

# KAIROS OF TEXAS

ISSUE 5

www.kairossoftexas.org

November 2010

## FROM THE STATE CHAIR



**by Louis Esquivel  
State Chair**

Kairos of Texas had elections and our new Leaders are; Bill Salser, State Chair; Jim Irvin, Vice Chair; Robert Robinson, State Treasury; Julie Cole, Kairos Outside Chair; and Tom Perdue, State Secretary; John Kennell, and Bob Cole re-elected to their same position. The continuity of Kairos of Texas continues with new leaders.

And a reminder of why we do what we do:

*I alone know the plans I have for you, plans to bring you prosperity and not disaster, plans to bring about the future you hope for.* Jeremiah 29:11 (Good News Bible)

There are so many testimonials that we hear about; how Kairos changed someone's life, how a family was changed. Recently a letter was written by an offender in an Indiana prison and posted on Project Goliath website. Below is one paragraph from that letter, if you want to read the letter go to Project Goliath website. They still need your donations: please help.

*"One can only hope and pray that organizations like Kairos will continue to be allowed to perform their miracles within our jails and prisons. Knowing that 95% of all those incarcerated in prisons throughout the United States have release dates, does society really want them to return as hate-mongers looking for revenge or people with a newfound listen, listen, love, love, attitude that surrounds the Kairos participants. Kairos does not attempt to convert all participants to Christianity, but they do instill in them an attitude of tolerance, peace, and fulfillment, so that Muslim and pagan, Christian, and atheist can communicate with each other with a respect for each other's views, but also, a respect for that person and their beliefs."*

Good news, The Estes Unit will have their very first Weekend on Dec. 16-19, 2010, Frank Cedillo Jr. is the weekend Leader for #1. If you would like to attend the Closing, or need more information, contact Dan Martin, at [dml1945@charter.net](mailto:dml1945@charter.net).

This is really great. I recently received a letter from Mr. John Thompson KPMI Executive Director that Kairos Prison Ministry International has implemented a program to recognize excellence in the ministry and that the Allred Unit has been chosen as the first recipient. The Kairos program at the Allred Unit is held up to other prison ministry programs around the world as an example of excellence to emulate. As a result of the dedication, support and hard work of the Warden, Staff and Chaplains, hundreds of men have turned their lives away from hate and toward the kind of love demonstrated by Jesus Christ. WOW, every Kairos Volunteer in Texas should be very proud of this accomplishment by the Allred Unit. Well done, Allred.

Also the Red Manual is expected to be available soon. Please call Brenda at KPMI to place your order. As I understand the process, we let Brenda know the date of our weekend and how many manuals we need; but please contact Brenda as some things do change.

Important websites:

Kairos of Texas: [www.kairosoftexas.org](http://www.kairosoftexas.org)

KPMI: [www.kairosprisonministry.org](http://www.kairosprisonministry.org)



## FROM THE STATE KAIROS VICE CHAIR



**Bill Salser  
Kairos Vice Chair  
& 2011 Chair**

Change is something that I am usually uncomfortable with, but I think we are or will all be excited about the changes for Kairos in the upcoming year. We are changing from a Blue Manual to a Red Manual highlighted by a more spiritual, smoother Sunday.

We are changing our meeting place from the Comfort Suites that has served us well but now has limited space. **Our new “home” is Hill County Bible Church in North Austin.** It is absolutely gorgeous, has meeting rooms three times the size of the CS conference room and satellite rooms for many committee meetings. The church is easy to get to with lots of parking. The Hampton Inn, our choice of hotels is nearby, also easy to get to and comparable to the Comfort Suites in accommodations and cost.

We are changing our state board meeting date from the third Saturday to the second Saturday of January, April, July and October **beginning January 8, 2011.** This is not an easy change but necessary to use our new meeting arrangements.

**We elected thoroughly qualified new officers for 2011 on October 16.** Our new officers along with those in place are just the tip of the iceberg of the quality of the KOT organization and we intend to draw on each and every member of the KOT state committee to actively contribute in the direction of God’s ministry at the state level. I am excited about my new opportunities to serve you as the new state chapter chair in our ministry and to be a part of the change on our horizon. All meaningful organizations will flourish because of the product or vision of the organization and the constant adjustments made to upgrade or update the product. Could we imagine a Ford company today that was still trying to compete in the automobile industry with the original “Model T?”

During the past two years Kairos of Texas has struggled with a great change. Many of us have said “why do we have to comply with new rules and procedures?” In truth, the rules have always been there but we as leaders have allowed our ministry to drift away from the procedures that actually define our ministry. Yes, I’m sorry to say, there is an Us/Them – We/They in Kairos! But all of US reading, and that should be reading, this letter are part of the THEM. The only true “US” are the new volunteers that comes to our team meeting for the very first time. We THEM have the responsibility to educate via actions and words what Kairos really is, a unique and special spiritual ministry, and to exist and grow, like all social organization, must have procedures and adherence to the procedures. Thus Kairos, our beloved spiritual ministry, has a business side.

I like to relate to common experiences. As part of Kairos all of us should be familiar with our manuals; *Kairos Inside or Kairos Outside*. Our very first talk in both cases is “Choices,” and that is the foundation of our spiritual weekend. Let us make a clear choice to humble ourselves to the guidelines of the ministry, as we do on our weekends, to see the potential that might exist if we concentrate on teamwork and growth instead of differences. **I CHOOSE TO STEP FORWARD IN FAITH AND SERVE GOD THROUGH KAIROS AS HE LEADS!**

Important websites:

Kairos of Texas: [www.kairostatexas.org](http://www.kairostatexas.org)

KPMI: [www.kairosprisonministry.org](http://www.kairosprisonministry.org)



## FROM AN INTERNATIONAL COUNCIL REPRESENTATIVE



**By David Ross**  
**IC Rep & KPMI Outreach Chair**

Important websites:  
Kairos of Texas: [www.kairostexas.org](http://www.kairostexas.org)  
KPMI: [www.kairosprisonministry.org](http://www.kairosprisonministry.org)



### Let's Go Fishing

A story is told of a Kairos team as they made their final preparations. The meetings were done, the team was trained, the money was raised, and the cookies were baked. When they arrived at the prison on Thursday afternoon, they were told – “Go away, don’t come back, weekend cancelled.” Naturally, in their saddened disappointment, they were asking “Why us God?” As they searched for the answer, they began to think “Hey, our team is formed, our money is raised. We are ready for the next weekend. We don’t have to do a thing!” So that is exactly what they did NOTHING! Since that time, their UAC has struggled mightily to remain fully staffed, raise sufficient money, and recruit enough volunteers. So what happened? **They stopped telling God’s Story.**

The essence of bringing new people into the Kairos Ministry is very simple – **GO TELL GOD’S STORY!** Currently, there are efforts underway to provide resources for recruiting volunteers to KI and guests to KO. These efforts are occurring at the international, national, state, and local levels. Recently, several enhancements have been made to the KPMI website providing new tools for recruiting. The list includes:

- Best Practices for Volunteer and Guest Recruiting A checklist of activities related to recruiting
- Volunteer Recruiting and Resource Building Guide A guide for recruiting, fund raising, and agape gathering
- Outreach 2 Presentation Guide A step by step guide on how to make an outreach presentation
- Interest Card and Brochure Materials integral to a successful outreach presentation
- Recruit the Recruiters A presentation designed to make “Fishers of People” explaining the process of developing a group of trained presenters

People involved in the recruiting process will be reaching out to the state and local levels to make these resources available and usable. Local UAC’s are encouraged to make the **OUTREACH COORDINATOR** position an important part of leadership. If you don’t have one, GET ONE!

The Kairos motto ‘Listen, Listen, Love, Love,’ is a call to action. It is something we DO. Jesus instructs us to go and make disciples, to be His hands and feet.

**GO AND TELL GOD’S STORY**



## **KAIROS of TEXAS STATE OFFICERS**

Chair - Louis Esquivel  
Past Chair - Ed Keefer  
Vice Chair - Bill Salser  
Secretary - Audrey Rivera  
Financial Secretary - Bob Cole  
Treasurer - Becky Fisher  
International Rep - John Kennell  
International Rep - Ed Davis  
International Rep - Julie Cole  
International Rep - David Ross  
International Rep at large -  
    Larry "Buck" Rogers  
KO Chair - Willa Bellard  
KO Chair Elect - Julie Cole  
KO Secretary - Shirley Shead  
KO International Rep - Kim Roubison  
TDCJ Chaplaincy Liason - Bill Pierce  
Torch - Dean Cooke

### **Committee Chairs:**

Agape - Jaime Gonzales  
Advisory Council - Bill Salser  
Communication - Audrey Rivera  
Data Collection - Pat Searcy  
Financial Committee - Bob Cole  
Food Control - Glenda Robinson  
Fund Raising & Sponsorship -  
    Mike Fisher  
International Committee - Ken Sellers  
Music Committee - Dale Mayer  
New Starts Committee - David Savage  
Newsletter - Bettye Keefer  
Observer Program Coordinator -  
    Stephen Searcy  
Outreach Chair - Michael Hill  
Program & AC Compliance -  
    Joe Nance & Jim Irwin  
Registrar - Julie Cole  
Summer Conference - Chuck Roach  
AKT Training - Mike Stumbaugh  
Asset & Trailer - Robert Robinson  
Clergy - Tom Damrow  
Website Coordinator - Bettye Keefer  
Webmaster - Bill Darnall



### **I asked God to take away my habit.**

God said, no. It is not for me to take away,  
but for you to give it up

### **I asked God to make my handicapped child whole.**

God said, no. His spirit is whole,  
his body is only temporary.

### **I asked God to grant me patience.**

God said, no. Patience is a byproduct of  
tribulation.

It isn't granted, it is learned.

### **I asked God to grant me happiness.**

God said, no. I give you blessings.  
Happiness is up to you.

### **I asked God to spare me pain.**

God said, no. Suffering draws you apart from  
worldly cares and brings you closer to me.

### **I asked God for all things that I might enjoy life.**

God said, no. I will give you life,  
so that you might enjoy all things.

### **I asked God to help LOVE others as**

much as He loves me.

God said... Ahhh, now you have the idea.

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Kairos of Texas: [www.kairostexas.org](http://www.kairostexas.org)

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# LUBBOCK - NEW KO START-UP



New Start – KO Lubbock

Coping with incarceration: Weekend alleviates emotions

Kairos for women whose lives have been impacted by incarceration

By Madelyn Bankhead-Vieth

The local community of a nationwide prison ministry is helping with expansion to other areas of Texas. Kairos Outside (KO), a ministry of Kairos Prison Ministry Int'l, Inc has been in Amarillo since June 2000; hosting its first retreat. In the Spring, KO Lubbock will host its first retreat.

“KO Amarillo volunteers will help guide the New Start - KO Lubbock” said Marla Badillos; founder of the KO Amarillo ministry. The ministry is offered free of charge to women over 20 who are in some way affected by incarceration. Women who attend the Weekend retreats are prayed for, counseled and befriended. Badillos says, “We've helped hundreds of women. It is a safe, secure place that shows they are loved and people who care.”

“KO Amarillo held its 19th Weekend retreat in July. Twenty women who were new to the program attended and were treated to themed meals to help alleviate some of the emotional stress that comes with the introspection of the weekend,” said Martha Duke, Vice-Chair of KO Amarillo.

A group of male volunteers serve behind the scenes; cowboy-themed breakfasts, luau-themed lunches and other meals, dressing up like cowboys and donning Hawaiian skirts. “They (the women) really do get comic relief,” Duke said. Between meals the women listen to a series of talks by others who are aware of their circumstances; followed by small group discussions. No one is forced to share if they are not ready.

“Many of the volunteers have been through the Kairos Outside program”, Badillos said. Among the discussion topics were how to cope once their loved one returns home. “The women feel like they're doing time right along with their loved ones. This helps them find relief so they know they are not alone,” she said. “Many of the women often feel rejected by friends, neighbors, employers and even their churches.”

“The retreat helps the guests and volunteers to develop a strong reunion/community group,” Duke said. “I honestly believe that through that support they gain their strength.”

“The program was started in CA, in 1989 and in Texas in 1995 and is successfully running across the country ever since”; Teddy Carson, Chair of the KO Lubbock Ad Hoc Committee, told the Lubbock Avalanche-Journal. KO Lubbock's first local Weekend retreat will take place at the Mercy Center in Slaton this coming April. Two retreats will be scheduled each year. “Each local community of Kairos Outside is set up the same way and should be identical”, Duke said.

“Kairos”; Greek for “opportune time or God’s Special Time,” is an ecumenical Christian Retreat for Offenders providing a short course in Christianity. Forty-two offenders are selected by a warden & chaplain to attend the retreat. The hope is that the group can build Christian communities inside the razor wire, in turn, reducing recidivism rates by changing the hearts of offenders over the course of a weekend. “You know there is a whole part of their lives that you haven't even touched,” Carson said. “This is the missing piece.” Carson and her husband were inspired to bring Kairos Outside to Lubbock after working with Kairos Prison Ministry Int'l.

Morris News Service contributed to this report.

Little Nikki was listening to a Bible story. His dad read, “The man named Lot was warned to take his wife and flee out of the city, but his wife looked back and was turned to salt.” Concerned, little Nikki asked, “What happened to the flea?”

## Michael Wren - VIP Shuttle Services, Inc.

Michael Wren is the ultimate make good story that should inspire any entrepreneur. Over 20 years ago, Mike was incarcerated for 5 years. He was a young, black man who made a bad decision. But unlike many others like him, his story did not follow the usual script. During his prison time, he completed his GED and credits his faith in God as well as the visits from his mother for giving him hope for a future he could look forward to. He completed his time without incident and started working in construction, then moved on to the restaurant business and was hired as a supervisor with a telephone company.

After the phone company was bought out, Mike decided to try his hand in business. He had a vision to help those currently incarcerated by providing a reliable way for those without transportation to visit their loved ones in prison. He knew from his own experience that visits calmed him and other inmates. On the other hand, those who were not visited routinely exhibited negative consequences. Research has proven that inmates who are regularly visited have lower repeat offender rates, yet there was no one providing transportation directly to prison units. No one was serving the market who did not have access to their own transportation. So, Mike partnered with a former law enforcement officer and founded *Family and Friends VIP Shuttle Services*.

The company currently offers service from Dallas to Texas Department of Criminal Justice facilities in both Huntsville and Gatesville, with plans for expansion to other cities as the company grows. The company is partnered with Amachi, Texas Big Brother Big Sister to offer free transportation for children of the incarcerated and is working on other partnerships with the mission to become the premier prison shuttle service in the country.

What inspires Mike? His passion to help those in need, his desire to inspire other ex-offenders to become successful citizens, and the drive to achieve his potential. For information on routes, trip schedule and to buy tickets, visit [www.prisonshuttle.com](http://www.prisonshuttle.com) or call 1-800-847-6808 to speak to a sales agent. *V.I.P Shuttle Services* is a new business that provides safe and reliable transportation to Texas prison facilities.

## TATER PEOPLE

Some people never seem motivated to participate, but are just content to watch while others do the work. They are called "Spec Taters."

Some people never do anything to help, but are gifted at finding fault with the way others do the work. They are called "Comment Taters."

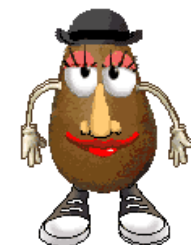
Some people are very bossy and like to tell others what to do, but don't want to soil their own hands. They are called "Dick Taters."

Some people are always looking to cause problems by asking others to agree with them. It is too hot or too cold, too sour or too sweet. They are called "Agie Taters."

There are those who say they will help, but somehow just never get around to actually doing the promised help. They are called "Hezzie Taters."

Some people can put up a front and pretend they are someone they are not. They are called "Emma Taters."

Then there are those who love others and do what they say they will. They are always prepared to stop whatever they are doing and lend a helping hand. They bring real sunshine into the lives of others. They are called "Sweet Taters."



## PRAYER

**Dear Lord, I thank You for this day, I thank You for my being able to see and to hear this morning.**

**I'm blessed because You are a forgiving God and an understanding God.**

**You have done so much for me and You keep on blessing me.**

**Forgive me this day for everything I have done, said or thought that was not pleasing to you.**

**I ask now for Your forgiveness. Please keep me safe from all danger and harm.**

**Help me to start this day with a new attitude and plenty of gratitude.**

**Let me make the best of each and every day to clear my mind so that I can hear from You.**

**Please broaden my mind that I can accept all things.**

**Let me not whine and whimper over things I have no control over.**

**And give me the best response when I'm pushed beyond my limits.**

**I know that when I can't pray, You listen to my heart.**

**Continue to use me to do Your will.**

**Continue to bless me that I may be a blessing to others.**

**Keep me strong that I may help the weak.**

**Keep me uplifted that I may have words of encouragement for others.**

**I pray for those that are lost and can't find their way.**

**I pray for those that are misjudged and misunderstood.**

**I pray for those who don't know You intimately.**

**I pray for those that don't believe.**

**But I thank You that I believe that God changes people and God changes things.**

**I pray for all my sisters and brothers, for each and every family member in their households.**

**I pray for peace, love and joy in their homes; that they are out of debt and all their needs are met.**

**I pray that every eye that reads this knows there is no problem, circumstance,**

**or situation greater than God.**

**Every battle is in Your hands for You to fight.**

**I pray that these words be received into the hearts of every eye that sees it in Jesus' name. Amen!**

**Just repeat this phrase and see how God moves!!**

**God I love you and I need you, come into my heart, please.**



## New State Officers for 2011

Officer elections were held at the recent KOT meeting and we offer Congratulations to the following people who will lead the Texas chapter of Kairos in 2011.

Chairman	Bill Salser
Vice Chair	Jim Irwin
Financial Secretary	Bob Cole
Treasurer	Robert Robinson
Secretary	Tom Perdue
I. C. Rep	John Kennell

State chapter officer responsibilities are detailed in Article IV, Sections 2-7 of the State Chapter Committee Operating Procedures (SCCOP). The document is posted on the KPMI website under "Documents to Download."

May we proceed with a spirit of unity and support those who have stepped up with their willingness to serve.

The Nominations Committee, David Ross, Julie Cole, Ed Davis, Buck Rodgers



## NEW! NEW!

Visit our all new and updated website at [www.kairossoftexas.org](http://www.kairossoftexas.org). We have a brand new webmaster, Bill Darnall, who has done an amazing job of putting this all together. The new schedule and location for State Board meetings for 2011 are included here. We have added a calendar that shows when all the weekends will be held. Check your weekend - we depend on you to keep them updated.

On that same website you will find the current state officers, state meetings and minutes, map of state meetings, committees, and when the weekends are to be held. Also you will find this current and past newsletter, as well as some unit newsletters. There are links to TDCJ & KPMI websites.

And last, but not least, is information about Kairos Outside including structure, forms and information, newsletters, and mission field. The minutes for the KOT meetings can be found on the website.

Please take a look and see if you think we need to add anything. Also be sure to check the calendar for the weekend schedules.

## Job Hunt

1. My first job was working in an Orange Juice factory, but I got canned. Couldn't concentrate.
2. Then I worked in the woods as a Lumberjack, but just couldn't hack it, so they gave me the axe.
3. After that, I tried being a Tailor, but wasn't suited for it – mainly because it was a sew-sew job.
4. Next, I tried working in a Muffler Factory, but that was too exhausting.
5. Then, tried being a Chef - figured it would add a little spice to my life, but just didn't have the thyme.
6. Next, I attempted being a Deli Worker, but any way I sliced it... couldn't cut the mustard.
7. My best job was a Musician, but eventually found I wasn't noteworthy.
8. I studied a long time to become a Doctor, but didn't have any patience.
9. Next, was a job in a Shoe Factory. Tried hard but just didn't fit in.
10. I became a Professional Fisherman, but discovered I couldn't live on my net income.
11. Managed to get a good job working for a Pool Maintenance Company, but the work was just too draining.
12. So then I got a job in a Workout Center, but they said I wasn't fit for the job.
13. After many years of trying to find steady work, I finally got a job as a Historian - until I realized there was no future in it.
14. My last job was working in Starbucks, but had to quit because it was the same old grind.
15. SO, I TRIED Retirement AND FOUND I'M PERFECT FOR THE JOB!



## From the Sunday bulletin at Frisco UMC in August

For the past couple of weeks, you all have heard something about Kairos prison ministry. In your Sunday School class, from your kids, or you may have been stopped by a friendly hello, followed by an invitation to sign a prayer chain. And maybe you are thinking "I get it. You want something. Money or cookies, I think." Here's the real deal. Our God is awesome. If the fact was simply that God wants 42 prisoners to have 1,200 dozen cookies, then on the day the prisoners walk into the Kairos program, miraculously 1,200 dozen cookies would appear. And there would be no question, those came from God, directly. And 42 prisoners would instantly believe in the almighty creator of cookies. Wouldn't you?

But imagine the other side of the same coin. A man walks into a room where he will have his first home cooked meal in a decade. There is a drawing beneath his plate, of a cross on a hill before a rainbow, drawn by "April, age 4." And atop his plate a card tells him "Brent in Frisco" paid for that meal, for him. He looks at the placemat to his left, but it has a different artist "Joshua, age 7" and the meal to his right was purchased by "Carla in Rowlett." Afterwards, he's given a bag of cookies, a genuine handshake of respect. When he asks, "Why?" he is told "You are loved by God. And God loved you through Brent, April, Joshua and Carla when they followed His command to love another."

God does not make cookies or deposit money into a bank account. "Why?" because He wants us to follow His command to "Love God, Love one Another". You do not have to be present, for His presence to be known through you. Agape is the love of Christ delivered through the Body of Christ and Frisco FUMC can help do that right now for Kairos Hutchins #10 through prayers, cookies, and financial support.

Please consider the "Why?"

Come by our table this Sunday in the Gathering Area and ask how you can contribute to this wonderful ministry. We go to Hutchins State Jail on Wednesday, August 18th.



Important websites:

Kairos of Texas: [www.kairostatexas.org](http://www.kairostatexas.org)

KPMI: [www.kairosprisonministry.org](http://www.kairosprisonministry.org)

**Posted Sunday, August 28, 2010 Audrie Palmer, Midland Reporter - Telegram**

Posted: Saturday, August 28, 2010 8:05 pm Audrie Palmer, Midland Reporter-Telegram

When Bob Westbrook was first in prison at the age of 19, he was serving a 10-year sentence for possession of a \$10 packet of Alka-Seltzer and cocaine. The year was 1975, one year before Kairos Prison Ministry held its first meeting. There were a few other ministries that worked with local prisons but nothing like the Kairos organization would grow into over the next three decades. Westbrook had never gone to church; never had a reason to have morals and live differently than he knew how. But it was in prison that he said he found God.

"When it comes down to it, God exists. He loves you and died so you can be free," he says. "Then you have reason and motivation to live right."

After he finished serving his time, he enrolled in Bible school, became a preacher and started a few companies. But he fell back into drugs and was in and out of county jails and prisons. His last prison stint was in 1996 when he spent four years incarcerated in Michigan. Last year, because of his past, he was approached by a member of his church to join the Kairos Prison Ministry and get involved in helping inmates. In October, he will make his second trip with the team to Fort Stockton's Lynaugh Unit.

"It's interesting to go back into prison, having lived there, only this time knowing I can leave," he said. "But I understand what these guys go through there and am able to give help."

Several volunteers and former inmates gathered in the fellowship hall at First Baptist Church in Midland Saturday afternoon for a barbecue luncheon and to learn more about the local branch of the Kairos Prison Ministry program. Twice a year, the Kairos team from Midland heads to Fort Stockton to hold a four-day weekend seminar for 42 new inmates. Then, each week, they return for prayer and share meetings to encourage about 100-120 inmates.

"Essentially, we're telling them about Christianity and the love of Christ," said team leader Robert Winkler. "Most of all, it's so they know they're not forgotten. They're still valued and still have hope."

Saturday's meet and greet gave those interested in the program a chance to meet some former offenders, like Westbrook, as well as get to know other volunteers in the program. This is the 12th year for the Midland branch to be involved in Kairos. While women aren't allowed inside the men's prison, they can still participate in the program by helping those in the outside ministry. The group is looking for any men and women interested to sign up and volunteer. It's a non-denominational ministry, Winkler said, and volunteers don't even need to be affiliated or a member of a church to join. They're starting now to recruit new team members for their Oct. 28-31 weekend and will host training on Sept. 11 at First Presbyterian Church in Midland.

Westbrook first got started with Kairos after he volunteered and worked in ministry in prisons overseas while on trips to Uganda, Africa. When he returned home, someone asked him to join Kairos and after the first weekend, when he saw the difference it made in people's lives, he continued to volunteer.

"The volunteers just want to make a difference in someone's life," he said. And sometimes that difference is all it takes to help someone turn life around. "There's good people who do bad things and bad people who decide to become good people," Westbrook said. "They all need help and direction and the assistance to change."

Those wanting to volunteer can contact Robert Winkler by phone at 352-4725 or by e-mail at [robert@rwoperating.com](mailto:robert@rwoperating.com). Audrie Palmer can be reached at [palmer@mrt.com](mailto:palmer@mrt.com).