## 'You just have to take it one day at a time'

Firm's founder shares business lessons

By ERIKA HOEFER/Daily Inter Lake

Semitool founder Ray Thompson has weathered his share of economic ups and downs, including the time he reduced his work force from 220 employees to a skeleton crew of just 19 to survive a particularly difficult time.

Thompson shared lessons learned over more than 30 years in the sometimes volatile semiconductor industry at the Kalispell Chamber of Commerce monthly luncheon on Tuesday. He was the second speaker in the chamber's yearlong campaign for free enterprise.

Applied Materials Inc. recently purchased Kalispell-based Semitool for \$364 million, a move hailed by both companies as a collaborative transaction that will allow Applied to broaden its range of products and take advantage of a global recovery in the semiconductor industry.

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## Make the Most of Your Chamber Benefits

Your investment in the Kalispell Chamber is an investment in the future of your business, our community and the Flathead Valley. We want to make sure that you are aware of all the

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## Weathering the Storm

March Luncheon panelists find a way forward in a tough market

The Kalispell Chamber of Commerce's luncheon program in March continues forward with its theme "American Free Enterprise. Dream Big". Our luncheon panelists will describe adjustments they have made during the past year with personnel and business management, impediments and opportunities they

Sponsored by



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#### Visitor's Center Information Requests:

	Jan '10	YTD					
Phone Calls:	437	437					
Walk-ins	206	206					
VACATION							
Packets	1	1					
Inquiries	61	61					
<b>Email Inquiries</b>	2	2					
RELOCATION							
Packets	3	3					
Basic	42	42					
Phone Books	3	3					
Chamber Website Activity							
Unique Visits	3,470	3,470					
Total Visits	4,237	4,237					

## At a Glance

#### **March Luncheon**

Tuesday, March 23, 2010 "Weathering the Storm" 11:45 - 1:00pm Red Lion, 20 N. Main, Kalispell

#### March UNWIND

Tuesday, March 2, 2010 5-6:30pm **Farmer Insurance District Office** 185 S. Commons Loop Suies A, B, & C, Kalispell

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#### Officers

**Terry Kramer**, Chairman of the Board, Kramer Enterprises

**Tom Lund,** Vice Chairman of the Board. Rocky Mountain Bank

**Dave Mitchell,** Secretary/Treasurer, CTA Architects and Engineers

**Bob Schneider**, Immediate Past Chairman, First Interstate Bank

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Susie Burch, Flathead Valley Community College

**Kris Carlson**, A+ Plus Healthcare

Nancy Davis, Prudential Financial

Reed Gunlikson, R Gunlikson CPA's

Scott Hagel, Crowley Law Firm

Dave Harvey, Sportsman Ski Haus

**Tom Kurdy**, The Daily Inter Lake

Mark Lalum, CHS

Denise Nalty, Nalty Real Estate

**Cheri Nelson**, Express Employment Professionals

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Kelly Robinson, Plum Creek Timber

Loren Sallee, Loren's Auto Repair

Velinda Stevens, Northwest Health Care

**Ken Sugden**, Flathead Electric Cooperative

**Steve Thompson**, Applied Materials

Chris Walters, Hilton Garden Inn

#### **Ex-officio Directors**

Mike Pence, Flathead County Administrator Jane Howington, Kalispell City Manager

#### **Professional Staff**

<b>Joe Unterreiner</b> , President					
Cary Aubrey, Executive Assistant					
<b>Diane Bebee</b> , Receptionist					
Chris Parson, Small Business					
Development					
<b>Doug Bolender</b> , Government Contracting					
Services					
Jill Seigmund, Leadership Flathead					
Program Manager					

#### Consultants

Anderson, Baker & Swanson - Government Affairs **Edge Communications** - Media & Public Relations

JCCS - Tax & Audit Counsel Janet Schwalk - Bookkeeping

## Kalispell Chamber of Commerce Mission Statement

The central mission of the Kalispell Chamber of Commerce is the cultivation and development of entrepreneurs and communities through the spirit of enterprise.

## February New Members

Please welcome these new members with your business.

#### ATLAS CHIROPRACTIC, PLLC

Owner~ Dr. Tony Nieter 46 Village Loop Rd Kalispell, MT 59901

Email: atlas@aboutmontana.com

Website: www.atlaschiropracticmontana.com

Phone: 406-257-4001 Fax: 406-257-0359



Atlas Chiropractic "Your First Step Towards Better Health" Specializing in difficult cases. Walk-ins Welcome!

#### **CLUB Z! IN-HOME TUTORING**

Owner~ David Hibbs 1419 7th Ave West Kalispell, MT 59901

Email: dhibbs@clubztutoring.com Website: www.clubztutoring.com

Phone: 406-756-2223



We provide one-on-one in-home tutoring in all subjects, kindergarten through adults. All of our tutors are certified teachers or degreed professionals. We have affordable rates and no long-term contracts.

#### **FAST AND FRIENDLY ELECTRICAL SERVICE, INC**

Owner~ Bruce White 2865 Airport Rd Kalispell, MT 59901 Phone: 406-756-2030 Fax: 406-756-2030

Email: Brucewhite@centurytel.net

New construction, remodels, service for both residential and commercial. Alternative power including solar, wind and hydro.

Fast, Friendly Service. Fast, Fair and Honest.

#### **FIVE GUYS BURGER & FRIES**

Owner~ Wayne Sheffield Primary Contacts ~ Heather Dragstedt Mike Wood

2415 Hwy 93 N, Ste 3 Kalispell, MT 59901

Email: montanaburgers@gmail.com

Website: www.fiveguys.com Phone: 406-752-4567 Fax: 406-752-1366



Five Guys Serves 'Heaven on a Bun", 100% Fresh American Beef, Fresh Cut Potatoes, Hand Formed Patties with Fabulous Fries

#### **GLACIER SIGNS & MONUMENTS, LLC**

Owner~ Ron Bealer 248 2nd Ave West Kalispell, MT 59901 Phone: 406-257-9371 Fax: 406-257-9372

Email: rsbealer@hotmail.com

Website: www.glaciermonuments.com



continued next page >>

## February New Members

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#### **GLACIER TAX ADVISORS, INC**

Owner~ Darryl Iblings 4 Meridian Court, Ste D Kalispell, MT 59901

Email: diblings@glaciertaxadvisors.com

Phone: 406-261-9052 Fax: 406-755-0155

Tax preparation and planning for business, individual and estate

#### **ERIC HUMMEL, ATTORNEY AT LAW, PLLC**

Owner ~ Eric Hummel 705 Main St Kalispell, MT 59901 Phone: 406-755-6160 Fax: 406-756-7024

Email: e.hummel@montanasky.net

Eric Hummel, attorney at law, represents individuals, businesses and associations in court with cases involving contracts, real property, covenants and easements. Mr. Hummel also handles evictions and foreclosures.

#### **WINDMILL STORAGE & BUSINESS PARK**

Owner~ Daniel Pentelute 5375 Hwy 2 West Columbia Falls, MT 59912 Phone: 406-892-8900 Fax: 406-892-8920

Email: info@windmillstorage.com



- Website: www.windmillstorage.com
  - Safe, secure storage with computerized gate access and video surveillance
  - Conveniently located between Kalispell, Whitefish & Columbia Falls
  - Over 670 Units in 19 different sizes to meet all needs
  - · Resident managers and U-Haul onsite



## February Renewals

## 10 Plus Years

Signature Theaters

Withey's Health Foods

Signs Now

Travelodge

Alliance Title & Escrow Corp Bigfork Eagle Buffalo Hill Golf Club Crowley Fleck Daily Inter Lake First & Main Building Flathead Electric Cooperative Flathead Job Service Workforce Center Flathead National Forest Flathead Valley Orthopedic Flowers By Hansen Glacier Wholesalers Hockaday Museum of Art Jesco Boat Center Lang Construction Inc. Montana First Insurance Inc Mountain Trader R Dennis Winkel MD Family Practice

Three Rivers Bank of Montana - Idaho

## 5 to 9 Years

**Comfort Keepers** Nalty Real Estate/Riverview Associates SnowDog Web Development Inc The Springs at Whitefish Trugreen Chemlawn

1 to 4 Years
ALLGlacier.com by Vertical Media Aspen Insurance Baiio Mexican Grille, LLC **Belton Chalet** Cellular Plus Clear One Health Plans Flathead County Library Ford Construction Goldberg Properties, Inc. Intermountain Joseph Eve Montana Academy Inc Northwest Farm Credit Services Pacific Steel & Recycling Target

#### Flathead Regional Business Center Partners

15 Depot Park Kalispell, MT 59901 (406) 758-2800 (406) 758-2805: Fax

#### **Business Expansion and Retention**

Chris Parson (406) 758-2802 sbdc@kalispellchamber.com www.nwmontanabear.com

#### **Flathead Community Foundation**

Marc Lorenzen, Board President (406) 756-9047 info@flatheadcommunityfoundation.org www.flatheadcommunityfoundation.org

#### Flathead Convention and Visitors Bureau

Dori Muehlhof, Executive Director (406) 756-9091 dori@fcvb.org www.montanasflatheadvalley.com

#### Flathead Job Service Workforce Center

Mora McCarthy, Business Resource Consultant (406) 758-6241 mmccarthy@mt.gov www.employflathead.com

#### **Flathead Valley Community College**

Jodi Smith, Workforce Training Director (406) 758–2809 (Wednesday's only) jsmith@fvcc.edu www.fvcc.edu

#### **Kalispell Chamber of Commerce**

Joe Unterreiner, President (406) 758-2800 joe@kalispellchamber.com www.kalispellchamber.com

#### **Kalispell Chamber Foundation**

(406) 758-2800 info@kalispellchamber.com www.kalispellchamber.com

#### Leadership Flathead

Jill Seigmund (406) 758-2810 seigmund@centurytel.net www.leadershipflathead.com

#### **Montana Manufacturing Extension Center**

Bill Nicholson, Manager (406) 756-8329 bnicholson@coe.montana.edu www.mtmanufacturingcenter.com

#### **Northwest Montana SCORE**

Scott Roberts, Chapter Chairman (406) 756-5271 score@digisys.net

#### **Procurement Technical Assistance Center**

Doug Bolender, Kalispell PTAC Manager (406) 755-4221 ptac@kalispellchamber.com

#### **Small Business Development Center**

Chris Parson, Director (406) 758-2802 sbdc@kalispellchamber.com www.kalispellsmallbusiness.com

## One Day at a Time

Thompson championed Applied Materials for its global presence and ability to mass-market the Kalispell-based business.

Selling for \$3 million apiece, it was the Raider — a machine that produces high-rate, patterned copper electroplating — that grabbed the attention of Applied Materials. The machine was designed and built in 2003 in just three short weeks.

"This is the product that has great opportunity for Applied,"Thompson said.

Not only is the state-of-the-art machine a great asset to the industry, but its development also showed the moxie and commitment of Semitool's Kalispell work force. Thompson said the integrity and trustworthiness of those employees is why the company set up shop in Kalispell in the first place.

"We really need people that will take responsibility, that can handle failure," he said. Thompson lauded his workers for their quality workmanship and skills.

#### >> from cover

"[Applied Materials is] totally impressed," he added.

Since the global superstar acquired Semitool in December, Applied Materials has added structure that Thompson admits he was never able to. Charts, projections or planning weren't his strong suit, he said.

Instead, Thompson preferred to spend his time on the design floor, taking a handson approach to development.

"The company's never had a CEO," he said, despite the title he held for three decades.

Thompson outlined Semitool's transformation from humble beginnings in a \$65,000 building in 1979 to a publicly traded company with outposts in Germany, Austria and England.

Pointing to Semitool's longevity and adaptability, Thompson emphasized the two components critical to business survival: fun and profit.



Nate Chute/Daily Inter Lake

Kalispell Chamber of Commerce President Joe Unterreiner, left, laughs while Semitool founder Ray Thompson displays a slide of an old carriage during his presentation Tuesday tracing more than 30 years of business experience.

"Without both, a business will go away and die. That's not to say it's fun all the time and not to say it's always profitable," he underscored.

Enthusiasm and a desire to make others successful, along with a good dose of humility, are the fundamental tools to compete in free enterprise.

"If you're going to be doing work for others, it's not about you," he said.

Thompson briefly addressed the challenges Montana poses for new businesses during a question-and-answer session.

"It's not that you want just any business here," he said, mentioning that all businesses have a certain culture they bring and if that culture can't survive here, the business won't, either.

Another impediment to bringing in business is high taxes, a deterrent that has hit businesses particularly hard during the economic downturn.

"That's the toughest part of coming to Montana," Thompson said. He blames growing government intrusion for lessening productivity and growth.

"The failure side of the business is important. That creates value, if there is any to be had," he said.

Thompson's advice for businesses in the current economy is simply to be careful and be conservative with regard to future projections.

"You just have to take it one day at a time. And if you lift one foot, make sure the other one is pressed flat to the ground," he said.

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## Ribbon Cuttings



Aarons Rent to Own



Auto Mutt Dog and Car Wash

# Chamber Calendar March 2010

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
All Meetings are at The Chamber unless otherwise stated.	Leadership Flathead Meeting 3:00pm–5:00pm	2	Education & Communications Committee Meeting 8:00am–9:30am  Kalispell Tourism Business Improvement District Meeting 3:00pm–5:00pm	Flathead Young Professionals 4:00p-5:00pm	5	6
7	8 Government Affairs Committee Meeting 4:00pm–5:00pm	9 BEAR Meeting/ Flathead Regional Business Center 4:00pm–5:00pm	Agribusiness Committee Meeting 7:00am-8:00am Kalispell Tourism Business Improvement District Meeting 3:00pm-5:00pm Ambassador Meeting 4:00pm-5:00pm	11	12	13
14  Daylight Savings Time Begins	15	16 Executive Board Meeting 7:30am-8:30am	17 Transportation Committee Meeting 4:00pm–5:00pm St. Patrick's Parade Main Street • 4 pm Kalispell Tourism Business Improvement District Meeting 3:00pm–5:00pm St. Patrick's Day	18	19	20
21	22	Board Meeting 7:00am–8:00am  Luncheon "Weathering the Storm" 11:45pm–1:00pm  Flathead Community Foundation 4:00pm–5:00pm	24  Kalispell Tourism Business Improvement District Meeting 3:00pm–5:00pm	25	26	Mission to China 2010 Trip 1 Launched from Seattle
Mission to China 2010 Trip 2 Launched from Seattle	29	30	31			



## Flathead Regional Business Center Brown Bag Series: Blueprint for Business Success Mastering the Art of Productivity: Getting Results

Why do some people achieve their career or business goals, maximize their results, and even accomplish their dreams, while others tread water in a sea of busyness? Learn 5 uncommon practices that will help you master the art of productivity and build your career or business future. Find out if you're sabotaging your own goals without even knowing it. Plus discover 3 productivity keys that will unlock results in yourself or others that you can translate into immediate impact.

#### **Brown Bag Session Objectives:**

- Be able to apply 5 uncommon practices that will increase your results
- Gain perspective if you're sabotaging your own goals and what you can do about it
- Discover how mastering the art of productivity can stop your busyness
- Learn winning productivity tips that translate into immediate impact
- Unlock 3 keys to getting the results you want

#### This month's facilitator: Nan S. Russell

Facilitator: Nan S. Russell went from a minimum wage employee to Vice President of multi-billion dollar QVC. With over twenty years in management, Nan Russell knows what it takes to be winning at work. Now she's helping others by sharing real-world perspectives of what does and doesn't work at work.

Currently living a life dream to live and write from her native Montana, Nan is an award winning author of two books: Hitting Your Stride and Nibble Your Way to Success. Her Winning at Working career insights column is published in over eighty publications. She is a

nationally sought after speaker, the syndicated radio host of Work Matters with Nan Russell, and president of MountainWorks Communications. More at nanrussell.com.

Website: http://www.nanrussell.com Radio Host: http://www.workmatters

withnan.com

Follow: www.twitter.com/nan russell

Monthly Blueprint for Business Success brown bag sessions feature business professionals facilitating informative discussions. Attend to receive relevant information, opportunities to ask questions of the professionals and network with peers.

#### Who should attend?

Employers interested in growing and evolving more effective organizations.

#### Why?

- Exchanging ideas, insights and realworld solutions directly impacts your bottom line.
- Making better decisions quickly requires more and better information.
- Utilizing all available resources to operate and grow is smart business.
- Engaging and energizing your employees helps make your business successful.

Date: Wednesday, March 10, 2010

Time: Noon – 1:00 pm

Location change: Room 139 – large

meeting room,  $\,$  FVCC Arts and

Technology Building

Cost: No cost!

RSVP: Terri Haueter @ 758-6279 or

thaueter@mt.gov



## China Mission

Delegation of 98 will participate in 10-day trade and cultural mission to China. Ninety-eight members of the Flathead community and their family and friends will travel to China for a 10-day trade and cultural mission on March 27 – April 5th and March 29th - April 7th.

The mission will include visits to attractions including: the Great Wall, Tian An Men Square, the Forbidden City, the Summer Palace, and Lingyin Temple.

Optional tours include:

Peking Opera, boat ride on the Grand Canal in Suzhou, a performance of Cirque du Soleil, a Maglev Train ride and the X'ian Tour, which excurses to the Terra-Cotta Warriors at the Tomb of the First Emperor of Quin Dynasty.

China continues to be an immense market for American goods and services and a vital supplier to American manufacturers and consumers. US trade with China exceeded \$245 billion in 2004. This trip is an opportunity to experience China with other members of the surrounding community and beyond. A big "Thank You" to the 2010 participates for helping create another successful China Tour!

For additional information, click on the "Follow us to China" logo on our homepage at www.kalispellchamber. com.

# UNcover What's Interesting, New and Developing

The February 2nd UNWIND took place at Kalvig & LeDuc in the Southfield Tower. Guests found delicious tidbits around every corner as they wandered through the spacious third floor suite. Windows offered a spectacular panoramic view of South Kalispell.

Door Prize winners were: Douglas Rauth, Community Action Partnership of Northwest Montana; John Flink, J2 Office Products; Coni 'CJ' Johnston, First American Title; Julie Reid, Aspen Insurance; Carmen Hobson, Coldwell Banker; and Zachary Dobson, Wells Fargo Investments, LLC.





## The February 17th UNWIND was at the Hockaday Museum of Art.

Guests munched on crackers & cheese and fresh fruit and sipped wine or water as they casually wandered through the exhibits and visited.

Door Prize winners were: Stan Watkins, Kalispell Athletic Club, Business Membership; Pat King, Gold Rush Clothing, '100 Years of Glacier'; Brenda Lynch, A Plus Health Care, 3 Poetry Books; Sue Thompson, Abundance Accounting, Glacier DVD & Ornament. Split the Pot was won by Mary McCarty of Wells Fargo.





# Make the Most of Your Chamber Benefits

>> from cover

opportunities your membership has to offer. Please take a minute and visit our website at www.kalispellchamber.com.

At no additional charge you already have the ability to:

- Post Hot Deals
- Post Jobs
- Add Your Events to the Web Calendar
- Manage and Update Your Business Information
- Track Web Traffic to Your Business
- Create Your Own Personalized Webpage

Looking for new ways to boost your marketing? Take advantage of all the advertising and sponsorship opportunities your Chamber Membership has available:

- E-News Sponsor (The E-News is sent out to 1000 recipients twice a month)
- UNWIND Sponsor (Held at your place of business averaging 75 – 150 people attending)
- Luncheon Sponsor (Held monthly with an average of 150 people attending)
- Banquet Sponsor (Our annual Banquet averages from 375-450 people)

For more details, please contact Cary at 758-2801, cary@kalispellchamber. com or Diane at 758-2800, info@kalispellchamber.com at the Chamber for details and pricing on one or all of these exciting opportunities to grow your business.

## **Next UNWIND**

Tuesday, March 2, 2010 5 - 6:30 pm



## FARMERS

185 Commons Loop Suites A, B & C Kalispell



## Crime & Law Enforcement in the Flathead Valley

Crime & Law
Enforcement
in the
Flathead
Valley was
the topic of
February's
Leadership
Flathead
session. Did
you know that

approximately 90 percent of crime in Flathead County is related to drug and/or alcohol use? Here's another staggering statistic... about 85 percent of the cases being investigated by the Northwest Montana Drug Task Force involve illegal use of prescription drugs, primarily oxycontins. And if that's not enough to make you sit up and take notice... Montana rates third in the nation for adolescent pill use. Clearly alcohol and drug abuse is a serious problem in the Flathead Valley. The Class of 2010 had the opportunity to hear from law enforcement officials, physicians, and others who are dedicated to addressing this problem. Later in the day, they toured the Flathead County Detention Center.

Here are some things everyone can do to help battle drug and alcohol abuse in our valley:



Paul Burnham, City of Kalispell, listens to a panel of law enforcement officials speak about their efforts to stop drug and alcohol abuse in the Flathead Valley.

- Talk with your kids about the dangers of drugs and alcohol. And just as importantly, listen to them. Know their friends, and know their friends' parents. Don't fall into the mind trap that "good" kids from "good" families are safe from the dangers of drugs and alcohol. Families are the most influential when it comes to how kids view alcohol and drugs.
- Never accept lack of money as a reason for why someone can't get help with his or her alcohol and/or drug addiction.
   Flathead Valley Chemical Dependency Clinic will assist people regardless of their income.
- · Flathead County is the fourth largest contributor of inmates to the Montana prison system. Once they have served their time, most of these inmates will return to their county of origin. Having a pre-release center in Flathead County would help make the transition to life outside of bars easier for everyone.
- Consider volunteering with one of the various programs of the Center for Restorative Youth Justice, a nonprofit organization in Kalispell that seeks to help focus juvenile offenders in a more positive direction.

This session was generously sponsored by the following local businesses: Applied Materials (formerly SemiTool), Park Side Federal Credit Union, and First Interstate Bank.



Samantha Travis, Crowley Law Firm, and Annegret Pfeifer, JCCS, brainstorm community project ideas with fellow classmates.

## Chamber Bids Farewell to a Longtime Volunteer

Irene McLaughlin passed away on February 14. Respect, honesty, love and

determination were a part of Irene's mantra for life, and the last four years took all of these qualities and resolve as she dealt with a series of cancer episodes. She will be sorely missed



at our monthly Newsletter Stuffing Parties. Her cheerful face and 'get it done' attitude contributed to the good times while stuffing newsletters.

# Weathering the Storm >> from page 3

March Luncheon

see with job recovery, and how they are finding a way forward in a tough market. You are invited to join us for the Chamber Luncheon on Tuesday, March 23, at the Red Lion Hotel.

The panel will include Kris Carlson, owner of A Plus Homecare / A Plus Staffing. A Plus Homecare / A Plus Staffing has 500 employees and serves as a provider of home care and supplemental staffing services with seven offices across Montana. The demographic shift towards an older population is creating a market opportunity for A Plus and the healthcare industry. Dave Harvey, Sportsman Ski Haus will also be a panelist. The Sportsman is a retailer of sporting goods and equipment which moved to a larger facility in Hutton Ranch in 2007 and enjoys local and Canadian followers.

Luncheon tickets are \$16 each for Chamber members and \$21 for nonmembers. Tables of eight may be reserved for \$120. Tickets are purchased in advance by calling 758-2800 or at www.kalispellchamber.com

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#### Clinic Schedule:

Registration
7:30 to 8:00
Opening Remarks & Agency
Presentations
8:00 - 5:00

LUNCH BREAK MAY VARY
SLIGHTLY FROM CITY TO CITY

## ASSISTANCE FOR BUSINESS CLINICS 2010

## Presentations from the following agencies:

Dept. of Labor & Industry

Wage & Hour

Human Rights - (Presentation via webinar)

Unemployment Insurance Tax

Unemployment Insurance Benefits

Safety - Consultation Services

Dept. of Revenue

Withholding Tax

**New** Child Support Enforcement

> New Hire Reporting (Presentation via webinar)

**New** Helena Police Dept.

• Identity Theft

(Presentation via webinar)

The Assistance for Business Clinics are developed to assist NEW and ESTABLISHED employers, accountants, bookkeepers, human resource professionals and lawyers in constructing a proactive approach to prevent unnecessary claims and/or charges by providing updated reporting of state withholding, Unemployment Tax requirements, minimum wave laws, overtime laws, civil rights laws, new hire reporting, identity theft and federal tax incentives.

<u>City</u>	<u>Date</u>	<u>Location</u>	<u>Sponsor</u>	<u>Fee</u>			
Kalispell	May 11	Hilton Garden Inn	Chamber of Commerce	\$50			
•	•	lease respond as soon as possible. Send yo Or register and pay online at www.kalispello	our registration form and check payable to your loc hamber.com	al sponsor at least			
Registration Form - Assistance for Business Clinics							
Name of Bus	siness		Phone Number				
Address	ldressTown/Zip						
E-mail Addre	Address# & Name(s) of Attendees						
**Check if		E (9.0 hrs.), CLE (	•				
	HR	CI (unknown at this time	e) credits.				

Providing Economic, Community, and Workforce Development Services



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