

Upcoming Dates

- DBE Room June 25, '03, Colonial, Helena
- Bid Letting June 26, '03, MDT Helena
- Contracting with the Government Workshop, June 25 '03, Great Northern Best Western, Helena

Farewell Darren....

All of us from the MDT Civil Rights Bureau would like to bid a fond farewell to Darren Kaihlanen. We wish him the best in his new endeavors. His hard work and dedication to his job have been greatly appreciated by all. Darren has played a vital role in determining MDT's responsibilities in complying with federal regulations, not an easy or popular job. He has provided expertise and knowledge to DBE companies, contractors, and MDT staff on every aspect of the DBE and ADA programs. He is an inspiration to us all to strive to be our best.

Thanks for answering all our questions. Best of Luck, Darren. You are always welcome back to Montana to fish the best streams.

MONTANA DBE PROGRAM

Debbie Riemann, Acting DBE Program Manager, Acting ADA Coordinator driemann@state.mt.us (406) 444-9229

Rebecca L. Johnson, DBE Supportive Services Manager rejohnson@state.mt.us (800) 883-5811, (406) 444-7287

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Visit us on-line at www.mdt.state.mt.us and click on Civil Rights Bureau



Rebecca Haaland, Laborer, Westway Construction, Albion North & South

Debbie Riemann

Currently, Debbie Riemann is Acting DBE Program Manager and Acting ADA Coordinator for the Montana Department of Transportation. Please refer your questions to Debbie.

DBE Participation/Goal Comparison

MDT federally funded projects, as of May 29, 2003

DBE Participation is 6.24%

DBE Goal is 7.36%

(FHWA Approved, FY2003)

INSIDE THIS ISSUE

1	Dates, Farewell Darren, Debbie Riemann, DBEGoal
2	DBE Company Update, Government Contracting Workshop, New Laws, Bid Results
3	Telephone Scan, Safety Videos, Practice Safety
4	Employee Handbook, Media-Advertising, 3 Steps/ Success
5	National Highway Specifications, Highway Symbols/Miles Environmental SOQ, MCA Internet Plans Room
6	MT Contracting Opportunities, Important Changes, Quote
7	MT Contracting Opportunities Continued

Newly DBE-Certified Companies:

Par Golf Construction – Billings, MT

Owner, Grant Noonkester

Water and Sewer Installation, Golf Courses, Road Construction, Seeding, Landscaping

Withdraws from the DBE Program:

Pavlik Electric – Missoula

Owner, Kathleen Pavlik

Is Government Contracting for Your Business? Workshop

Helena

Great Northern Best Western

June 25th, 8:00am – 5:00pm

Learn what services and products the government buys, what the process is to contract with the government and **Meet** government contracting agents

To register, call Rebecca.

(There is a \$25.00 fee for lunch and workshop.)

2003 Montana Legislature - New Laws to Know

House Bill 438 - Revise Construction Prompt Payment Law - Passed and signed by the Governor. The bill provides that a contract must define the billing cycle in writing and that a contractor must submit payment requests to an owner. A contractor's request for payment is considered to be approved by an owner 21 days after receipt of request unless a written statement is provided to the contractor specifying items that are disapproved by the owner. Payment must be made to the contractor within 7 days of approval. Current legislation provides that a contractor may suspend performance under a contract if payment is not made within 30 days. Current legislation also provides that a contractor must pay a subcontractor within 7 days of receiving payment from an owner. This Law does not apply to state construction projects.

House Bill 482 - Indemnification in Insurance Clauses for Construction Contracts - Passed and signed by the Governor. The bill prohibits indemnification clauses in contracts that require one party to indemnify, hold harmless, insure or defend the other party to the contractor for liability, damages, losses or costs that are caused by the negligence, recklessness or intentional misconduct of the other party. The bill was introduced primarily by the Subcontractors' Association with support from MBIA and MCA.

Look up complete Bill/Law at [http://laws.leg.state.mt.us/pls/laws03/law0203w\\$.startup](http://laws.leg.state.mt.us/pls/laws03/law0203w$.startup)



As Read MDT May 22, 2003 Bid Letting Results					
Project Title and #	Prime Bidder	Bid Amount		Low Bid Amount	DBE
Participation Dollars/%					
NH 37-1(23)0 Battlefield - East	E H Oftedal & Sons, Inc.	\$14,901,471	\$331,135	2.22%	
STPP 10-1(22)0 10th Ave South - River Drive	Cop Construction LLC	\$10,894,156	\$498,018	4.57%	
IM 15-8(56)366 Shelby - North	JTL Group - Highway	\$ 3,849,800	\$234,458	6.09%	
IM 0002(455) D2 Seismic Retrofit	Edward T Coppins Construction	\$ 1,658,567			
STPP 3-3(16)84 JCT MT 44 - North & South	Riverside Contracting, Inc.	\$ 895,060	\$127,968	14.30%	
BR 9002(31) Pass Creek - 2 Km SW of Wyola	Cop Construction LLC	\$ 778,710	\$ 41,733	5.36%	
NH 11-1(42)0 Scott Street - Gardiner	JTL Group - Belgrade	\$ 353,989	\$100,102	28.28%	
CM 5799(8)	Phillips Construction	\$ 118,326	\$118,326	100.00%	

MT Companies - Beware of Telephone Scam

The Montana Public Service Commission has received several complaints recently about questionable telephone bills that have been sent to Montana small businesses. Callers to the PSC report having received bills for \$28.84 from a company called 00 Operator Services of Sarasota, Florida. The bills claim to be final notices for collect phone calls placed in October from a number in New Mexico. The notice threatens that late fees, penalties and collection charges will be levied if the consumer does not pay by May 31. The bills appear to be going to small business owners in Montana and other states as well.

According to PSC Chairman Bob Rowe, "Cramming refers to companies adding charges to your phone bill for services the customer didn't agree to buy. The Montana PSC is very tough on these abuses and has some good new tools from the Legislature. For scams like this, though, there is no substitute for checking your bill very carefully to make sure you understand the charges." Consumers who have received one of these bills should call Vicki Duncan, Montana PSC, at 1-800-646-6150.



Safety Videos

Free Videos from MDT – just ask Rebecca to check out for 14 days. We are working to offer the first two videos to DBE companies. Just ask for a copy (very good videos about safety on road construction projects).

Highway Work Zone Safety, One Step From Death, it shows five accident stimulations based on typical safety problems found in highway work zones. Very Strong Message about the dangers in work zones. 11 minutes.

Playing with Your Life – a no nonsense approach to working on highway construction projects. It describes the equipments and safety practices while on the project site. 14 minutes.

Crane Safety, Crane Types 19 minutes, Hazard Awareness 15 minutes

Paving Safety, emphasis is on taking personal responsibility for being aware of the changing hazards during paving operations. 11 minutes

Loading, Transporting & Unloading Heavy Equipment – Emphasis is on visibility and respect for the size of the equipment. 12 minutes.

Moving Operations/Maintenance Safety describes short-term highway operations from snow plowing. It emphasizes awareness of hazards and individual responsibility for safety. 13 minutes

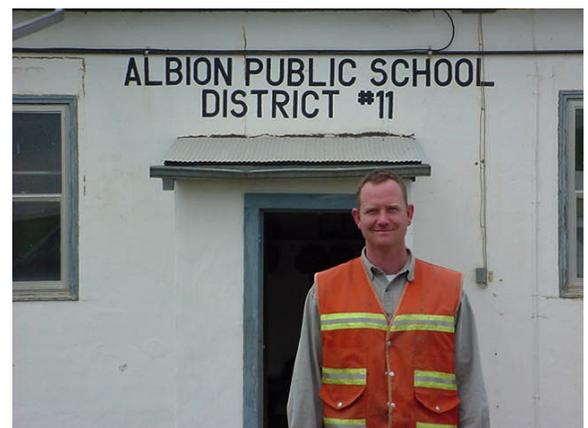
Practice Safety on the Project

Go to the site where your employees will be working and look for hazards. Write up a safety program for your company. Get some videos for your safety program (see list in the next column).

According to the Montana Safety Culture Act, all employers shall establish, implement and maintain an education based training program which provides each employee with a general safety orientation appropriate to the business operations, provide task specific training before they perform that task without direct supervision, offer continuing regular refresher safety training, provide a system for the employer and employees to develop an awareness and appreciation of safety, provide periodic self-inspection of hazard assessment when the safety program is implemented, include documentation of performance of these activities. Ask the Safety Bureau for a copy of this Act.

If you have more than 5 employees, employers must meet all of the requirements listed above as well as have a comprehensive and effective safety program which includes: 1. policies and procedures that assign specific responsibilities and safety performance accountability. 2. procedures for reporting, investigating, and taking corrective action on all work-related accidents, etc. 3. a safety committee in place which complies with the requirements listed in this brochure.

Contact Safety and Health Bureau, MT Dept of Labor and Industry (444-6418) <http://erd.dli.state.mt.us/Safety/SBhome.htm> for confidential comprehensive OSHA safety and health consultation at no cost, technical assistance on safety and health issues, safety videos to check out, assistance with a company safety program, and workplace safety and health training. Looking for safety brochures of safety program development guide? Go to their web site at <http://erd.dli.state.mt.us/Safety/SBprograms.htm>



Jason West, President, Westway Construction, Albion North and South

Make an Employee Handbook

Before your company grows to over a few employees it is a good idea to put together an employee handbook. Employee handbooks can be used to clear up any confusion on how you want your company to function, what your company policies are, and to set up standards for employee conduct. Employee handbooks can be used as proof if your company is taken to court. With that in mind, only put policies in the handbook that you are willing to stand by even in a court of law, because you are legally bound to them also.

The new employee is brought up to speed quickly and it shows that you treat all your employees fairly and equally. Your company is always changing, learning as it grows; so review your handbook yearly and make changes to the policies that aren't working for you. Make a dated replacement page for each page that you change and distribute them to each employee.

Most employee handbooks should include these basic sections:

General Information This should outline your company's benefits, break/lunch schedule and per-diem policy.

Company Policies Affirmative action policies, sexual harassment, employee conduct and problem resolution should be spelled out here. Employee conduct should explain exactly what conduct will not be tolerated in your workplace.

Safety Requirements This should be the cornerstone for your safety program. Policies outlining how equipment is to be used and not used can make the difference in getting a job done on time safely.

Leave, Vacation, Holidays All employees need to know your policies on holiday pay, sick days and time off. Other issues may include inclement weather, jury duty, voting, pregnancy leave, military leave and bereavement leave.

Pay and Raises Spell out your policies on pay issues such as the distinction of full-time and part-time, what your pay rate for overtime is and when your paydays are. An important addition to this section can be a policy of yearly employee evaluations and raises.

Termination When the time comes it is best to have a policy on resignations, dismissals, probations and appeals. It is also best to have a plan for remaining sick days and vacation days.

Job Descriptions This section can help a new employee define his responsibilities and show him exactly what is expected of him from the beginning.

Company Vehicles If company vehicles or equipment is to be used it is a good idea to have policies on where to get gas, when and how to maintain them and who is responsible for these activities.

All employees should sign and date a statement that they have read and understand all company policies in the employee handbook. This is critical in a court case.

An employee handbook can show new employees what their job is, how to conduct themselves at work and what to expect from you as an employer. It can save you time and money so everyone wins.

From: South Dakota DBE News, Dec./Jan. 2003

Strength of Different Media – ADVERTISING

“Making the Most of Media” – Business Resource Center, Helena, May 13, 2003, Guest Speakers – Greg Zeller, (KMTX-Radio); Dave Worstell (Independent Record), Kathy Ernst (KTVH)

Radio – High frequency for low cost, can be quite creative/imaginative

Print (paper) – Reaches large number of people, can cut out & keep for referral (coupons). Low cost.

TV – Showcase personality best, probably costs less than you would think

Representatives of all three media agree it is important that you interview all three media industries to determine what media meets your needs best and who you work best with.

In most businesses, it works best to have a campaign using all three media. It is also more effective for your company if you have some type of image for your business and all your advertising efforts show continuity of your image.

You must give your advertising campaign a chance – a minimum of three months. Results are rarely instant. It is important to map out a campaign and a budget before seasonal crunch times. Account representatives in the industry should offer suggestions to you if you tell them whom you are trying to target and what you want people to say about your business/what you want people to think about your products or services. If they won't, find someone who will.

A way to make your money go farthest is sponsor local news, weather, sports or special programming. The rule of thumb for marketing budgets for your company is 3-5% of gross sales as the general range for maintaining market share. Media is usually ready to negotiate on times/slots that are unsold.

3 Steps to Success (Forward Focus, Spring 2003)

1. Identify an unserved or under-served market niche.
2. Do what you do very well.
3. Listen to your customer.

The National Highway Specifications Web Site

The Federal Highway Administration (FHWA) and the American Association of State Highway and Transportation Officials (AASHTO) is launching a new National Highway Specifications website, providing methods to search and access specifications from National Transportation Agencies, all State DOTs, AASHTO, and many highway related organizations. It will feature the most current and approved standard specifications, performance related specifications (PRS), the latest quality assurance (QA) specifications, and convenient links to the National Highway Institute (NHI) training materials. The web site is expected to be up and running by the end of June 2003. The address is <http://www.fhwa.dot.gov/construction/> and then click on The National Highway Specifications Web Site link.

Request for Monitoring of Wetland Mitigation Sites

MDT is requesting SOQ from environmental consultants to provide monitoring of approximately 35 wetland mitigation sites across the state of Montana. Contract will be for 3 years. Submission deadline is July 1, 2003.

For the complete request, please go to:

ftp://ftp.mdt.state.mt.us/bids/cs_d005rfq.pdf

or call Rebecca for a paper copy.

Did you ever wonder??

Here is a listing of the entire Highway systems and designated miles in the state of Montana

I	Interstate	1,191 miles
NI-NHS	Non-Interstate Nat'l Highways	2,683 miles
P	Primary	2,815 miles
S	Secondary	4,698 miles
U	Urban	383 miles
SH	State Highway	1,180 miles
Off	Local (Off System)	56,525 miles

Total Miles by MDT Financial District ("On-System" includes Interstate, NI-NHS, Primary, Secondary, Urban and State Highways)

MDT Financial Districts	Off-System Highway	On-System Highway
1 - Missoula	11,712	2,107
2 - Butte	7,163	2,127
3 - Great Falls	12,451	2,825
4 - Glendive	15,873	3,496
5 - Billings	9,326	2,395

MCA Internet Plan Room

The [iSqFt AGC Internet Plan Room \(IPR\)](#) features competitively bid project plans and specifications, typically in Montana.

You can search specifications for all currently bidding projects. You can click to order paper plans/specs that are delivered within 24 hours and print them in-house. Subcontractors and Suppliers access the Internet Plan Room and the General Contractors' Construction Office to view public and private projects.

For the free two-week trial, go to www.isqft.com and click on the Register Now button.

Annual Subscription Rates:

Basic on-line bulletin, simple on-line listing of basic project details.

Free for MCA members

\$1,250 for non-MCA members

Internet Plan Rooms, a searchable/sortable listing of all project details plus allows viewing of plans and specifications.

\$995 for MCA members

\$1,450 for non-MCA members

MCA has approved a new membership classification for Specialty Contractors that allows you to join the MCA as non-voting members for only \$500/year.

MONTANA



MDT Highway Construction Projects Invitation for Bids, Letting of June 26, 2003

For the most complete and timely bid information, go to the web site <http://mdt.state.mt.us/ctrct/contract.htm> and click on Invitation for Bids. While the newsletter has notices posted, do not rely on this information alone.

Sealed bids on the following projects will be received by the MDT-Highways Division, Contract Plans Section, Room 101, 2701 Prospect, Helena, MT until 9:00am on June 26, 2003. Bids proposals, plans, cross-sections, and full instructions to bidders are on file for examination, and may be obtained from the Contract Plans Section 406-444-6216, 6212 or 6215, Fax 406-444-7236 or go to web site <ftp://ftp.mdt.state.mt.us/contract/orderform.pdf> for order form.

1. **Northwest of Sidney-North, Federal Aid Project No. NH 62-2(17)27F** Grading, cement treated base, plant mix surfacing, seal & cover & a 32 meter prestressed Concrete Type IV Beam bridge over First Hay Creek on 15.5 km of the Northwest of Sidney-North road on MT Primary 62 in Richland County. DBE contract goals at 2.0%.
2. **Dickie Bridge-Wise River, Federal Aid Project No. STPP 46-6(3)58** Grade, gravel & plant mix surfacing on the Dickie Bridge-Wise River project in Silver Bow & Beaverhead Counties. DBE contract goals are 4.0%.
3. **Hill County Line-East, Federal Aid Project No. NH 1-6(46)333** Cold milling, pavement pulverization, cement treated pulverized base, hot recycled plant mix, plant mix bituminous surfacing, seal & cover on 15.221 km of the Hill County Line-East project in Hill County. DBE contract goals are 2.5%.
4. **Dehart-East & West, Federal Aid Project No. IM 90-7(75)360** Grading, gravel, plant mix surfacing and digouts on 6.5 km of the Dehart-East & West Road on Interstate 90 in Sweetgrass County. DBE contract goals are 2.0%
5. **Conrad-Southwest, Federal Aid Project No. STPS 219-2(2)16** Grading, gravel, plant mix surfacing & 22.5 meter prestressed concrete Beam-Type A bridge over South Pondera Coulee, on 5.4 km of the Conrad-Southwest Road on MT Secondary 219 in Pondera County. DBE contract goals are 3.5%
6. **Paving-Thompson Falls & Thompson Falls-Southwest, Federal Aid Project Nos. CM 45(32) & STPS 471-1(7)0** **CM 45(32)**: Plant mix paving of the streets & alleys at four locations in the City of Thompson Falls. **STPS471-1(7)0**: Overlay, seal & cover on 16.5 km of the Thompson Falls-Southwest Road on MT Secondary 471 in Sanders County. DBE contract goals are 2.0%.
7. **D5-Non-Interstate Guardrail, Federal Aid Project No. NH 0002(593)** Guardrail & Bridge Rail on the D5-Non-Interstate Guardrail project in Carbon, Yellowstone, Judith Basin, Fergus, Petroleum & Musselshell Counties DBE contract goals are 0.0%.
8. **D1-Guardrail Upgrade, Federal Aid Project No. STPP 0002(576)** Guardrail & Bridge Rail upgrade on the D1-Guardrail Upgrade project in Granite, Sanders & Lake Counties. DBE contract goals are 0.0%.
9. **2001-Ashland-West, Federal Aid Project No. STPHS 37-2(26)60** Plant mix bituminous overlay, seal & cover on 2.2 km of the 2001-Ashland-West project on US 212 in Rosebud County, beginning at RP 59.8 & extending east to RP 61.2. DBE contract goals are 0.0%.
10. **Brady St./Joslyn St.-Helena, Federal Aid Project No. CM 5899(20)** Grading, gravel surfacing, plant mix bituminous surfacing, seal & cover, curb & gutter, sidewalk on 0.861 km of the Brady St./Joslyn St.-Helena project in Lewis & Clark County. DBE contract goals are 1.5%.
11. **Division/5th St.-Polson, Federal Aid Project No. CM 24(18)** Grade, gravel & plant mix surfacing on the Division/5th St.-Polson project in Lake County. DBE contract goals are 0.0%.

Important Changes from Contract Plans

Addenda It is each bidder's responsibility to acknowledge all addenda as outlined in Supplemental Specifications 102.07. Bidding Requirements. Addenda may be issued up to 48 hours before the time of the bid opening. If addenda are not acknowledged as required, the bid will be considered non-responsive.

Supplemental Detailed Drawings A new set of Supplemental Detailed Drawings are available and will be in effect for the June letting. Hard copies are available from Contract Plans for \$4.00 by mail. They are available free of charge if picked up from Contract Plans and are available on the Internet on the Contractor's System Web Page at no charge. An index is also available and included in all bid packages that shows the status of all the current Detail Sheets.



Quote of the Month

There are always a lot of people so afraid of rocking the boat that they stop rowing. We can never get ahead that way.

HARRY S. TRUMAN
33RD U.S. President

MT Contracting Opportunities–Continued

Repair Storm Sewer System, DAHA24-03-B-0003, Great Falls, MT, Bid Date: June 27, 2003, Remodel and new construction of Montana Air National Guard base storm sewer system. Dan McGee 406-324-3406.

Lewis & Clark Nat'l Historic Trail Interpretive Center Amphitheater/river camp landscape enhancements, R1-12-03-021, Great Falls, Bid Date: June 16, 2003, site work, concrete, metals, woods & plastics, finishes and electrical, David Hallen, 406-449-5201 Helena National Forest

Choteau Airport Perimeter Wildlife Fence, Choteau, MT, Bid Date: July 2, 2003, Fencing and concrete. Choteau Airport, Stelling Engineers 406-452-8600, www.mail@stellinginc.com

Spotted Bear Hay Shed and Roof Replacements at Spotted Bear and Swan Lake Ranger Districts, RFQ R1-10-02-28, Bid Date: July 3, 2003, Construct a news hay shed and remove and dispose of the existing roofing materials and install new roofing materials. Flathead National Forest, Barbara Venturini, 406-758-5318.

Powell Water Distribution System Replacement, R1-5-03-29, Lolo, MT, Bid Date: June 30, 2003, Clearwater National Forest, Install a new 38-connection drinking water distribution system at Powell Ranger Station. Replacing current water reservoir hatches and valves. Trenching will require removing and replacing existing roadway surfacing and will encounter existing sanitary sewer lines, power cables, and fiber optic phone lines. Peter Ruppel, Contract Specialist, Phone 208-476-8259, Fax 208-476-8288, Email pruppel@fs.fed.us <http://www.eps.gov/spg/USDA/FS/0276/R1-5-03-29/listing.html>

Shaw Ridge Well located in MT, ESQ030125, Presolicitation Notice, Bid Date: Jul 11, 2003, Bureau of Land Management, Solicitation will be posted June 16, 2003. To complete the construction of one 1710-foot deep artesian water well. The proposed project is 100% set aside for small business concerns. Lori Mading Purchasing Agent 4068965196 Lori_Mading@blm.gov; <http://www.eps.gov/spg/DOI/BLM/NBC/ESQ030125/listing.html>

Replacement of Fresches Coulee Dam, 601813R250, Bid Date: July 1, 2003, US Fish and Wildlife Services, Medicine Lake National Wildlife Refuge, Montana Construct a low water concrete spillway crossing (sometimes referred to as a Texas Crossing). The crossing will be approximately 80 to 120 feet long and approximately 40 to 70 feet wide and will be designed to pass the 100-year flood event. The crossing will be constructed using concrete, large riprap, and a cutoff wall in preventing the structure from being prematurely washed out. Michael Bachofen Contracting Officer 3032365412245 michael_bachofen@fws.gov; <http://www.eps.gov/spg/DOI/FWS/CGSWO/601813R250/listing.html>

Phillips Reservoirs 2003 in Phillips County, MT, ESQ030122, Bid Date: July 12, 2003, BLM Montana, Construct 6 uncompacted embankment dams and 11 pits. The contractor will furnish an estimated quantity of 35,754 cubic yards of common excavation and 24,902 cubic yards of embankment uncompacted. The proposed award is 100% set aside for small business concerns. The solicitation will be available on June 12, 2003. Lori Mading Purchasing Agent 4068965196 Lori_Mading@blm.gov; <http://www.eps.gov/spg/DOI/BLM/NBC/ESQ030122/listing.html>

Laplaz Pipeline located in MT, Phillips County, MT, ESQ030123, Bid Date: July 11, 2003, BLM Montana, Construct a water storage bag, an enclosure and approximately 5 miles of pipeline with stock tanks. The contractor will furnished an estimated quantity of 1) 29,960 linear feet of Trenching, Backfilling and Compacting-Common. The proposed award is 100% set aside for small business concerns. The solicitation will be available on June 12, 2003. No hard copies will be sent. Lori Mading Purchasing Agent 4068965196 Lori_Mading@blm.gov; <http://www.eps.gov/spg/DOI/BLM/NBC/ESQ030123/listing.html>

Tree Trimming and Felling, NAR030087, Bid Date: July 8, 2003, BLM, Lewistown, MT, hazardous tree trimming and felling at six sites and further bucking and piling on slash located north of Lewistown, Montana on the Missouri River. This is 100% set-aside for HUBZone small business concerns. Steven Santoro Contracting Officer 3032363518 Steven_Santoro@blm.gov; <http://www.eps.gov/spg/DOI/BLM/NBC/NAR030087/listing.html>

Replace Fence Along Auto Tour Route, 601813Q373, Bid Date: July 15, 2003, US Fish and Wildlife Services, Provide all labor and equipment to replace approximately five (5) miles of existing fence at the Lee Metcalf National Wildlife Refuge, Stevensville, Montana. The solicitation will be issued on or about June 13, 2003 Aileen China Contracting Officer 3032365412230 aileen_china@fws.gov; <http://www.eps.gov/spg/DOI/FWS/CGSWO/601813Q373/listing.html>



Darren Kaihlanen and Pat Mackey, Broadus, Summer 2002

200 copies of this public document were published at an estimated cost of 49 cents per copy for a total of \$98.00. Alternative accessible formats of this document will be provided upon request.

June Business Calendar

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
1	2	3	4	5	6	7
8	9 >Criticism & Discipline Skills Missoula	10 >Criticism & Discipline Skills Great Falls	11 >Criticism & Discipline Skills Helena >Women's Leadership Day Bozeman	12 >Criticism & Discipline Skills Bozeman	13 >Criticism & Discipline Skills Billings	14
15	16 >DOT & Non-DOT Drug & Alcohol Compliance Great Falls	17 >Communicating with Tact & Finesse (June 17-18) Helena >DOT & Non-DOT Drug & Alcohol Compliance Billings	18 >Communicating Professionalism in the Workplace Bozeman >DOT & Non-DOT Drug & Alcohol Compliance Bozeman >OSHA 10-hr General Industry (June 18-19) Havre	19 >Communicating with Tact & Finesse (June 19-20) Missoula >DOT & Non-DOT Drug & Alcohol Compliance Missoula	20 >Communicating Professionalism in the Workplace Billings >Managing Multiple Projects, Objectives & Deadlines Helena >The Conference for Women Billings >8hr HAZWOPER Refresher Billings	21
22	23 > CPR/First Aid Billings	24 >Forklift Instructor Course (Train the Trainer) Billings >Medic First Aid Glasgow	25 >How to Become a Better Communicator Billings >Leadership Development & Teambuilding Missoula >Mosaic Manager Session I Glendive >Generation Gymnastics Glendive	26 >Fundamentals of Successful Project Management (June 26-27) Billings >Medic First Aid Sidney >Mosaic Manager Session I Glendive	27	28
29	30 >CPR/First Aid Billings >Human Resource & the Law (June 30-July 1) Helena >Management & Leadership Training for First-Time Supervisors (June 30-July 1) Helena	July 1 >HazMat Shipping Training Billings >Evaluating a Business Idea Missoula	July 2 >8hr HAZWOPER Refresher Billings	July 3	July 4	5

2003

8 HR HAZWOPER Refresher, June 20 Billings, July 2 Billings, \$150. MT Safety Services Council, 406-248-4893, acarillo@associatedemployers.org.

Communicating Professionalism in the Workplace, June 18 Bozeman, June 20 Billings, \$149. Keye Productivity Center, 800-258-7246, www.keyetrain.com.

Communicating with Tact & Finesse, June 17-18 Helena, June 19-20 Missoula, \$395. National Seminars Group, 800-258-7246, www.natsem.com.

CPR/First Aid, June 23 Billings, \$60. MT Safety Services Council, 406-248-4893, acarillo@associatedemployers.org.

Criticism & Discipline Skills, June 9 Missoula, June 10 Great Falls, June 11 Helena, June 12 Bozeman, June 13 Billings, \$195. National Seminars Group, 800-258-7246, www.natsem.com.

DOT & Non-DOT Drug & Alcohol Compliance, June 16 Great Falls, June 17 Billings, June 18 Bozeman, June 19 Missoula, \$215. Associated Employers of Montana, 406-248-6178, acarillo@assocatedemployers.org.

Evaluating a Business Idea. An overview of business ownership. July 1 Missoula, \$10. Montana Community Development Corporation. Steve Grover, 406-728-9234, sgrover@mtcdc.org.

Forklift Instructor Course (Train the Trainer), June 24 Billings, \$100. MT Safety Services Council, 406-248-4893, acarillo@associatedemployers.org.

Fundamentals of Successful Project Management, June 26-27 Billings, \$499. SkillPath Seminar, 800-873-7545.

Generation Gymnastics. How to get along & motivate others. June 25 Glendive, June 29 Glendive, \$40. Glendive Job Services, 406-377-3314, glendiveisc@dli.state.mt.us.

HazMat Shipping Training, July 1 Billings, \$100. MT Safety Services Council, 406-248-4893, acarillo@associatedemployers.org. (Participants must pre-register at least one week prior to the class.)

How to Become a Better Communicator, June 25 Billings, \$149. SkillPath Seminars, 800-873-7545.

Human Resource & the Law, June 30-July 1 Helena, \$479. Padgett-Thompson, 800-258-7246, www.pttrain.com

Leadership Development & Teambuilding, June 25 Missoula, \$199. SkillPath Seminars, 800-873-7545.

Management & Leadership Skill for First-Time Supervisors, June 30-July 1 Helena, \$395. National Seminars Group, 800-258-7246, www.natsem.com.

Managing Multiple Projects, Objectives & Deadlines, June 20 Helena, \$199. SkillPath Seminars, 800-873-7545

Medic First Aid, June 24 Glasgow, June 26 Sidney. MT DOL Safety Bureau, 406-444-6401.

Mosaic Manager Session I. Understanding interpersonal relationship within the workplace. June 25 Glendive, June 26 Glendive, \$40. Glendive Job Services, 406-377-3314, glendiveisc@dli.state.mt.us.

OSHA 10-hr. General Industry, June 18-19 Havre. MT DOL Safety & Health, 406-444-6401.

The Conference for Women, June 20 Billings, \$149. SkillPath Seminars, 800-873-7545.

Women's Leadership Day, June 11 Bozeman, Cost ? Offering career and leadership classes at MSU. MSU Extension, 406-994-3273, tbiggs@montana.edu.