-BRING a friend to Christ (KAIROS): Are we talking up recruiting within our volunteer base so that everyone knows how important it is to bring in a steady stream of new volunteers?
- (3) Are we in a destructive cycle? Do we only start recruiting right before the start of team formation meetings for the next weekend? Encourage everyone to start working now for the future. If you wait until just before team meeting number 1, it will be too late for that next weekend.

b. Team Formation—Team Application Form:

The Program Manual has a KAIROS INSIDE TEAM APPLICATION form that is required to be completed and submitted by each prospective team member. EZRA includes this form and facilitates its use. You should use this form. It is especially wise to use it for first-time team members because it requires the applicant's pastor's approval. Think about it. This gives you confidence that the applicant is involved in church and it puts the Kairos ministry in front of the Pastor which can help in the future. This is a step that can be easily bypassed, but we recommend that you do it just as the Program Manual requires.

c. Team Formation—Meeting Attendance:

The Kairos Inside Program Manual specifically requires that team formation meeting time must be "between 34 -36 hours". The number of meetings is not specified and is at your (and the AC's) discretion. The minimum attendance standard is 75% of the meeting time. The State Chapter Committee endorses these standards. It is a part of your Leader's Covenant and it is a point of evaluation on the Kairos Excellence Initiative.

Your challenge as Leader is to make your meetings interesting for the seasoned team members and developmental for the first- and second-time volunteers. Embrace the challenge! By this time, you have already attended a lot of team formation meetings, so you probably have some ideas about how to do this. EZRA contains lots of tools and references and meeting agendas that you can use. Fundamentally, the best idea is to assign responsibilities to seasoned team members to help you lead and instruct the team.

d. Team Formation—Training the First-time team member:

**The expectation of Kairos is one-third of each inside team will be first-time team members.** Most first-time team members have no experience in prison ministry. Many will have no experience in our method of ministry (because up to 20 percent of the total team can be allowed on the team without prior attendance of a Fourth Day community 3-day short course, Emmaus, Crusillio, Tres Dias, etc.) We

like to talk about “Team Formation” but you must train the first-time volunteer. What are some ideas to accomplish this for the first-time volunteer?

- (1) Assign a mentor to each first-time team member. The mentor should be experienced and should be a faithful attender and participant in team formation meetings. Encourage the mentor to spend some extra time with his “first-timer”. Telephone reminders and emails can be a strong reinforcement to keep the first-time volunteer engaged with the team. Subjects such as what is expected inside the warden’s house, what it means to be a host, and agape letters are examples that the first-timer may not understand completely without some help.
- (2) There is a pamphlet resource that is inside the EZRA tool you should review and supply the the mentors of first time team members. This four-page document is called **“GUIDEBOOK FOR EXPERIENCED TEAM TO TRAIN NON-4<sup>TH</sup> DAY VOLUNTEERS”**. It can be printed off or emailed to the mentor. This guide will provide the mentor with many specific subjects to discuss with the first-timer to prepare him/her for their role on the weekend. You should encourage the mentors to use it like a checklist of things that he/she should cover individually with the first-timer.
- (3) The first inside weekend is critical for the **development and retention** of the “first-timer”. Many have said that the Family Table Servant is the “best job in Kairos”. That may be so. Many first-timers get assigned to be Family Table Servants but, that may not be the best thing for them. Often the servant does not get to hear the whole weekend. The conscientious servant may be distracted from hearing the talks. For a first-timer who is a 4<sup>th</sup> day community member, this is probably acceptable. For one of the 20 percent who does not have previous 4<sup>th</sup> day experience and does not know the Kairos method, they may feel “used and abused” as a servant and that their true talents aren’t being realized. They need to hear the Kairos message of love and servanthood and they need to experience the Kairos method. With that thought in mind: **Consider assigning new team members, especially those without 4<sup>th</sup> day experience, as Assistant Table Leaders**. There they have every opportunity to personally experience the Kairos message and to see the impact that it has on the residents in their family. They also enjoy the mentorship of the family leader and the spiritual advisor/clergy which will help them grow as a Kairos volunteer.
- (4) We talk a lot about “recruiting” to strengthen our ministry. **We should also emphasize “retention” of the first-timer as well**. During the continuing ministry portion of your time as leader, keep an eye on the development and participation of your first-timers. Their first monthly reunion will be full of unknowns. Help them know ahead of time what they need to understand. Encouraging someone to carpool with them is a good way to do this.

e. Team Size.

The team size is supposed to conform to the team size criteria of the program manual. The expectation of the state chapter committee is the team size satisfies the minimum size requirement for the anticipated number of tables. Specific team size requirements are given in the Program Manual. If the inside team size is insufficient, the Weekend Leader should reduce the number of table families. If the Weekend Leader and the AC want to proceed with a larger number of participants than allowed by the manual, the AC chair should have a discussion with the state chair. It will be of interest to know how the AC will manage the Weekend assignments so that the shortage of volunteers on the team is not a detriment to the quality of the program.

Why is this issue about team size required to go through the AC Chair to the SCC Chair? The size of a weekend is a significant decision in the process of planning and resourcing a Kairos Inside Weekend. Our expectation is that all weekends will be conducted with the team size required for the number of participants. A decision on team size should involve the AC and the SCC if there is a deviation from our best practices. We believe that in cases where there is a shortage of volunteers it is best to align the number of participants in accordance with the best practices of the program manual rather than conduct an under-resourced program.

## 5. LEADING YOUR WEEKEND

You have been trained at AKT and you have the applicable Kairos program manual and EZRA as guides. Kairos of South Carolina guidance does not amend the weekend program. You have covenanted to stay within the Riverbanks. We ask you to follow the Apostle Paul's admonition, "Serve wholeheartedly, as if you were serving the Lord", Ephesians 6:7.

a. Follow the Program Manual and use EZRA:

The central thrust of AKT is to teach how the 3-1/2-day presentation is intended to unfold in the eyes of the participant. You learn about the background for the weekend program, individual needs, and group dynamics. We believe that the KI or KO Program Manual, as applicable, is the best way for us to minister in our environment. The Weekend Leader must know and FOLLOW the Program Manual. You will receive the current version of EZRA. It is a valuable tool. USE EZRA.

b. Kairos Inside Weekend Leader: Promote Kairos Outside to your team and to the participants:

Kairos Outside (KO) is a valuable ministry for female family members affected by the incarceration of a loved one. In South Carolina there are two KO advisory councils that each hold one weekend per year. (KO Upstate and KO Lowcountry). Their contact information is on the state website CONTACT US page.

Inform and encourage your team members to promote KO. It is a good idea to include an introduction to the Kairos Outside program to the inside team during team formation. This will enable them to suggest it to residents with greater confidence. KO should also be presented to the residents at the end of the weekend. Often, plans are made to have KO presented during closing by a KO representative, but time runs out. Just in case, use some of the down time on Sunday afternoon, if there is any, and make a KO presentation.

A proper KO presentation will include:

- (1) Include a KO brochure in the participant packet that is given to each participant. Ask your Agape Coordinator to make sure this happens. Normally one of the KO Advisory Councils will push brochures to your Agape Coordinator for that purpose.
- (2) Make sure that your presentation has accurate information about the next KO weekends in the Upstate and the Lowcountry. This will take some research on the website or contacting the KO ACs to find out the planned dates and locations. A good idea is to ask the Advising Leader or some other experienced member of your team to make the KO presentation so that it is complete.
- (3) KO is no cost to the participants and transportation will be supplied to the participants if needed.
- (4) Application forms are available in the Chaplain's office.

(5) Make sure that your team members know there is an opportunity for service on a KO team. They can serve KO by helping with the “outside team” (for males) and as “Angels”. (Of course, women on your team can serve in any capacity on KO.)

c. The KI Closing:

We all enjoy the Closing at the end of a weekend. Try to get participation from the institution administration and the Chaplain. Consider sending written invitations to the Warden and Assistant Warden. Encourage your team to invite people from the outside to attend the Closing. In the past this has been as easy as filling out a Closing Application form. Currently, background checks are required on all applicants to attend closing. Check with your Institutional Liaison and Chaplain on the requirements and procedure.

Remember to arrange for a 4<sup>th</sup> Day Speaker for the closing. This should be done at least one month prior to the weekend. Take special care when making this invitation. You want to get a person who is a good Christian role model with integrity and a strong testimony. It is always a good idea to bounce ideas off other experienced volunteers, and to discuss the choice with the Chaplain and the Inside Rector.

d. The KI Instructional Reunion:

The Instructional Reunion (IR) is central to the strategy that encourages the residents to participate in Prayer and Share groups. As you close the weekend activities, you and Table Family workers should encourage the residents to attend the Instructional Reunion. Your AC has developed norms for how your institution does the IR. Typically, the IR is on the Saturday immediately following the weekend. In today’s environment it is often difficult to schedule the IR and many institutions have experienced cancellations. Make every effort to do the IR as soon as possible after your weekend. Experience has shown that the attendance and effectiveness drop significantly if the IR is done later than the first Saturday. It is best to get the participants while the weekend is still fresh in their minds and hearts and before inmate transfers occur.

## 6. YOUR LAST ACTS AS THE WEEKEND LEADER:

Your responsibility as Weekend Leader does not end at closing. There are important reports and settlement of advances. You and your team transition into Continuing Ministry. You persevere as a contributor to the AC and a mentor for future leaders.

a. Leader’s Report:

The EZRA tool for the Weekend Leader contains clear and specific instructions about a Leader’s Report that is to be submitted to the AC Chair, The State Chapter Committee Chair, and to KPMI office. Your report is important. Submit it quickly after the weekend (within two weeks).

b. Pass on EZRA data:

The EZRA tool collects data about your volunteer team, participants, and records from your weekend. It gives specific instructions about transferring this data from you to the next Weekend Leader. The next Weekend Leader will need your data to properly use his EZRA tool, so it is important to transfer this data as soon as you are able. If you have technical difficulty, ask your AC for assistance.

- c. Financial closeout: Inside coordinator, kitchen coordinator, agape coordinator, and leader advances: (See **WEEKEND LEADER FINANCIAL GUIDE** for details.)The Advisory Council’s ability to draw cash advances is frozen by the State Financial Secretary until the cash advances for your weekend are settled. This usually consists of cash advances received by the Weekend Leader (you), the Inside Coordinator, the Agape Coordinator, and the Kitchen Leader. The settlement forms are on the **DOWNLOADS** page of the state website ([www.kairosouthcarolina.org/downloads.html](http://www.kairosouthcarolina.org/downloads.html)) . Use the **CHECK REQUEST FORM** to settle an advance. The form is an Excel spreadsheet. Use the Tab “Program Expenses” to show your expenditures. The state Financial Secretary is available by email or phone to help you complete your CHECK REQUEST FORM or answer any questions you have about finances **BEFORE** you or your leadership team spend the money.

Each person who has received an advance will fill out the “Program Expenses” tab. This requires entering specific expenses on the appropriate lines (such as “Meals/Food”, “Supplies/Paper Products”). 100% of expenses must be covered with a vendor receipt. This can be a complicated task and there is no way to do it correctly after the weekend if you have not kept good records. The form **KAIROS CASH ADVANCE WORKSHEET**, also available on the state website **DOWNLOADS** page is a tool to use. This form is an Excel spreadsheet. It allows you to make an entry with each vendor purchase. You record the expenses under category headings. Of course, for each line entry, you save the receipt to be turned in with your settlement form, the **CHECK REQUEST FORM**. As the weekend leader, make sure that your coordinators understand this process. To avoid problems at closeout, to cover it with them as soon as they assume their Coordinator role. Take special care with first-time coordinators who have never drawn a Kairos cash advance. Your AC Donor Coordinator can help if there are questions.

- d. Continuing Ministry:  
For KI, as immediate past Weekend Leader, you will retain some responsibility for the Continuing Ministry at your institution. This guide will remain silent in most respects because ACs differ in how they employ the Weekend Leader, the Institutional Liaison, and the Continuing Ministry coordinator. It is important that you support the Inside Rector in conducting prayer and share groupings and monthly reunions and the two-day retreats. Stay in synch with your AC.

Similarly for KO, your AC should have a plan for SWOT groups to continue and grow and you will have an important role.

- e. Participation as Advising Leader:  
When you complete your time as Weekend Leader you will be ready to step down, maybe take some time off and resume your old role as a “rank and file” volunteer. It will be a good feeling. But **NOT SO FAST!** You are now the Advising Leader. You are in a great position to help the ministry to improve and grow. Here are some ways you can be an agent for continuous improvement and growth:  
(1) One of your last acts as weekend leader is to complete the Leader Report using the EZRA tool. Share your report with the AC and the new weekend leader (your Observing Leader). Discuss the weekend in an AC meeting, the AC Chair should give you time on his Advisory Council meeting agenda.

- (2) Your AC Chair will probably designate you to perform the Kairos Excellence Initiative evaluation for the following weekend. You should start the Excellence Initiative (EI) before the team formation phase for the next weekend starts. Provide a copy of the questionnaire to the new Weekend Leader. Encourage the Weekend Leader to use it as a checklist for all the phases of the weekend experience; team formation, the weekend, and continuing ministry.
  - (3) Be open about things that happened on your weekend that should be changed or corrected. Share your ideas with the new Weekend Leader about areas for improvement.
  - (4) As Advising Leader, you remain an advising member of the AC. You are in a unique position that will only last for a moment in time. Use this time to offer to the AC your ideas for improvement of the ministry.
- f. Opportunities for service for former Weekend Leaders:  
**Consider serving on the State Chapter Committee or as an elected member of the Advisory Council.** God has given you a love for Kairos and experience as a Weekend Leader. As a good steward of God's gifts, consider continuing involvement in Kairos leadership. We need you!

## 7. CONCLUSION:

It is our hope that this guide will accomplish its purpose to help you plan, prepare, and lead a Kairos Inside or Outside weekend in South Carolina. Kairos limits each leader to one weekend. This is done to keep the focus of Kairos on Jesus and not on man. It avoids staleness and keeps the weekends lively and new each time. A stream of fresh leaders is good for the participants and the team members.

Since this is your one and only opportunity to lead a Kairos Inside weekend team, do your best. Be attentive to God's leading. Many past leaders will tell you that they learned things about the Lord, about ministry, and about themselves during their weekend leadership that they may never have learned otherwise. This experience will teach reliance on the Holy Spirit, humility, and servanthood. You will be blessed.

Nothing has been said in this guide about the strategy of the Kairos Inside or Outside ministry except for this: Your weekend is part of an overarching strategy for Kairos that is clearly presented in your program manual. Prayerfully consider how your weekend will promote, by word and action, the flow of events that will build and encourage the Kairos community. Let our emphasis always be on encouraging participants (KI) and guests (KO) to grow spiritually and engage in small prayer and share groups. Let us encourage our volunteers to grow in servanthood and let us dedicate our ministry to obedience and love for the Lord Jesus Christ. The Weekend is not the end of it. The Weekend is a new beginning for the Kairos Community each time.

### Notes:

1. **BOLDFACE** indicates a specific document available for download from a Kairos website that should be used. Website description and address are provided for document download. (Boldface is also used for emphasis in some cases.)

2. The **WEEKEND LEADERS FINANCIAL GUIDE** and the **INSIDE COORDINATOR GUIDE** should be used as primary references. The information presented in these guides is intended to assist the Weekend Leader in a supervisory role.
3. The Kairos volunteer website is [www.mykairos.org](http://www.mykairos.org). It contains numerous resources for Kairos in general and the Weekend Leader in particular. This is the place to go to start making your arrangements to go to AKT. Only some of the resources available on this website are mentioned in this guide. You should get familiar with this website. For example, there are links available to your Agape Coordinator that contact other 4<sup>th</sup> day communities for the prayer wheel and general agape.
4. The Kairos of South Carolina website is [www.kairosouthcarolina.org](http://www.kairosouthcarolina.org). This site is useful for contacting members of the state committee and for obtaining forms and reference documents that you need. Standard forms that appear on this website are obtained from a link to the [www.mykairos.org](http://www.mykairos.org) website. Remember to check the South Carolina Kairos calendar on this site to make sure that the information for your weekend is correct. Also, go to this site for the **WEEKEND LEADER'S FINANCIAL GUIDE** and the **INSIDE COORDINATOR GUIDE**.