

Early Response Team Leader Training

Providing a Caring Christian Presence in the Aftermath of Disaster



A Collaborative Effort by

*200 Series
Team Leader Training
ERT200TL*



Special thanks to SEJ UMOVIM Coordinator Paulette West; the Texas Annual Conference Committee on Relief; NEJ UMOVIM Coordinator Greg Forrester; UMCOR Consultants Mary H Gaudreau, Christy Smith, Ricky Hill, Barbara Tripp, Larry Powell, Gordon Knuckey; Florida UMOVIM Coordinator Pam Garrison and, as always, our "Boss" Rev. Tom Hazelwood, Assistant General Secretary, UMCOR, US Disaster Response

Early Response Team Leader Training (Assistant Team Leader Training)

Introduction

UMCOR's Basic Early Response Team (ERT) training is a standardized, comprehensive course that, upon successful completion, enables a participant to receive an UMCOR ERT badge. Everyone in this class should have received that basic instruction. Many volunteers choose to continue their training in order to further develop their skills and knowledge.

The creation of the ERT 200 Series of classes is to provide trained ERTs with supplementary tools and technical information to strengthen their capacity for safe and effective disaster response, while continuing to be the caring Christian presence to a community.

Participants in this class, *Team Leadership*, will explore more of what that function involves. This class is applicable to the assistant team leader as well.

Servant leadership is a philosophy and set of practices that enrich the lives of individuals, build better organizations and ultimately create a more just and caring world. A servant leader focuses primarily on the growth and well-being of people and the communities to which they belong. Traditional leadership generally involves the accumulation and exercise of power by one at the "top of the pyramid." By comparison, the servant leader shares power, puts the needs of others first and helps people develop and perform as well as possible.

As always, we will draw on our basic training and will also remember how to "work with survivors" and keep in mind the principals outlined in the "Seven Basic Things to Remember." (See the appendix.)

In this class we will discuss the job functions of all ERT members as well as give some helpful hints and checklists for planning the trip.

This class should take about 2 hours, based on class discussion.

Teamwork

One of the most valuable aspects of your experience will be to understand what it means to work as a team.

As a team leader (or assistant team leader) you may have been appointed or you may have volunteered. Remember that there may be others on your team who are equally qualified. There may be others on the team who are older or more experienced. Seek their wisdom but remember that the final decision is the team leader's.

Teamwork means a united effort to achieve a goal. Projects will most likely go well when there is an attitude of servanthood. Leaders can portray that attitude when they can encourage, support and affirm each member of the team. An attitude of "How can I help everyone do his or her best?" will create a unified effort.

Essential to team work is prayer. If there is to be spiritual unity of effort, teams must pray together. Pray to start the day and pray at the end of the day and anywhere in between where prayer can ease a difficult situation or give praise to a job done well.

This training is for all volunteers who wish to be an ERT Leader or Assistant Leader.

There are as many leadership styles as there are mission volunteers, and there is no one set model for being a successful team leader. However you choose to delegate your responsibilities, and however you choose to lead your team, your team must understand that above all, you are the leader. When conflicts arise on your team—and they will inevitably arise—it is vital that your decisions are respected. Safety requires that in difficult situations or in situations unfamiliar to the team—the team leader makes the final decision. This does not mean that the team leader should function as a dictator; rather, it means that the team respects the leader as the one ultimately in charge and functions accordingly.

- You will be directing the work of this mission and therefore, setting the tone of its success.
- Success is not measured in how many tasks you can perform in the time allotted but on whether you show a caring Christian presence to suffering disaster survivors and you return with your mission team intact: physically, emotionally and spiritually.
- Most mission trips involve detailed planning that can take months to complete. An ERT mission trip may allow only 24 to 72 hours warning time before deployment. Therefore, the leader does not have time to poll members and consult but must make decisions based on the best available information.

Preparation for a trip should begin now. Without preparation, the relief will be over before you can mobilize.

- Individual and church teams can begin the process for an eventual ERT mission long before the need arises.
- Other than the dates of the mission and specific disaster, individuals can begin to fill out the forms and have the check-list ready to go.
- Preparation includes having personal supplies available at a moment's notice.
- Preparation also includes having as many people as possible trained and ready.
- Pre-determining a method of communication will also enhance the process. How will you communicate if phones/cell phones and email are not available?
- Talk with the Missions Director or other appropriate person at your church. Enlist help from non-team volunteers to collect team supplies and offer prayer support.
- Prepare to weather the incident

When the likelihood of an incident arises, Team Leaders should get an alert about potential need.

- **That is not the time to go anywhere.** That is the time to contact ERT members and remind them to complete their preparation work: fill out forms, gather equipment/materials needed, etc.
- Also, this is the time trained volunteers feel pressure because they are faced with leaving comfortable surroundings and taking on the unknown. Leaders need to express to their team that disasters never come at a convenient time; however, think of how inconvenient it is to survivors who have no comfort and now live in the unknown.
- Put all your preparations in order so you can turn your attention to instructing your team members.

The next contact from Disaster Response Leaders and UMOVIM will come after the disaster has occurred and deployment is necessary.

- By the time you receive the activation, emergency/rescue conditions will have subsided, and you will have time to assess your personal situation.
- Providing there is nothing pressing on the home front that would require priority attention, contact your team and verify their status. Then contact the person whose information was provided in the request for teams. Let them know the size of the team that can deploy and when.
- If you have a complete team, contact the Host Site (unless you are planning a day trip and staying overnight is unnecessary).

- It is recommended that you contact your own conference DRC/UMVIM contact as well, especially if going out of conference.
- If you do not have a complete team, ask to combine with another partial team that is ready to deploy. If combining with another team, get the other team's contact information and talk to its leader to assign responsibilities. Remember: deploy with only one leader and one assistant leader.
- Your conference DRC/UMVIM coordinator may also be able to help staff your team.
- Once your deployment is confirmed, communicate that information with your conference DRC/UMVIM coordinator: where you're going, when you're leaving, when you're returning, etc.

Questions? Refer all questions to the On Site Manager (OSM), who is the person that represents the Methodist church at ground zero and has your answers.

- This is the person in charge of directing you to survivors in need.
- This may be a DDRC or CERTC within the affected conference but, even if your deployment is to another conference, you will most likely be under Methodist direction.
- It would be advisable to take your ERT training manual on the trip as reference. Where it does not supply you with a specific recommendation for a particular situation, remember:
 - Stabilize the situation
 - Do no harm
 - Prevent further damage

In case local authorities have questions, we recommend taking the on-line NIMS IS 100 and 700 courses.

- You may need to know that you are part of "operations" and your "section chief" is the OSM. Keep that contact information handy.
- Also, keep your "access to property" forms handy to dispel any confusion as to your motives.

Review of Leader's Job Description

Be a managing leader

- Managing is what this job requires.
- Directs and delegate so that the team's work is the sum of all functioning parts
- Communication and patience are strengths

Must have an overall understanding of the roll of an ERT

- Know what UMCOR and OSM personnel expect from your team so that you can explain decisions to your team members and the survivors you are assisting.
- Have a clear understanding of the boundaries of work for an ERT.
- Understand what it means to "protect property from further damage" and "do no harm."
- Don't micro-manage, trust your personnel with their responsibilities.

Communicate directly with the OSM at the disaster site

- You are responsible for reserving shelter for the team and preparing for the conditions of the work site.
- You are responsible for communications with the OSM before you leave home.
- You will ask all pertinent questions on behalf of the team functions.

Direct work of the team

- You must understand the work you are to perform. When working locally, it is helpful to know emergency management personnel to contact for issues that depart from the expected.
- If appropriate, advise the OSM/CDRC of any changes in conditions that might affect future ERT missions.

Responsible for getting the team to the work site and home safely

- As the overall leader for this mission trip, it is important for success that all team members return back home safely. Many people are changed forever after a mission trip. As team leader, do all you can to insure that the change is positive.
- Remember that you (with the logistics team member) are responsible for determining if the work is safe and your team has the equipment and abilities required for the task.

Cultural sensitivity

Cultural sensitivity is one of the most important—and most difficult—aspects of Christian mission.

- Cultural sensitivity requires knowledge of local customs and language, a respect for diversity, and a heartfelt commitment to relating to people as they are, rather than how we wish they were.
- Every action, every gesture, and every word spoken carries with it cultural implications, and it takes great self-control and purposeful restraint to behave in a culturally sensitive way.
- Whether you are going across the street or across the country, cultural sensitivity is vital to ensuring a successful mission. Working to understand the culture in which you will be serving is part of being a faithful Christian, but so too is understanding that you are carrying your own cultural understandings and prejudices.
- Your team may find themselves frustrated by language barriers, lack of mobility, formality of relationships in other cultures, the (often complicated) protocol required, completely different understanding of time, lack of conveniences, unusual local customs, and expectations placed upon the team.
- Your team will need to adapt to differences in schedule, noise, food, and work. Discuss these issues with your team. Let your team know beforehand that these issues will come to the surface and devise a plan for dealing with them.
- Often, letting your team know that these feelings are normal goes a long way towards helping your team cope with cultural differences.

Review of team member functions and tasks

Logistics Officer

- Procurement of resources and navigation
- Works with leader to determine the suitability of the task for the team
- Assesses the safety issues related to the site and the assigned task
- Reports if a task is beyond experience, available equipment and/or too risky

Base Camp Manager (BCM)

- Responsible for food preparation and clean-up
- Shelter maintenance
- Liaison with local volunteer coordinator

Equipment Manager

- Tool accountability
- Tool repair
- Tool replacement
- Training team members on proper use of tools

Safety Officer

- Responsible for individual members safety
- See that personal safety equipment is used properly
- Monitors hydration and exhaustion of individuals

Listener/Recorder

- Photo documentation of work site damage caused by the incident
- Informs survivors of local support for their needs (provided by OSM)
- Keeps personnel records of the team members (liability, medical, etc.)
- Designated team member to talk with and listen to the survivors
- Keeps track of work hours and reports as requested

Despite these responsibilities to the team, everyone works at the job site.

Checklist for preparing an ERT mission (a week to 3 days from deployment)

1) When the alert comes in, clear obstacles to deployment

- Check with family and employer for available time
- Contact team members for availability
- Collect your personal supplies so you can devote attention to the team.

2) Talk with the missions director or other appropriate person at your church

- Select an estimated time frame for the mission
- Enlist help from non-team volunteers to help collect team supplies and offer prayer support.
- Prepare to weather the incident

3) Contact your DDRC when the activation comes (or the DRC/UMVIM coordinator, according to protocol in your conference)

- Identify team members
- Report when you can go
- Find out where the work site will be

4) Contact the OSM (in or out of conference)

- Your OSM contact will be listed in the request for team information
- Find out your host site base camp contact (usually the volunteer coordinator)
- Contact GBGM web site to start the insurance process, if applicable
- UMVIM SEJ offers insurance for ERTs at no charge

5) Contact OSM at work site

- Report when you are available to arrive
- Ask what work will probably be assigned
- Ask for updates on work site conditions
- Ask what tools are recommended
- In the case of power tools, determine whether the team should bring generators
- Does the team need to be completely self-sufficient or will there be housing?
- Is the community preparing any food or should the team plan to do that?

6) Contact volunteer coordinator at host site

- Tell him/her when you will arrive
- Get conditions and requirements for your stay

7) Assemble team

- Assign or choose the positions or responsibilities

- Collect and submit GBGM insurance for all team members (If required by conference)
- Collect medical & liability forms (If already on file it will save time)

8) Assemble supplies and tools

- Select vehicles and drivers covered by insurance and do all necessary maintenance
- Load inventory of tools and equipment
- Make sure volunteers know what they should bring
- Check with conference on volunteer travel in private vehicles when on mission trips.

9) Raise funds for travel if needed

- Ask the local congregations to take up a collection if needed to transport and support the team, if this has not been done during preparation.
- If team members are from multiple churches, members may each ask their church for support

Disaster Team Preparation Checklist

- _____ Have you returned the Liability Release forms?
- _____ Has each team member read the Covenant Agreement for disaster response?
- _____ Have you filled out the Medical Information sheet to bring with you?
- _____ Is each team member's badge up to date?
- _____ Do team members have adequate clothing and tools?
- _____ Do you have the prayer team set up at home?
- _____ Do you have a water jug and a first aid kit for each vehicle?
- _____ Does someone at home know the emergency telephone number?
- _____ Do you know how to get to your place of lodging?
- _____ Have you verified assignment with local OSM?
- _____ What is your time of arrival? Do you know whom to phone about half hour ahead of arrival?
- _____ Has your logistics person verified travel arrangements and road conditions?
- _____ Do you have adequate cash for your trip for food, gas and emergencies?
- _____ Have you made name tags for use at the work site (badges count)?
- _____ Have you prepared your team to be flexible to changes in work assignments, realizing that not all work is fun?
- _____ Is your team bringing an offering for the church which provides housing? If applicable, are you making a contribution for materials?
- _____ Do you have at least one ERT manual with the team?
- _____ Are you preparing your team members to have broad expectations for the trip? Will they be a witness to Jesus Christ and recognize the people they meet as Children of God?
- _____ Who is your construction "expert"? Have you planned with him/her about how the team will be divided for work once the assignments are made?

Checklist for Site Deployment of ERT (upon arrival)

1) Check-in with Volunteer Coordinator at Host Site (with BCM)

- Unpack base camp and settle in.
- Set-up routine with camp manager.
- Check facilities, noting any safety issues.

2) Check-in with OSM (with Assistant Leader)

- Get site location, directions and “access to property” (Homeowner’s Release) forms/confirmation.
- Find availability and location of emergency services (with safety office)
- Find availability and location of local resources (with logistics person)

3) Go to work site and check out (with Logistics Officer)

- Get access to property form signed if OSM did not secure this
- Meet survivors and tell them why you are there; ask their assessment of damage
- Shut down any utilities required to safely perform task

4) Unpack supplies and put team to work (with Equipment Manager)

- Pray for volunteers, job and residents.
- Explain tasks & assign according to each member’s ability and comfort level
- Help equipment manager set up any motorized tools.

5) Review weather, site conditions and personnel (with Safety Officer)

- Make sure that the safety officer knows of any special cases involving personnel.
- See that rest area is cooled, has hydrating resources and is safe.
- Make note of any condition that might become dangerous if not monitored.

6) Check with residents and note their needs (with Listener)

- They might have un-resolved issues or need help navigating services made available.
- They might help watch over vehicles and tools.
- They might help with errands in vicinity.
- If at all possible, encourage the homeowner to be present while your team works.

7) Respond to any team member with work issues

- Don’t marginalize any volunteers by ignoring them or hoping an issue will resolve itself.
- If you don’t feel comfortable making a call, contact OSM or consult with team.
- Be responsible for any member that must leave work site (buddy system).

Checklist for end of day (after each work day)

1) Collect tools with Equipment Manager

- Don't leave tools in an unmonitored site overnight.
- Follow shutdown procedure with motorized items.
- Pack tools securely for travel.

2) Close down site and secure with Assistant Leader

- Check the status of utilities and security of building if residents will not be on-site.
- Make arrangements to access work site in the morning.

3) Review job progress and supplies needed with Logistics & Safety

- Schedule tomorrow's activity to include team transport and supply procurement.
- Check with OSM for help in procurement of supplies or specialty tools.

4) Take care of house keeping prior to debriefing and down time

- Clean base camp after clean-up and dinner; you won't have time tomorrow morning.
- Complete any work-related reports prior to the debriefing (volunteer hours, work site issues/needs, etc).
- During down time, it is necessary to be stress free, especially for the leader.

5) Initiate debriefing with Listener/Recorder

- Assign someone to moderate participation so that all volunteers get to review the day.
- Remember vicarious trauma and the symptoms of internalizing the suffering.
- Listener/Recorder should make note of any issues about residents' needs that are revealed.

6) Spiritual renewal time

- Start and/or end each day with some type of prayer or devotional.
- Invite homeowners to join in but never force or require their participation.

Checklist for end of mission (at end of third day)

1) Pray over completed mission

- Anyone can join in but pressure no one to take part.

2) Leave work site secure

- If residents are present, remember to make no promises about what will happen when you are gone.
- Don't make dependants out of survivors by promising future contact when you get home.
- Be sure any remaining tools or supplies are secure.

3) Pack-up camp site, including all supplies and tools

- Every individual is responsible for his/her supplies as well as the close out of his/her position of responsibility.
- Don't forget to take the trash you generated with you remember, do no harm.

4) Leave camp site as clean or cleaner than you found it

- Follow host's instructions for departure procedure
- Ask if you are allowed to donate items other than money to the host or OSM

5) Allow for driver shifts if you are leaving at the end of a work day

- Physical exhaustion can come on quickly and unexpectedly.
- Watch your people; don't let an accident mar a successful mission.

Debriefing the mission (at two weeks out)

- Give your team two weeks to re-adjust to their normal lives, then get everyone together.
- Conduct a debriefing session but with the goal of the overall experiences for the mission.
- Flag special issues that may take time to surface.
- If anyone is having a problem re-adjusting to normal life, contact the conference CARE team director or his/her local pastor.
- You may also wish to invite the DRC/UMVIM persons in your conference to a group debriefing, led by the CARE team.

References you should be familiar with

- Copy of your ERT training manual
- *Light our Way; A Guide for Spiritual Care in Times of Disaster*
- ERT forms
- Devotional material for disaster response (such as *Meeting God in the Ruins* by Lutheran Disaster Ministries)

Discussion Questions

1. From your experience, what was the most helpful thing the team leader did for your deployment?
2. How can the team leader help team members decide in which position they want to serve?
3. Are there things a team leader can do to support and encourage team building in non-disaster times?
4. How can we encourage people to become team leaders?
5. How might you handle a team member who is not agreeing on a task?
6. What are the advantages/disadvantages of stopping the task of the team in order to “listen” to the family?
7. What do you think is the biggest challenge to a team leader? How is that overcome?
8. Other questions...

Appendix

Glossary

CERTC	Conference Early Response Team Coordinator
DDRC	District Disaster Response Coordinator
EOC	Emergency Operations Center is the location of Emergency Management, typically government personnel, with NGO partners that manage the disaster response.
Host Site	The location of your Base Camp while on mission.
ICS	Incident Command System is the structural format employed by NIMS. It includes the National Response Framework and National Disaster Recovery Framework among others.
NIMS	National Incident Management System is the operational process outlined by the Emergency Management Institute (under FEMA) and presented in ICS course study
NGO	Non-government organizations in both faith-based and private sector non-profit. This can include support from industry that is for profit.
OEM	Office of Emergency Management is often confused with the EOC however; this specifically refers to the person in charge. Therefore, it is more of a “who” than a “place”.
OSM	On Site Manager is the term used to identify the Methodist point of contact in a disaster site. This can be a conference, district or local church level person, as designated by the Bishop.
SUV	Spontaneous Unaffiliated Volunteers
Volunteer Coordinator	The person in charge of your accommodations at the Host Site.

SEVEN IMPORTANT THINGS TO KNOW ABOUT DISASTER SPIRITUAL AND EMOTIONAL CARE

Tips for Early Response Teams

1. We are guests in the homes of those we help.
 - We represent Christ's church and agree to uphold the highest standards of Christian witness and the trust placed in the United Methodist Church.
 - We behave as we would when invited to anyone's home.
 - Remember that cultural and regional customs differ.
2. Be very aware of your own behavior, including the volume of your speech or laughter.
 - Laughter or loud talk may seem appropriate for the conversations you are having in one part of the site but very inappropriate for others at the site who are hurting and may hear you.
3. Confidentiality is vital to providing a sense of emotional and spiritual safety for survivors.
 - By agreeing to volunteer on an ERT, you agree to hold the stories about disaster survivors with complete respect for the survivors. While this means that some of the most compelling stories you encounter must be held in confidence, we must not re-victimize survivors by sharing sensitive information or information that will identify the survivors. An exception may be made if survivors offer specific permission to tell their stories but those stories must still be handled with care. If you tell a story, it is important to state that the survivors asked you to share their story.
 - It can be very difficult for people to ask for help. You may know people and families that you help. Golden rule: How would you want to be treated if you were asking for help?
 - You may see behavior that is upsetting or disturbing. At an appropriate time, you may be invited to debrief your experiences in a formal, closed and confidential setting endorsed by your disaster response coordinator.
 - Important exception: If you encounter someone who threatens to harm himself or someone else or if you suspect a child, youth or vulnerable adult is being abused or neglected, you are required to report that to the proper officials. You are still required to refrain from telling this information to others in the community.
4. Don't make any promises.
 - Don't imply any help for survivors unless you know that you personally can provide that help immediately. For example:
 - You probably do know that you personally and immediately can offer survivors the help you are offering at that moment (muck out, tarping, etc.) or a phone number where they can call for more information.

- You probably do not know that you personally and immediately can provide help for survivors such as donations, financial assistance, etc.

5. When in doubt, REFER.

- If you are concerned about someone's behavior or emotional state, contact the mental health resources designated by the conference disaster response officials. Know whom you would call before you enter the site.

6. Our ministry here is primarily a ministry of presence.

- They will know we are Christians by our love. Religious or faith talk is appropriate if the survivor initiates the conversation.
- Be aware that you may encounter persons from other faiths. Ask yourself, "Would I want someone of another faith to try to impose his beliefs upon me – especially if I had just been severely traumatized?"

7. Other important "Things to Say" and "Things NOT to say"...

- Know that survivors may say things that are disturbing. Our job at this time is to support survivors by listening, accepting intense emotions and validating feelings. (Validating feelings isn't the same as agreeing with them.) It is not our job to correct or give advice.
- Don't criticize expressions of grief. There is no such thing as an abnormal expression of grief. Survivors may blame themselves when there doesn't appear to be any reason to do so, but imposing our values on others by chastising them for the way they feel will not help.

STATEMENT OF UNDERSTANDING FOR ACCESS TO PROPERTY

(I/We) indicated by (my/our) signature(s) below, (are/am) the homeowner(s) of the property indicated below. (I/We) give permission to the volunteers of the organization indicated below and its affiliated members to work on (my/our) property for the purpose of cleaning out, removing debris, and/or making repairs to (my/our) home.

(I/We) understand that said organization and its affiliates do not have insurance coverage for protection against legal claims or liability damage suits that might arise in their work on (my/our) home and property. Therefore, in consideration of the services rendered, or to be rendered, on the premises indicated below, (I/We) hereby waive any and all claims or demands that may arise or accrue to (me/us), growing out of any action or omissions by said organization and/or any of its members or helpers in rendering such service and specifically covenant not to sue it or them for any of said act or omissions.

Head of Household (signature)

Spouse (signature)

Identification # / Type

Identification # / Type

Address

City / State / Zip

Volunteers from _____

Date _____

Sample of an invitation:

Grace and Peace to you this day!

You have all been watching the catastrophe unfold in the Superstorm Sandy affected areas. It is not good, but there are many beacons of hope that are shining through the dark places. Churches are reaching out to their communities, providing shelter, warmth, fellowship, and comfort. They are being "the church." They are doing their very best with an awesome support system that we call the United Methodist Church.

Many of you from outside the region are looking to physically respond with ERT teams. The Northeastern Jurisdiction has over 1500 persons trained and badged through our UMCOR process. We have thousands more who have responded to flooding from Hurricane Irene and Tropical Storm Lee. The Greater NJ conference has 150 ERT and New York conference over 500. These conferences have been fielding their ERT teams this past week. Their Disaster Response Coordinators have been busy with the relief process and setting up logistics for further response.

So what does this mean? We are establishing a process whereby teams can register in each of the areas. First priority will be given to teams responding from the Northeast as fewer resources will be required for them to respond. Many of the areas are still in the Emergency Phase and even credentialed persons are being denied access by National Guard and regional police unless they are from the area. **PLEASE BE PATIENT.**

There are already numerous reports of unaffiliated and un-requested volunteers hampering the recovery efforts.

We do not want the United Methodist church highlighted as one of these groups. **PLEASE BE PATIENT.**

For ER teams (only team leader register your group):

Greater New Jersey - send email to: DisasterResponse@gnjumc.org

You will be contacted by a representative of the conference disaster team.

Please list: Name and contact info, Church, Annual Conference, team size, dates available to respond

New York Conference: Go to www.nyac.com and register on their website with information requested

Pen-Del Conference: Email to: pastorrich@att.net

You will be contacted by a representative of the conference disaster team.

Please list: Name and contact info, Church, Annual Conference, team size (5-7 recommended), dates avail.

PLEASE BE PATIENT.

We will need teams in the region for the foreseeable future and will be establishing a process for teams. Thank you for looking to serve and we want you here with us - at the appropriate time and through channels established by the affected conferences.

MEANWHILE - continue to collect supplies for Cleanup Buckets and Health Kits. We have already distributed thousands and will need thousands more. Your gift to [UMCOR US Disaster Response, Hurricanes 2012, Advance #3021787](#), will help UMCOR to be with storm survivors over the long term of their recovery. PRAY!!!

Should you have further questions or concerns, please contact the UMVIM NEJ office so as to allow the affected conference disaster teams the time necessary for their work.

Blessings,
Greg Forrester, UMVIM NEJ Coordinator