



Water Ways

Volume VI – Summer 2010



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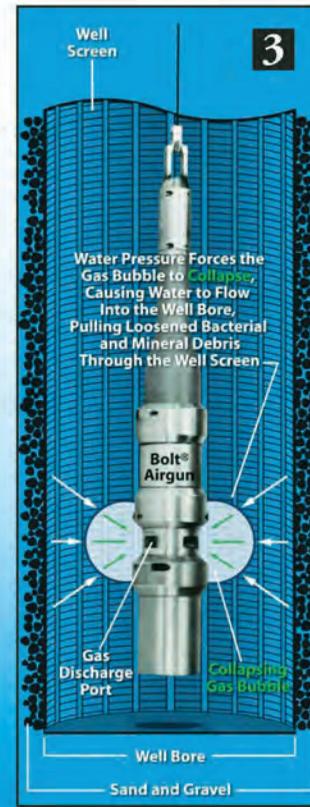
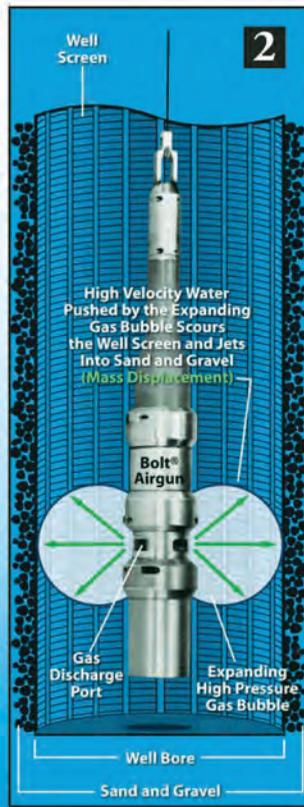
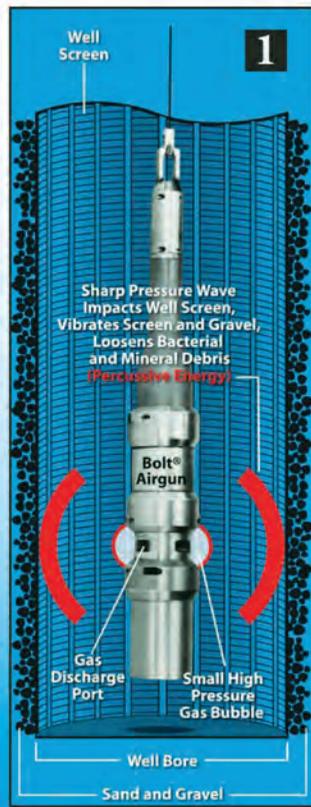
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MISSION STATEMENT

"Protecting and preserving the water and wastewater resources of Rural Illinois through education, representation and on-site technical assistance".

ON THE COVER *Pictured is a tornado getting ready to go over the business district and city hall in the City of Elmwood, Illinois on June 5, 2010. Picture taken by Tony Hamby and printed with permission.*

Water Ways is the official publication of the Illinois Rural Water Association, P.O. Box 49, Taylorville, Illinois 62568, and is published quarterly for distribution to members as well as other industry associations and friends. Our website is www.ilrwa.org. Articles and photographs are encouraged. Advertising and submissions should be mailed to the above address or e-mail us at ilrwadb@ilrwa.org.



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American Recovery Act/ Stimulus Package

I don't know about the rest of the water and waste water systems in the area but the Recovery Act Money in our area has hit big time. There are several highway projects in our area causing a major impact to our water system. The extension of Federal Highway 255 and U.S. Highway 67 Corridor has impacted us. We were also notified by Illinois Department of Transportation that the Rt 3 project from Highway 109 to Grafton would also take place in the next two years. We are all for highway improvements, but we didn't realize the impact to our company financially due to these projects. A relocation would be at our

cost and any improvements (enlargements) in areas where our lines were on private easement and the State purchased the property would also be at our expense. The relocation allowed us to replace our forty year old infrastructure just about the same time we finished paying for it from a past forty year loan from Rural Development.

The unexpected impact to our company so far has totaled about 1.5 million for two stretches of highway improvements which is about 6 miles just on Corridor 67. This is just the start of the projects in our area. We did upgrade the main one pipe diameter for the future and tried to

by **Greg Bates, Board President,
Member at Large**



obtain private easement from all property owners. The 1.6 million has been a huge financial burden for our small company however we did receive about 4.2 million dollars of new infrastructure which was paid for by the State of Illinois to relocate where we were on private easement.



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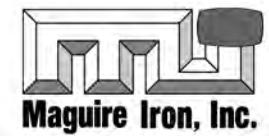
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National Certification Program

by Frank Dunmire, Executive Director

National Rural Water Association (NRWA), in conjunction with Texas, Kentucky and Florida Rural Water Associations, has created an on-line certification program for managers of rural water and wastewater systems. After a couple of years spent developing the course curriculum, Water University was created and “rolled out” in response to the need for recognizing the experience and educational achievements of those holding (or wishing to attain) a management role in the field of water and wastewater. It goes without saying that today’s water and wastewater industry is far more complex than ever before. Finances, personnel issues, economic changes, increased regulatory demands and an overall change in what is acceptable to the general public are just a few ingredients of the recipe that makes for tomorrow’s water and wastewater systems. Water University will be ensuring that Utility Managers of the future will have a working knowledge of what these ingredients are and how to mix them.

The days of possessing only operator certification license(s) are quickly coming to an end for those aspiring for a system management position. Only the best of clairvoyants (and even that is doubtful) can tell what the future demands will

be for managers of water and wastewater systems but it does not take a rocket scientist to figure out that the skill sets will be much higher than what we are accustomed to at this point in time. It has been my experience that something will change in at least one of the different arenas a manager must deal with on what seem a daily basis and the better we can prepare ourselves to deal with those changes the simpler life will be. The utility management certification (UMC) being offered through Water University will step you through the process of preparing for a management role and document your level of knowledge and skills in areas of public relations, financial planning, ethics, human resources and others not covered in today’s operator certification programs.

Now is the time to better prepare yourself for the future. How many times have you sat in a training session and heard the speakers mention that all of the “baby boomers” will be retiring soon and there would be a huge void to fill with qualified management candidates. This demand will create opportunities for – let’s say the less senior – of those reading this article to fill those positions created through retirement. These opportunities will not be in Illinois alone, but transcend across state boundaries as well. The UMC designation as being nationally certified will be advantageous to the employee when applying for advancement and will also be an additional tool for the employer’s application/resume tool box. Whether you are currently in the position of management or an individual who might be considered “entry level”, this certification in utility management will boost your career opportunities through documenting your level of competency in what employers are looking for.

Recently I have had the opportunity to



sit in on a series of meetings that dealt with the issue of succession of water and wastewater operators, superintendents and/or managers. Where are systems going to find these people? While it has been the consensus of those attending these meetings that there is no single magic bullet out there, they also agreed that improving the public’s perception of our industry and demonstrating that is considered a professional career track (remember the Quality on Tap logo – OUR COMMITMENT...OUR PROFESSION) is a critical component of sustainability. NRWA believes that UMC will help address this piece of the puzzle and has invested a lot of time, energy and financial resources to ensure that the program is successful and has entrusted Illinois Rural Water Association, along with State Rural Water Associations across the country, to administer the certification program as a satellite of Water University and NRWA. IRWA, along with its sister associations, train approximately 100,000 personnel each year in a variety of subject matter and looks forward to being able to offer yet another benefit for our membership.

For more information you can visit our website at www.ilrwa.org, NRWA’s website at www.nrwa.org, or go directly to the Water University site at www.wateruniversity.org.



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Why You Gotta Have an Emergency Plan

The Illinois Rural Water Association has worked with public water supplies state-wide helping them to implement an approved emergency response plan (EOP) in the event of a disaster. This has included direct assistance to systems in compiling an EOP, providing training sessions on what needs to be in your plan, conducted table-top disaster exercises to test the plans, and administered the required NIMS courses to operators, decision-makers, and emergency personnel.

In our classes you've heard me say time and time again that you need an EOP to meet IEPA requirements, to meet Rural Development requirements, to meet a portion of a source water protection plan, and the most important reason—you may just have a disaster.

No better proof of this last reason was illustrated in the city of Elmwood on Saturday June 5, 2010. The city was struck by two tornados around 8:30 p.m. The first tornado can be seen on this magazine's cover as it passes over city hall. The tornados destroyed much of the city's downtown business district and it was only the timing of the storms that possibly prevented lives from being lost. The city's annual Strawberry Festival activities had just ended a half an hour before the storms struck. All electrical power was immediately knocked out and access into and around the city was nearly impossible.

Elmwood Director of Public Works Director Dan Bybee contacted me about the damage and I traveled to the city hoping to provide some assistance. During the time that I was traveling to the city (app. 1.5 hours) Dan and his

crew were securing the water system. By the time I arrived they had two 400 kw generators on-site and were in the process of connecting them to their power grid. Once this was done the water plant was back in operation without missing a beat. A call was made to the Illinois Emergency Management Agency's emergency hotline (IEPA's emergency contact number) to update the IEPA on the status of the water system.

Both of the city's towers had been full at the time of tornado strikes so loss of pressure was not a problem and it was determined that no boil order was called for.

While at the plant witnesses reported to us that debris from a nearby roof had flew through the legs on one of the elevated storage tanks. We checked the tower's legs as well as the tension cables and none had signs of any damage.

After the plant was back in operation Dan and I traveled to the downtown area. Since the only lighting was provided by generators the area had a surreal look to it. Bricks, wood, and metal filled the streets. Many of the buildings had lost their roofs; some their second stories. Close to a hundred people had been in the local theater and were taken into the basement when the sirens were activated. While one wall of the theater was blown down no one in the theater was seriously injured. The recently remodeled city hall experienced major damage.

Since emergency personnel and volunteers were checking buildings for the injured or worse Dan and I decided to make sure that the distribution system was still tight. We did find a broken

by Wayne Nelson,
IRWA Training Specialist



hydrant in the city park and shut it off. Other than a few other broken service lines in the collapsed structures the system was secure.

The quick response by Dan and his crew in keeping the water plant and system going was remarkable. Some of the reasons for their success are:

- A. They had an emergency response plan and they followed it. The IRWA had assisted them in the development of this plan.
- B. They had attended IRWA/IEMA training:
 1. A table-top disaster exercise to discuss ways to react to disaster. In fact, the IRWA exercise they attended was how they would respond to a tornado strike.
 2. Had taken the NIMS IS-700 and ICS-100/200 courses.
- C. They had worked with their local Emergency Services and Disaster Agency Coordinator in testing their plan.

Fortunately there were no serious injuries or deaths related to this event. In the big picture nothing is more important

continued on page 9

Why You Gotta Have an Emergency Plan

continued from page 8

than that. The citizens of Elmwood have always been proud of their downtown which was a “throwback” to an earlier time and I mean that in a good way. While Elmwood will rebuild it won’t be the same as it was. That is a part of life.

However, its citizens will have their memories. I believe that these memories will include the great response provided by townspeople and volunteers on that hot summer evening in June of 2010.

If you would like assistance from the IRWA on emergency response planning for your system please don’t hesitate to contact our office at 217-287-2115.



American Recovery Act/Stimulus Package

continued from page 5

Rural Development has been a big help on 1.0 million dollars of the 1.5 million with a loan. We have also consulted with them on future money for Highway projects using our local bank and a Guaranteed Loan with Rural Development.

Once again I think they forgot about the small system at the bottom of the projects and the expense to them. I have heard that some small towns have refused the improvements due to the expense to the town or village. We still

have many projects coming up with the State of Illinois and hopefully we can continue relocating and not bear too much more financial burden on our company.



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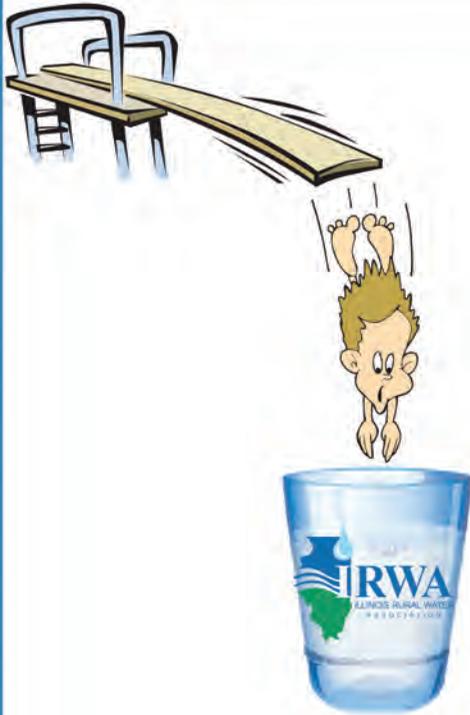


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9:30 - 10:30	IEPA Regulatory Update	IRWA Sewer Camera Service
10:30 - 11:00	BREAK	
11:00 - 12:00	FOIA/Open Meeting Act Changes	Using Engineered Natural Systems to Treat Wastewater
12:00 - 1:00	LUNCH (Provided)	
1:00 - 2:00	Water Loss/Large Meter Testing	IEPA Updates
2:00 - 2:30	BREAK	
2:30 - 4:00	Well & Pumps - How to Save Your System \$\$\$	Advanced Aeration
4:00 - 4:30	Reverse Osmosis - The pluses and minuses	How to Read a Pump Curve*
4:30 - 7:00	HOSPITALITY NIGHT	

WEDNESDAY, OCTOBER 27

REGISTRATION OPEN 8:00 - 11:30

9:00 - 10:30	Hydrant & Valve O & M	Blower O & M
10:30 - 11:00	BREAK	
11:00 - 12:00	Water/Sewer Rate Studies	Alternative Energy Sources
12:00 - 1:00	LUNCH (Provided)	
1:00 - 2:30	Storage Tank O & M	Land Application of Bio-Solids
2:30 - 2:45	BREAK	
2:45 - 4:00	Source Water/Wellhead Protection Program	Control Panel Troubleshooting
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6th Annual Northern Conference

October 26 & 27, 2010



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WEDNESDAY

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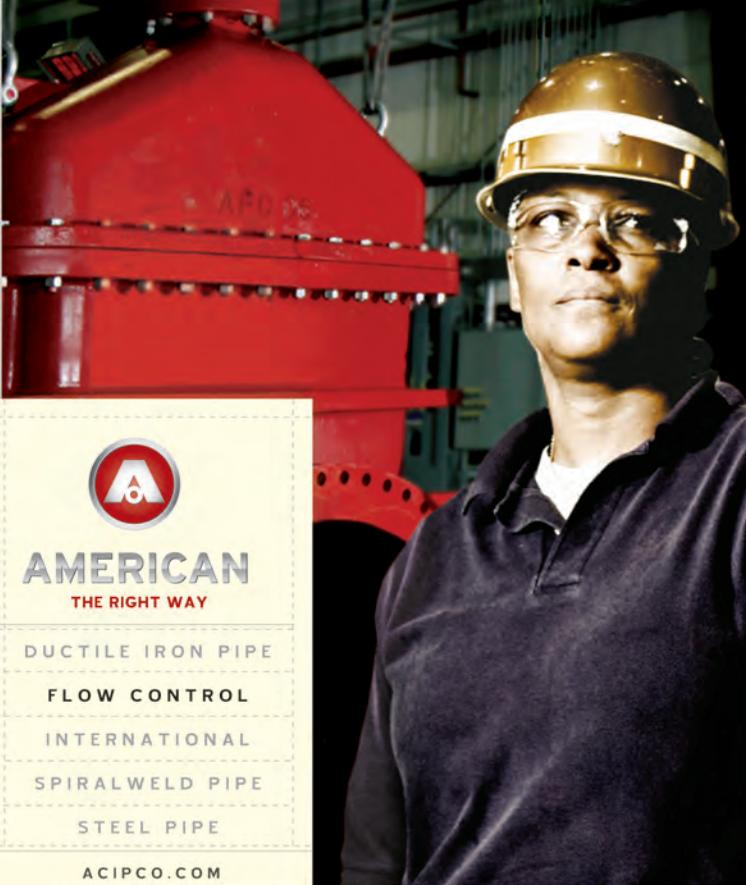


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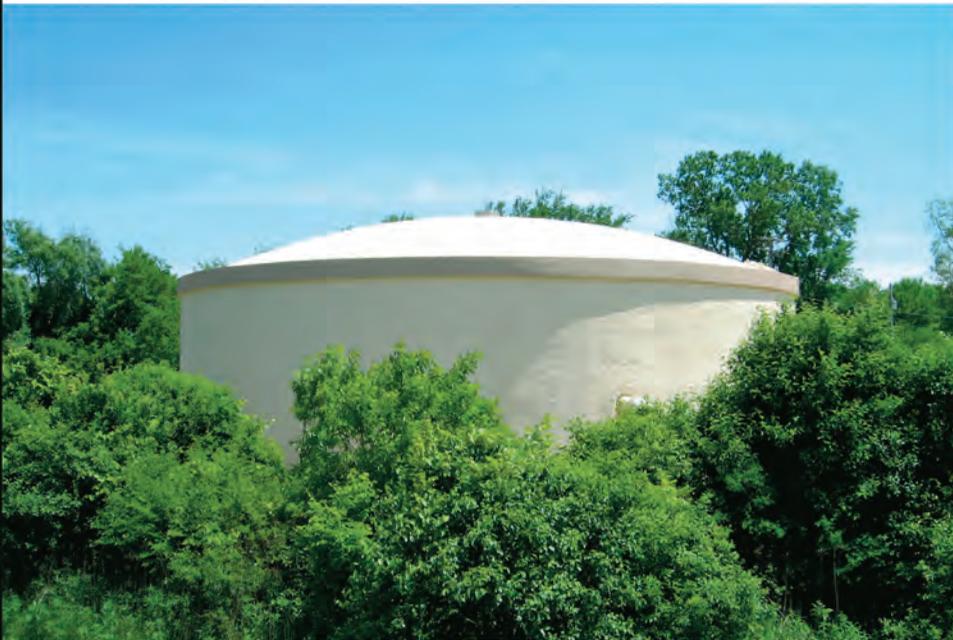
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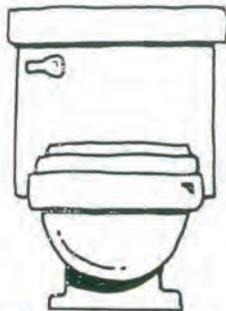
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Illinois Rural Water Association 7th Annual Golf Outing



The 7th Annual Illinois Rural Water Association Golf Outing will be held on Friday, August 27, 2010 at Piper Glen Golf Course located in Springfield, Illinois. Directions to the course are located on the last page. The golf format will be a shotgun start at **10:00 a.m.** Please check in at the registration table no later than 9:45 a.m. Please fill out the registration form below and send it along with your check to the address listed below. You may also pay by credit card online at www.ilrwa.org. **Registration must be received and paid by Friday, August 13, 2010 in order to reserve your spot. We are limited to 120 golfers for this event.**

Course Rules:

- Dress must be in good taste keeping with golf tradition.
- Only non metal spikes are allowed.

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www.piperglen.com

Registration Form

Friday, August 27, 2010—10:00 a.m. (Shotgun start—4 person scramble)

Single Golfers will be teamed with a foursome.

NAME(S):

SYSTEM NAME:

ADDRESS:

PHONE:

OF GOLFERS

Operators / City Officials @ \$50.00 = _____

Associate Members / Vendors @ \$65.00 = _____

(If Associate members are sponsoring the golf outing (please see next page), then the fee to participate will be \$50.00).

Total = _____

(includes lunch, gift bag, green fees & golf cart)

Please make all checks payable to Illinois Rural Water Association. Return your completed registration and payment to: **Illinois Rural Water Association—P.O. Box 49—Taylorville, Illinois 62568**

If you have any questions, please contact **Denise** at Illinois Rural Water Association at 1-800-762-3547 or email her at: ilrwadb@ilrwa.org.

Sponsorship Form

Lunch Sponsorship	-	\$500.00	(limited to 3 sponsors)
Beverage Cart Sponsorship	-	\$500.00	(limited to 2 sponsors)
Hole Sponsorship	-	\$150.00	(limited to 18 sponsors)
Hole in One Sponsorship	-	\$300.00	(\$5,000 cash)
		\$275.00	(Seven day cruise)
		\$250.00	(Golf Clubs)
		\$250.00	(\$500.00 golf shop credit)
Prize Sponsorship	-	\$300.00	

Gift Bag Sponsorship **SOLD OUT** Your company logo (one color) will be imprinted on an item to be placed in each gift bag. Your company has to be the first company that contacts Denise for this sponsorship.

LUNCH SPONSORSHIP: Lunch sponsors will have their sponsorship sign posted by the table where the box lunches will be set up reaching all of the golfers and two free registrations to participate in the golf outing.

BEVERAGE CART SPONSORSHIP: Beverage cart sponsors will have their sponsorship sign on the courtesy carts that will be on the golf course driving around with bottled water, beer and soda compliments of your company. They will also receive two free registrations to participate in the golf outing.

HOLE SPONSORSHIP: Hole sponsors will have their sponsorship sign **off the tee**. This is a great opportunity for visibility.

HOLE IN ONE SPONSORSHIP: Hole in one sponsors will have their sponsorship sign displayed off the tee and will be recognized prior to the shotgun start of the outing.

PRIZE SPONSORSHIP: Prize sponsors will have a sponsorship sign and prizes will be given out compliments of your company at the end of the golf outing.

Sponsorship Registration Form

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Sponsorship Level: _____ Amount Enclosed: _____

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If you plan on participating in the golf outing, please fill out the registration form on the previous page and return with this form with your payment. If you plan to attend but not golf in the outing, please let us know on this form.

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2 Fertilizers to Grow Motivation

by Makenzie Kelly

Motivation is something that many people consider inherent. You either have it or you don't. You either have will power or you don't. I am a little mixed on the idea because sometimes I feel very motivated, and sometimes have just a horrific lack of motivation. We all know that motivated people are some of the most successful people, they are the ones that everyone envies: "Oh she is just so motivated! I wish I was that motivated!"

So how can you develop motivation? Is it something that is truly inherent? How do you grow motivation, can you grow motivation?

I just love taking studies that are done with children to illustrate how we are not too far removed from our childhood past. What are the instances in your childhood that you remember having the most motivation? My older son loves Pokemon, and while it kind of drives me crazy, I know that I can use the love of Pokemon to my advantage and leverage his love to spur his motivation. He instantly becomes creative in ways to make money and just the other day was down the street washing the neighbor's cars and cleaning out their ant infested refrigerator; jobs that he normally wouldn't have done if he didn't see a reward at the end of the challenge.

How motivated would you have been to clean out an ant-infested refrigerator? Would you have let it sit for weeks? Maybe considered throwing it away? Well, my son saw the refrigerator as a small inconvenience in his quest to purchase the "Pokemon PokeDex" instruction manual. My neighbor, being excep-

tionally pleased that my son would take on such a dirty job, told me what a motivated kid I had. But was he really?

Take for instance a study just released in *TIME* Magazine; A Harvard University professor decided to study 18,000 school aged children to see the effects that financially incentivizing them would do. Roland Fryer Jr. a Professor in Economics runs an education innovation laboratory along with a staff of 17 and a budget of \$6 million annually. He recently did a large nation-wide study and used mostly private money to pay the school aged children \$6.3M total. He wanted to see if money would motivate them. The results? Mixed. But surprising.

Children in Second grade were given \$2 for each book that they read. The average student earned \$13.81. The results of this study were positive and the children ended up increasing their reading comprehension drastically.

Some older students were given larger sums of money for producing good grades at the end of the report card. The result? Mixed. Some produced better grades, others didn't.

One study incentivized the students on a bi-weekly basis up to \$100 on three areas, attendance, participation and test scores. These students did very well. These students showed a drastic improvement. Kids who got paid all year long under a very elaborate scheme outperformed all of their counterparts; a whopping average of 3 months more of schooling in less time!

So the overall result?

- Kids who got paid for better grades didn't do better?
- Kids who got paid faster did better?

Their overall findings with this study – or the 2 Fertilizers to grow your Motivation:

1. Create rapid feedback mechanisms (paid regularly all year long)
2. Give tasks where the students know how to control the outcome (show up to class everyday vs. "get good grades")

So now having several examples of motivation...we can learn from this and implement this into our life. Big Fat Audacious Goals are nice, but they are so far removed from our daily reality and it is pretty easy to let our motivation wax and wane. They do not necessarily give

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Wish I Had A Dollar...

by Pat Gammill, Circuit Rider

For every time someone has asked me “So what is Rural Water ? What do you do just go around and test the water?” I could...well not retire, but I’d have a little chunk of change. But as I’m pumping gas into my vehicle with the IRWA logo...I try to in two minutes or less give them a run down as to what I do.

I tell them we provide no charge technical assistance to rural water districts and rural communities under 10,000 population through out the state. This includes any water or waste water issues they may have.

I suppose I’ve answered their question as we get in our vehicles and drive away, but I know they don’t really know the

true jist of what IRWA is all about, or what it is I do. It’s so much more than that.

Because of our knowledgeable staff...because of the equipment we have at our disposal...because of our relationship with government agencies...and because we have all been operators ourselves...we can understand, appreciate and continue to assist the needs of rural water communities.

Illinois Rural Water Association and every state in America make up a National Rural Water Association. So all across the nation is an association just like ours helping rural America with their water and wastewater needs.



tem a nice little fee, not to mention the money that will be saved now from their unaccounted for water.

I know how great it is to assist a Village in a water/sewer rate structure. Because of the rate study program provided to me by IRWA, I can provide them with rate options that pertain to their needs. Again, I have saved them the cost of engineering fees.

I know how great it is to deliver a piece of equipment to a system that otherwise could not afford to buy. Because of the long list of equipment from air relief valves, cable locators, pressure charts to valve exercisers, just to name a few...provided to me by IRWA, I just saved that system the cost of purchasing a piece of equipment they may only use once a year if that.

Not only do I get to do the above mentioned...due to IRWA and the resources they provide me, I can also help systems get ready for their EPA inspection, help them with sampling/monitoring reports, CCR’s, cross connections, vulnerability assessments, emergency response plans, operator certification...the list goes on and on.

Although each state might do things a little different, the outcome is still the same...providing technical assistance to rural water communities at no charge. How great is that?

I know how great it is when I visit a system and find a water leak. Because of the leak detection equipment provided to me by IRWA, I was able to save that sys-



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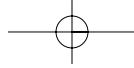


What can we do for you?

IRWA Benefits to your System:

- ◆ Over 250 years of water and wastewater experience available to your system from IRWA staff.
- ◆ Job postings mailed to S.O.U.P. members at no charge.
- ◆ Water and Wastewater training seminars offered across Illinois at no charge to your system to help your operators obtain their required hours of continuing education each year.
- ◆ On-site technical assistance available at no charge to your water and/or wastewater system.
- ◆ The IRWA website (www.ilrwa.org) which offers information and links for all of your water and wastewater system needs.
- ◆ Access to the IRWA website includes:
 - 1) On-line registration for water and wastewater seminars
 - 2) Available downloads for Cross Connection Control
 - 3) Details and links for the NRWA Vehicle Purchase Program
 - 4) Details and links for Kroll, Inc. for employee background checks
 - 5) Details and links which offers savings on software such as QuickBooks to IRWA members.
 - 6) Legislative watch with links to the current status of bills IRWA is watching for you.
- ◆ Water Ways, IRWA magazine which is published quarterly full of industry articles, news and updates.
- ◆ Technical Assistance Bulletin that is sent out regularly filled with the latest information.
- ◆ The IRWA "Industry Contact Book", which includes contact information for key state agencies, Associate members, etc.
- ◆ Members discounts to attend the Annual Conference in Effingham and the Northern Conference in Rockford.
- ◆ IRWA Golf Outing which is an event to bring together operators, board members and industry professionals for a fun filled day.
- ◆ A voice in Springfield, IL and Washington, D.C. on legislative issues, regulations and other related issues that affect water and wastewater systems.
- ◆ NIMS/ICS certified staff available to assist your water or wastewater system during the aftermath of natural disasters.
- ◆ Sourcewater Protection Program development assistance at no charge to your system.
- ◆ A variety of equipment available for loan.
- ◆ Certification overview courses are offered for both water and wastewater certification. These courses are designed to help you pass your tests for A—D or I—IV.
- ◆ Water & wastewater rate studies
- ◆ Interim financing available for Rural Development borrowers.
- ◆ Remote operator assistance
- ◆ Mobile Training Unit





Wish I Had A Dollar...

continued from page 22

Basically, any water issue a system might have I... because of IRWA can help. So yeah...that feels great!

The greatest part is the appreciation I get from the systems I visit. It's very sat-

isfying to know I was able to assist their needs and how thankful they are because of that. I guess you could say I am the thankful one, because if it weren't for Illinois Rural Water Association, I could not do what I do.

So when someone asks me "So do you just go around and test the water?" I can say "It's so much more than that!"

See ya in my travels!



NEW ARRIVAL

Kathy Rodgers, EPA Source Water Specialist for Illinois Rural Water Association, welcomed a daughter into the world. Ms. Gwendolyn Grace was born on Monday, June 14, 2010 weighing 9 pounds & 10 ounces. Congratulations Kathy!!!



2 Fertilizers to Grow Motivation

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us rapid feedback mechanisms nor are they black and white tasks.

If I were to tell you to go out and create a random business out of nothing, it's unlikely that you would succeed. It is a far too large goal and you may not know how to control the outcome (finding #2). It may be better to have a larger goal (for the students: graduation), for you, it may be creating a business, and then create smaller do-able actions.

What smaller audacious goals can you set for yourself and make them really enticing? I find that as I am growing different areas of my business, maybe I have a goal of launching this product or that idea. Or I have a goal of \$5,000 revenue. All worthwhile goals, but don't they sound much like "get good grades?"

Is it no wonder why we sometimes fail and then blame our "motivation."

Much like planting a precious Orchid, when you plant your motivation in hopes for it to grow, you are creating the right environment. Just planting an orchid and hoping that you can grow it in any soil just won't do.

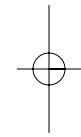
A self-motivated person must create the quick feedback mechanisms for their self. This means that they get to set small accomplishable tasks along the way and implement a reward/feedback system. I am big proponent of self reward. On a daily basis, if you accomplish a goal do you get to run up to Starbucks for a latte? Or after you meet your goals in a week, do you get to take a night off and go out? Small accomplishments done fre-

quently end up being big accomplishments over time!!

How are you planting your motivation? How do you plan to nurture its growth?

About the Author:

Makenzie Kelly is an entrepreneur who recently retired from a Multi-Million dollar business and gave up a 6-figure salary to have more Time and Freedom! She blogs about the idea of Ultimate Lifestyle Design, her Entrepreneurial Experiences, and helping others along the path to finding Purposeful Time!





Take That Next Step!

For some time now, periodic discussions have broached the subject of recruiting water and wastewater operators to replace the large numbers of folks leaving those fields. During the last couple of years, the economic climate has put such stress on the various political entities that basic needs and operations have been difficult to maintain. As a consequence, future planning or expansion usually becomes one of the first victims to budget adjustments. Those “put-off” issues still have to be dealt with at some point. The same is true for those operators, or aspiring-operators, who have put off taking that next certification test. Passing that test and becoming The Operator might be one the most economical solutions to a staffing problem for both the system and the employee.

Recruiting, training, and then retaining operators can be long-term processes. Systems usually get immersed in the routine of operations and maintenance, monitor the costs involved for all that to the penny, yet allow opportunities to consider the value of experience and training slip away. Water and wastewater positions that require specific certification levels are constantly in demand. The certification/testing procedures have become more stringent, and the training opportunities appear to be harder to find. As the available workforce in these fields continues to shrink, the complexity of “getting started” seems to be intimidating, and sometimes, overwhelming, to aspiring operators.

A basic requirement, before any certification can begin, is hands-on experience, and usually one year of it for either field. At some point in the latter part of that one year period, other study methods

should begin. There are some excellent water and wastewater courses offered at colleges and universities. Internet courses and correspondence courses are also available for a wide range of topics. Ask your IRWA circuit-rider or wastewater technician about opportunities for learning and training. They will always encourage you to study and advance through the certification process at every opportunity. And they can give excellent advice on a course of study, because they all have done it themselves.

Keep in mind that age is not considered a factor here. We have seen numerous, early-retirees, (or just escapees), from other fields begin new careers in water and wastewater. They will all attest to the fact that study pays off and the certification process isn't as bad as it may seem at first.

As further information, we would like to pass along that Illinois Rural Water Association is currently reviewing its

by **Bill Dowell,**
ARRA Circuit Rider



One-on-One Certification Overview programs. These reviews are done periodically in order to enhance these already high-quality learning experiences. And you all know that the free-to-members training sessions given throughout the year are constantly updated, and an excellent source of new information. More information on these programs, as well as numerous other subjects can be found at www.ilrwa.org.

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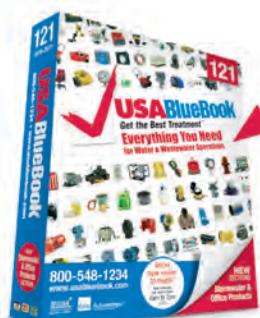
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