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ICON
AWARDS



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Your leadership and gracious spirit have inspired many. Your innovation and drive to provide exceptional client service has pioneered a new class in real estate. This recognition as a 2020 ICON award honoree is well deserved, and marks your place amongst Boise's most distinguished leaders.

LYSI BISHOP
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LETTER FROM THE EDITOR



It's easy to feel starstruck by the people you'll find profiled in this magazine. Each one truly lives up to the title "Icon." These 15 honorees have built careers that shaped Idaho into the sought-out state it is today, a place known for beauty, friendliness and high quality of life.

Their life paths are varied — some have thrived in high political offices, while other are leaders in entrepreneurship or nonprofit development — but they are united by a common mission to improve their communities, mentor others and create a legacy.

The Icon award is the highest honor the Idaho Business Review can bestow, a recognition of lifetime achievement that is open to any Idaho resident over the age of 50.

2020 marks the third time the Idaho Business Review has presented an Icon awards program. While this year is anything but typical, we are thrilled to still be able to honor and celebrate these exceptional Icons thanks to a pre-recorded Icon award program created by a nationally-recognized video production company.

The virtual event gave the honorees an opportunity to reflect back on their lives and careers through questions such as, "What advice would you give your younger self?" and "What would you like your legacy to be?"

Each of the honorees was incredibly gracious as we moved through this new process. Just one more indication that they are true class acts.

Kim Burgess

Kim Burgess
Idaho Business Review editor

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DARREL ANDERSON

"I said I would take it on one condition: 'You need to give me as much time as I need to hire my replacement for the sisters.' That would be a whole lot of bad karma on a lot of levels."

IDAHO POWER CEO KNOWN FOR LISTENING

Darrel Anderson's goal was to create a company culture where people felt valued

You'd be hard-pressed to find a company president as fun as Darrel Anderson. As president and CEO of Idaho Power, he dressed up for Halloween — most recently as the Cat in the Hat — and visited employees across different work sites. During the ALS Ice Bucket challenge in 2015, which encouraged people to get a bucket of ice water dumped over their head to raise attention and money for Lou Gehrig's Disease, Anderson met the

challenge with the biggest bucket of all — an 80-gallon bucket truck bucket filled with chilly water. The bucket operator poured out the water slowly over Anderson, upping the comedic effect.

But as the leader of the largest utility in Idaho, leadership has gone beyond fun and games. Anderson worked at Idaho Power for 24 years, and during his six years as president and CEO, he spent time investing in its people. He wanted to create a culture

where people truly felt valued.

"You may have the best bells and whistles, but if employees aren't engaged, you're not going to get anything done," he said.

Anderson grew up as one of eight children. His father was in the U.S. Air Force, and as a result, he lived in many places around the country and abroad. Throughout these years, his family sometimes opted to live with his grandmother in Staten, Oregon, and

Anderson cites her as one of his biggest role models.

"She told me, 'Darrel, integrity is yours to lose, and yours only to lose,'" he said. "She never finished high school but had so much common sense and was just a stalwart of a person and a support system."

On a suggestion from his father, Anderson studied accounting and finance at Oregon State University and worked for 16 years at Deloitte and Touche, an accounting firm with offices in Portland, Oregon. After a brief stint working as the first lay CFO for the Sisters of Saint Mary, a small order of nuns in Beaverton, Oregon, he was recruited to work at Idaho Power as a controller in the finance department. Initially, he said no — he didn't want to leave the sisters in the lurch.

"I said I would take it on one condition: 'You need to give me as much time as I need to hire my replacement for the sisters,'" he said. "That would be a whole lot of bad karma on a lot of levels."

They agreed, and after he hired his successor, he and his wife, Lori, and their two young children moved to Boise.

Anderson's career at Idaho Power began in the 1990s during a time of transition for the company. After he worked for two years as a controller, Idaho Power acquired a solar company in Lacey, Washington, and Anderson inquired about helping to integrate the new business.

"I asked to go up there and work with the founders who stayed on with the company," said Anderson. "I worked in the operations as well as the finance side."

But after about six months, he realized that living and working there was not the right fit for his family and that the acquisition was not the best fit for Idaho Power at the time. He discussed his options with Joe Marshall, then CEO of the company, who was willing to hire him to work back in Boise again. He became vice president of finance within a couple of years of his return and worked as CFO, president and CFO, and finally, president and CEO. He retired this past June.

Colleague Lisa Grow, who is now president and CEO of the company, said that Anderson cares deeply for those around him.

"He's just a great human," she said. "He's so beloved because he really took the time to get to know people and took an interest in them."

He also carefully considers the opinions and ideas of those around him before making decisions and is willing to change his mind if presented with new information. Even if he had to make a decision that some people didn't like, they at least felt like their voice was heard, she said.

Leading up to his promotion to CEO, Anderson participated in annual shareholder meetings. Tensions were often high as some shareholders had not always felt heard. His first time leading the meeting, Anderson decided to mix things up — he opened up the floor for anyone who wanted to speak. More than

20 people lined up to address him and ask questions, and Anderson had the opportunity to respond to each one. Though perhaps unconventional, it fit with his commitment to broadening transparency within the company.

"I'm proud of how we've been able to build on that in everything that we do," he said.

Anderson's care extended to customers as well.

"We would occasionally get letters from customers concerned with something, and he would actually take the time to give them a call or go have coffee with them," said Jeffrey Malmen, senior vice president of public affairs.

Another of Anderson's endeavors during his time as CEO was collaborating with employees across the company to craft a statement that resonated with each person and helped them do their best work. He wanted to create a statement on company culture where people from different walks of life felt included and valued for their contributions. Inspired in part by the Me Too movement, which seeks to end sexual violence and support survivors, the effort began as an inclusivity and diversity statement and came to represent the employees' commitment to one another.

Anderson led over 40 meetings with employees across the state to hone and refine the statement. During these meetings, people would sometimes be moved to tears sharing what made them feel valued, Grow said.

"He would draw out this sense of compassion and love for the employees," she said. "It just sort of swirled around him."

The statement, a succinct four sentences, is posted on the "Careers" page of Idaho Power's website.

"At Idaho Power, we are committed to an inclusive environment where we are all valued, respected and given equal consideration for our contributions," the statement begins. "We believe that to be successful as a company we must be able to innovate and adapt, which only happens when we seek out and value diverse backgrounds, opinions and perspectives. Our collaborative environment thrives when we are engaged, feel we belong and are empowered to do our best work. We are a stronger company when we stand together and embrace our differences."

One employee created a metal cutout of the statement specially for Anderson. It hangs in Anderson's garage, a reminder he sees anytime he takes a drive.

"It's a great remembrance for me, and it makes me feel really proud that we did have an impact with that," he said.

Sometimes the effect of such work is not obvious, but over the course of Anderson's time as CEO, the company saw increased customer satisfaction and record-setting safety numbers. "We've had a really good run on these other factors, but none of that would have happened without our people," Anderson said.

Additionally, Anderson oversaw development of a plan to get Idaho Power to 100% clean energy by 2045. Keeping customers' power afford-

able and reliable was a huge consideration with how to tackle this issue, but now the company is in the stage of realizing that plan, he said.

Over the years, Anderson has lent his talents to many organizations in the Treasure Valley. At the invitation of Grow, he joined a group of Idaho Power executives at a breakfast fundraiser presented by the Women's and Children's Alliance, a Boise nonprofit working to end domestic violence and support survivors. At the breakfast, organizers played a recorded 911 call in which a young girl described her dad as being violent. Grow noticed that Anderson looked visibly upset.

"I looked at Darrel, and he just looked shaken," recalled Grow. "It was painful."

As Anderson would later share with her, he was all too familiar with domestic violence. His father was an alcoholic and grew violent when he drank. Listening to the recorded call, Anderson experienced flashbacks to a particular night in which his dad was throwing his mom against the kitchen counter.

"It was at that breakfast that I said, 'I need to be involved with this organization,'" he said. He saw his involvement as a way to recognize his mother.

As part of his time leading the board, he was able to share his story with guests at future breakfasts. After one event, an attendee wrote him a letter telling him that she was a victim of domestic violence and thanking him for sharing his story. Being able to help even just one person made his involvement worthwhile, said Anderson.

Anderson has also served on the board of Saint Alphonsus Hospital and the Boise Public Schools Foundation Board. He is currently serving as part of Gov. Brad Little's economic recovery advisory group, helping businesses reopen and rebound from the pandemic. Though he is now retired, he will continue to serve on Idaho Power and IDACORP's boards (IDACORP is Idaho Power's holding company), as well as on the board of the Blue Cross of Idaho.

Anderson plans to consider additional involvement with nonprofits, but generally, life will be a little quieter in retirement. He hopes to spend some quality time with his spouse, travel to visit family in Oregon and Montana as COVID-19 restrictions allow, and attend more Oregon Beavers athletics events. He also plans to tune up his golf game and work on keeping physically and mentally healthy.

"Retirement was a big decision but the right one given that I am healthy and can enjoy my family so much more and that I worked hard at getting a successor ready to go who has a strong team behind her," he said, referring to Grow.

Anderson recognizes that he made choices throughout his life that affected the direction of his career, and he feels grateful that it led him where it did.

"I just feel so blessed to have worked at Idaho Power for 24 years."

— Erin Banks Rusby,
Special to the Idaho Business Review



“Through the most difficult times in my career and life experiences, I have found communication and honesty have always been the best way to deal with the difficult issues.”

LYSI BISHOP

HELPING PEOPLE CALL BOISE HOME

Lysi Bishop started working when she was 12, learning all the time

Lysi Bishop's career is all about letting people experience the joy of “home.” Each detail of every real estate transaction that she and her team work on — from the initial meeting to the final closing papers — has Bishop's passion for life written into it as well.

Bishop's phenomenally successful real estate team, known as Lysi Bishop Real Estate, operates under the brokerage of Keller Williams Realty Boise.

While her company is best known for luxury sales — many of which include the most iconic homes in the Boise area — the group services homes in all price ranges with the same premier marketing and client care. The leaders she has helped mentor work with each team member to grow and nurture other future leaders. The company's goal is to ensure that it creates a culture that is committed to providing the highest level of care to each client.

Bishop explained that she came into the world with a strong work ethic. She was the youngest child and always worked hard so she would be able to keep up with others in her family.

“I didn't want to be left behind,” she explained. “I wanted to learn how to do things, and I was thirsty for details and learning. I asked my stepdad for a job when I was 12 years old. He was the president of a savings and loan company, and somehow the board

approved hiring me at that age! I was essentially a gopher — I went to the departments and asked how I could help. I counted money, ran errands, copied documents, and did anything that was needed. I always tried to exceed expectations to gain the trust of those sharing tasks with me. I strived to learn more, and to do more every day.”

After that, Bishop said she worked in retail throughout junior high and high school. She explained that the values she learned as a teenager are things that she is continually reminded of, even decades later.

“The principles I learned were to serve and perform at the highest level, to ask questions, to ask for more work, and to communicate if I ran into any issue,” she said. “Those basic principles are still with me today.”

She said that those jobs as a young adult each led to other employers reaching out to her and asking her to come work for them.

“I have had only a few jobs in my life, and each one was filled with great opportunities to work my way from the bottom to the top, learning every step of the way,” she said.

Bishop explained that a quote that represents her as a leader comes from former Secretary of State Colin Powell. He once said, “There are no secrets to success. It is the result of preparation, hard work and learning from failure.”

But no matter how successful she has become during her career, Bishop recognizes that none of it could be possible without an outstanding and supportive team.

“As a CEO, I am working in production — I work both ‘in the business’ and ‘on the business,’” she said. “In both arenas, I would not find success without the team that surrounds me. I rely on my council (the team of leaders in each department) and heavily on the VP of Operations to guide the team through our vision, goals, daily operations and changes. Leading by example, creating systems and structure provides the best platform for our team and agent’s successes.”

As with any leader of a company, Bishop revealed that there have been many ups and downs over the years. Learning the best way to

navigate the changes in her industry has been crucial. The real estate industry as a whole has been turned upside down by a handful of major events during her career, and the COVID-19 pandemic was another such event that required her team to adapt quickly and determine how to juggle new ways of doing business. She helped lead her team through the last several months, figuring out how to work remotely, while creating systems that could help them fill in the gaps of communications.

“Market changes have brought the greatest surprises to me throughout my career,” she said. “Although data can help us predict the upcoming market cycles and changes, when there are unprecedented events such as 9/11, the Great Recession, COVID-19 — our clients are faced with stress, emotion and uncertainty. Communication has been the only way to work through those times.”

For Bishop, this communication is part of what has made her successful, both in life as well as in business. She believes that even though the information that she must communicate with her clients might not always be good news, it is important for her to always keep things out in the open.

“Sometimes the client does not like the information we’re communicating...but they appreciate us taking the time to research and give the best advice possible for the circumstance,” she said. “We have found that buyers and sellers feel unsupported (stuck on high-center with wheels spinning) when they do not receive communication and data — communication is the key to our organization. Through the most difficult times in my career and life experiences, I have found that communication and honesty has always been the best way to deal with the difficult issues.”

Outside of day-to-day real estate work, Bishop has dedicated her time and resources to giving to organizations that make a large impact on their community and the world. Her company provides individual team members with direct opportunities to give by working through CAUZE. This offers company funds to all employees, allowing them to contribute to

nonprofit organizations of their choice, based on what factors are important to them.

In addition to that, at the end of each real estate sale, Bishop’s company donates a percentage of the sales transaction to the BLAA fund, which provides annual contributions to organizations that the company leadership has decided to provide support for during each calendar year.

Bishop, who was raised in Idaho, has lived in various parts of the country including California, Washington and Hawaii. But Idaho has always been part of who she is. So, it was here that she and her husband, Scott, decided to put down roots with their two children, in Boise’s North End. When talking about her kids, she shares that she considers that raising them well was, without a doubt, her biggest life accomplishment.

“Raising my children in Idaho and seeing them grow into incredible young adults has given me the most joy,” she said. “They are very successful in their careers and relationships, and they also value family immensely.”

Looking back at her career to date, Bishop said that she believes that her most valued career accomplishments are those that become “told back to her” from her clients.

“In real estate, we often deal with people on one of their largest financial and emotional investments that they make in their lives,” she said. “Receiving the feedback of the life-changing difference that my team and I made in someone’s life has been the most rewarding feeling of accomplishment in my career.”

Bishop has received a number of local and national awards for real estate production and marketing, all of which are notable and worthy of being acknowledged. But none of them, she said, have meant as much to her as making a difference in the lives of clients with whom she has had the honor of working one-on-one.

“Our company mission statement is ‘bigger lives for all,’” she said. “We truly strive to create bigger lives for our team, clients and local community.”

— Brooke Strickland,
Special to the Idaho Business Review



"One of the things that was very helpful for me to learn was that people can have tremendous conflict and come out with the best possible result."

SENATOR RAISED KNOWING THE VALUE OF SERVICE

Native Idahoan Cherie Buckner-Webb was the first African-American elected to the Idaho Legislature

When Cherie Buckner-Webb won Idaho Business Review's Woman of the Year honor in 2019, she spoke of her quest to learn what her life's purpose is. But what if she had to state her purpose today?

She cited a hymn near to her heart, part of which says, "a charge to keep I have, a God to glorify"

"My charge is to be in service to act," she said. "My charge isn't to be smart; it's to be humble, to live

service, to be available, to treat my fellow man with dignity and respect, and in doing so, to edify that power higher than myself."

Buckner-Webb has deep Idaho roots. Her great-grandfather moved to Boise in 1905 to found a Baptist church, and her family expected her to serve the community. This sense of purpose has led her to pursue a variety of career paths and to volunteer her time through nonprofit work.

She worked as a procurement manager for Boise Cascade, first in the aviation division, then in the timber products division. She remembered being shown around the work premises, learning how the logs were processed. When the manager used the n-word to describe the piece of equipment that turns the log, Buckner-Webb politely objected.

"Since I'm responsible for procurement, you'll be calling it the 'log turner,'" she said.

As a Black woman, growing up and living in a very white state was not without its challenges. One evening at dinner time, her family realized that someone had placed a burning cross on the lawn of their North End home. She was five years old. In the 1970s, she bought a house nine blocks from where she grew up. The day after she moved in, her car was stolen. It was later discovered that someone had run the car off of Simplot Hill. These are just some of the experiences she carries with her as she goes through life, bringing a special lived experience and perspective to her work.

Buckner-Webb worked at Hewlett-Packard as a sales and marketing manager before being recruited into the human resources department to work on diversity, equity and inclusion. A visiting consultant suggested that Buckner-Webb would make a great career and life coach. She decided to start her own coaching business, known as Sojourner Coaching. When she was 17 years old, she had decided that someday she would own her own business, and Sojourner would be part of the name in homage to Sojourner Truth — the 18th century Black woman who fought to end slavery and championed women's rights.

Buckner-Webb honed some of her skills during vacations and weekends, apprenticing and educating herself to get her business off the ground. But in reality, she had coached informally for a long time and was good at it. She wanted to help people reach their highest potential.

"People know they have lots of strength and abilities, but sometimes they don't feel that they're at a safe space to show it," Buckner-Webb said. "Coaching is taking you right where you are right now and helping you realize your strengths."

Buckner-Webb acts as a coach and consultant, working with individuals, teams and higher education institutions. She is also in high demand for speaking engagements. But she says she can't take all the credit for people making life-changing choices — she has the road map but the people she works with have to take the steps.

In the spirit of serving the community, Buckner-Webb also felt inspired to run for a position in the Idaho Legislature. In 2010, she became the first Black person to win a seat in the Legislature. She was elected to the House of Representatives for one term from 2010-2012 before running and winning an election for Idaho state senator. She eventually was invited to become the Senate's assistant minority leader. At the end of this year, she will have completed 10 years in public office and plans to retire from politics.

Buckner-Webb has brought a different voice to the Idaho Legislature. As one of just seven Democrats in the Senate, and the only Black woman, the job has proved to be both challenging and highly rewarding.

"It taught me even more humility," she said. "It taught me what it takes for so many people to survive. I thought I was knowledgeable about so many parts of our community, but my goodness we have so much work to do."

While in the Idaho Senate, she helped pass a piece of legislation called the Fair Employment Act, which eliminated the requirement that job applicants disclose felonies on the initial application for a job. She reasoned that disclosing a felony on the initial application deterred employers from showing an interest in that applicant, even if they had the appropriate expertise and qualifications. In certain industries, Idaho's hiring pools are shallow, and it can be difficult to find people to fill jobs. Removing that box regarding felonies can help bridge the gap and connect deserving people with new opportunities, Buckner-Webb said.

"If we were all judged by one minute in time, none of us would be free," she said. "They (individuals with felonies) are capable of doing great things if they get the chance."

Applicants still must disclose felonies, but not until later in the application process.

Buckner-Webb also helped pass legislation to secure health insurance coverage for organ donors — health insurance companies in some parts of the country sometimes refused to cover a person who had donated an organ, arguing that they were no longer a whole person. She also helped pass a law to connect children aging out of the foster care system with support and resources, and Buckner-Webb is a strong proponent of women's rights, including reproductive rights.

Part of her political success comes from a deft knowledge of how to communicate with people whose views differ from her own.

"If we had to agree on everything, this would be my tenth husband," she joked. And she emphasized the importance of giving credit where it is due, noting that it is impossible to pass anything without the support of other legislators.

Both Democratic and Republican colleagues expressed how much they are going to miss Buckner-Webb when she retires later this year.

"She has a lot of heart, and that is the kind of quality we need a lot more of in politics," said Sen. Michelle Stennett, D-Ketchum. "That's why I think she is so dear to many of us that know her and work with her."

"As a person of color, she's a strong advocate for minorities, and that is always to be admired in someone," said Sen. Dean Mortimer, R-Idaho Falls.

Sen. Janie Ward-Engelking, D-Boise, appreciated Buckner-Webb's willingness to stand up for people.

"She does not back down when somebody's rights are being infringed upon or when she believes there's an issue that's above politics," Ward-Engelking said. "It's never about politics with her — it's about doing the right thing and

making sure she advances equality for every person in the state," and she is skilled at doing so respectfully, Ward-Engelking noted.

Even when she retires, Buckner-Webb will continue her strong dedication to community through her volunteer work with different nonprofits and boards. Working with community members through nonprofit work has given her a new perspective on how to get things done while building on her existing business management skills.

"People in our town are so generous with their time and with giving you direction," she said of Boise.

She has learned about budgeting and fundraising and how to work through contentious situations.

"One of the things that was very helpful for me to learn was that people can have tremendous conflict and come out with the best possible result," she said.

She has volunteered for the Women's and Children's Alliance of Boise, an organization helping survivors of domestic violence, and is on the board of Saint Luke's Hospital. She also founded the Idaho Black History Museum and has served on its board for over 20 years. Her son, Phillip Thompson, is the current executive director and board president of the museum, which is housed in the original church sanctuary founded by her great-grandfather.

The Idaho Black History Museum recently hosted an exhibit on lynching.

"One of the things we know historically is that lynchings were events," she said, with many people gathering when Black people were killed. "Those in power didn't think they were doing anything wrong because Blacks at that time were not treated as if they were human."

This past spring, the murders of George Floyd and other Black people by police officers has generated a new wave of support for the Black Lives Matter movement. Many in the U.S. and abroad are newly motivated to learn what they can do to interrupt racism, including in the business community. Buckner-Webb shared her thoughts on the matter in early June, which were published by a Facebook page called 19 Love Stories, a site created this spring that shares stories from Boise during the pandemic.

An excerpt reads: "If one more person asks me, 'What can I do?' I wanna holler: Wait a minute, white people in corporate America. You're running agencies, making money. You have thousands of people working for you, and you ask, 'What can I do?' You insult my intelligence. Treat blacks with the dignity and respect that you give white folks."

We're not here to entertain, educate, pacify or tell you why Black lives matter. We're here to contribute all of the skills, gifts and talents that we have."

— Erin Banks Rusby,
Special to the Idaho Business Review



“My personal philosophy is focused on service — to the profession, the clients, the community and state and family.”

ROY EIGUREN

ADVOCATING FOR CHANGE

Roy Eiguren has helped define public policy in Idaho

Roy Eiguren is a passionate civic leader who has used his aptitude for business development and legal representation to create a stronger and greater Idaho. As a nationally recognized public policy strategist and law firm partner with over 40 years of working directly in government legislation, he is recognized for his innovation, leadership and outstanding service that supports people in communities all around the state.

Eiguren, an Idaho native, first dipped his feet into the business world in high school when he began work as a salesman in a hardware store. There, he

quickly learned the importance of putting his all into every facet of his work. He also began to see how his personality and gifts could be used to positively affect the world around him.

“I learned a great deal, including the importance of being empathetic, of having integrity and honesty, the value of hard work, and the appreciation for the diversity of the many personalities of the public,” he said.

Once he began college, he decided to pursue business and law. He is a graduate of the executive management program of the Dartmouth School

of Business Administration. He also attended Georgetown College of Law and the University of Idaho College of Law, where he received his Juris Doctorate.

Before entering his law practice in 1984, Eiguren served as a special assistant to the administrator of the Bonneville Power Administration of the U.S. Department of Energy. He also worked as chief of the Legislative and Administrative Affairs Division and as a deputy in the office of the Attorney General of the State of Idaho. He also previously served as a deputy secretary of state and as an Ada County

deputy prosecuting attorney.

Today, Eiguren is a managing partner for Eiguren Ellis Public Policy, where he manages legislative and public policy matters, including representing and counseling clients before departments and agencies of state and federal government. The firm has been in existence since 2007. As the managing partner, he oversees client development and services in addition to financial oversight, support services and personnel matters.

But Eiguren's heart is and always will be to remain an effective advocate for each person he has the privilege of representing.

"The cornerstone of our work is government engagement, supported by diverse services including business development strategy and strategic communications counsel," he said. "We have had unparalleled success over decades with the enactment of legislation and in achieving results in administrative rule making proceedings, procurements and regulatory initiatives."

This year, the firm has had to make big changes due to the worldwide COVID-19 pandemic. He has had to conduct all meetings with clients remotely, including those with state officials and the Governor. He has been working closely with state and federal governments on a wide variety of COVID-19 issues, as well.

In addition to his legal work, he has served for the last five years as the co-owner of Intelligent Office, a professional business center that provides executive and virtual office services with various businesses and outsourced staffing solutions. Eiguren and his team acquired new technology to allow receptionists to work from home this year to adapt to state stay-at-home orders, while still maintaining their high-level phone answering service.

Eiguren explained that he uses Nike's motto as his own: Just do it!

"When there have been times in my practice where a desired result from a public policy process seems impossible, my approach has been 'just do it' if there is a plausible path forward," he explained. "An example is a 20-plus year effort on behalf of a client to change federal and state laws and rules prohibiting the use of

larger but safer trucks on Idaho highways to move agricultural products. The opposition was strong and committed. However, knowing that the facts supported our position, we proceeded with a 'just do it' attitude, resulting in a change in federal law, numerous changes in state law, and the modification of dozens of administrative rules. The result for the clients has been multi-millions of dollars in annual saving on transportation costs."

He was also directly involved in drafting the legislation that created the State Capitol Commission. He later chaired it, where he planned and managed the restoration and expansion of the Capitol. Another career highlight included serving as a negotiator for the agreement to federal and state governments that prevented the importation of commercial nuclear waste into Idaho and accelerated the environmental clean-up of the Idaho National Laboratory.

In 2018, Eiguren's impressive career earned him the Idaho Business Review's Leaders in Law Lifetime Achievement award.

When asked how his job as a lawyer and lobbyist can positively influence the world, he said that he is proud to have been involved in developing public policies that have had an immediate impact for communities.

"I am fortunate to represent a significant number of national and local blue-chip clients with federal and state elected and appointed officials," he said. "My personal philosophy is focused on service — to the profession, the clients, the community and state and family."

Eiguren went on to share that another career experience he had that encapsulates his passion for taking action and seeing results is when his organization was approached by a small group of board members from the Foundation for Idaho History. They wanted to start a fundraising campaign to provide private-sector contributions for the renovation and expansion for the Idaho State Museum.

"Our outside fundraising consultants said that our small organization, with a very limited history of fundraising, would have a very difficult if not impossible time to raise any significant level contributions. We all said it was truly a moment in history..."

He said the team initially planned to raise \$2 million. But when the Governor urged them to double that number, they decided to take the leap. Ultimately, they raised \$4.3 million.

As a leader, Eiguren explained that inclusivity and being consensus-driven is important to him.

"In working with clients as well as colleagues, my style is — to the greatest extent possible — to involve them in identifying goals that collectively we want to achieve," he said. "From there, I attempt to develop a consensus where we all strive together to achieve those goals."

Outside of work, Eiguren is active in Idaho's Basque community. He has served as the President of the Pete Cenarrusa Foundation, where he has assisted in philanthropic efforts that provided over \$50,000 in awards to local Basque organizations to enhance Basque language and culture. Also, he was a founder and president of the American Basque Foundation, a joint effort between the Basque government of Spain and the American Basque community. The goal was to establish intergovernmental relations between the two governments. Because of his leadership, there are now long-lasting diplomatic, cultural and educational programs put in place. Eiguren has also led several trade missions from Idaho to the Basque region of Spain to establish markets for Idaho products in Europe.

Further, Eiguren is the current board chairman for The American Red Cross of Greater Idaho. In 2019, he received an award for innovation, leadership and exceptional service in support of the organization and had the award named after him. The Roy Eiguren Leadership award will be presented to an outstanding volunteer every year.

Eiguren is also a dedicated family man who is married with two children and five grandchildren, all of whom live in Boise. He loves to spend time with them in addition to hiking, reading and traveling.

As he looks toward the rest of his career, Eiguren says that he plans to remind himself to remain focused, stay the course and continue to be a life-long learner.

— Brooke Strickland,
Special to the Idaho Business Review



"I look for ways to turn a stop sign into a detour and try another method to get to where I need to be."

EMPOWERING WOMEN IN THE POLITICAL ARENA

After her own long career in politics and fundraising, Debbie Field is paying it forward

Debbie Field loves people and has made it her life's work to give each person a voice. Her passion is evident: Wherever she goes, she is dedicated to building rapport and providing support to people. Her service to citizens of all walks of life has helped create a stronger Idaho.

Field has had a leadership career that spans decades, first beginning work on managing political campaigns as early as 1978. But her love for public

service was ignited at an even younger age. When she was 14 years old, she was working part-time at a music store, which she continued to do through her undergraduate studies.

As she prepared to start her final year of college, the Teton Dam broke, flooding her hometown. She and her father immediately went to check in at the county's disaster command post, where they did what they could to help. Ultimately, she ended up

working as the secretary for the county commission and for the civil defense staff, where she recorded all of the minutes of the government's recovery efforts.

That fall, she launched into a new role, working for U.S. Sen. James McClure in Washington, D.C. These experiences opened her eyes into the world of serving constituents who needed help. Since then, she has never looked back in what she felt called to do.

Field's work as a campaign manager for various

political figures over the years introduced her to her next career: working as a state legislator, which she did for nearly 12 years.

Field also served as the former chairperson and board member of the Idaho Department of Correction and the former chair of the House Judiciary and Rules Committee.

Some of her key accomplishments throughout her career have been carrying Idaho's Tort Reform legislation in 2003 and authorizing the State Treasurer to issue commemorative silver medallions to honor military heroes. She also is immensely proud of her efforts in identifying a dedicated funding stream to fund Idaho drug courts.

However, Field said that she feels that her most significant career accomplishment was removing the statute of limitations on rape, as well as instituting mandatory police officer training for sexual assault investigations. After witnessing the pain and anguish of grieving parents and children who have experienced the devastating impact of these assaults, Field worked directly with another colleague to gain the support of the Idaho Legislature to make this happen. This was a life-changing move for the state.

Field's current role as the executive director of Idaho Women in Leadership began more than four years ago. The organization was founded through a generous contribution from Zions Bank. Today, Field, along with her outstanding team of staff and generous volunteers, run an organization that has served thousands of women in communities all over the state.

"After identifying the gaps and needs for women in Idaho, we focused on building an environment where critical conversations are facilitated, voices are lifted, and women are part of a large supportive community," Field said.

"Women's voices are needed in the commu-

nity service arena," Field added. "We believe that shared leadership is important in school board decisions, as well as in city-, county- and state-elected positions. We provide non-partisan candidate training and encourage and support the talents that women bring to the public square."

Since 2016, Field said that has seen approximately 700 women attend her organization's "Day at the Capitol" event during the legislative session. Women are given the opportunity to attend committee hearings, as well as learn about current legislative issues and listen to expert panel members on community leadership.

One of the favorite parts of her role as executive director has been planning and implementing the organization's nonpartisan public leadership training series. This 2.5-day boot camp brings in a talented group of subject matter experts.

The event offers equal political party representation, and acceptance into the training is done through an application and background check process. The safe, hands-on learning environment separates people into cohorts. The goal: providing each attendee with a toolbox for what it means to seek public office.

"The highlight is the convening of differing viewpoints and communicating through civil discourse and respect for opinions, values and principles," Field said. "The participants come into training as strangers, and leave as friends."

When asked what her average day looks like for her at Idaho Women of Leadership, Field said that it varies, but that she is always willing to jump in to lend a helping hand whenever it is necessary.

"If it's a phone call, an envelope that needs to be stuffed, or brochures that need to be designed, I can be found doing any and all assignments necessary to keep our organization

alive and healthy," she explained.

Field went on to say that the impacts of the COVID-19 on her organization have been challenging, but they are working their way through it. She described that the positive thing that has come out of it is the team's ability to think outside of the box on their objectives and deliverables.

Field said that lives by the classic Benjamin Franklin motto: "The world is run by those who show up." She continues to do this, day in and day out, year after year.

Field does this with a combination of tenacity and grit, as well as her one-of-a-kind personality. These, along with her years of leadership experience, have helped foster growth within individuals — especially those who are underserved or underrepresented — all around the community.

"My leadership style is convening and collaborating, and never being afraid to roll up my sleeves and do what I would expect anyone on my team to do," said Field.

Field is also a dedicated wife, mother, and grandmother. She said that she considers her biggest life achievement to be raising three children who make their homes and community a better place. She finds incredible joy in seeing them now parent their own children. She and her husband, Mike, have 13 grandchildren whom they adore.

"There are times you don't always get what you want, especially in politics," she said. "I know when it is time to live to fight another day. However, I never retreat. I look for ways to turn a stop sign into a detour and try another method to get to where I need to be."

— Brooke Strickland,
Special to the Idaho Business Review

***“We
were
Idahoans
before
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HELPING TO BUILD IDAHO

Wayne Hammon believes construction will be a linchpin of Gem State recovery

Two degrees in public policy, a background as a top advisor to an Idaho governor and work as a federal official helped lay some of the groundwork for Wayne Hammon's role as chief executive officer for Idaho Associated General Contractors.

Along with an impressive professional resume, Hammon said few of those jobs can beat the character building, stick-to-itiveness and soft skills that resulted from spending two years as a Mormon missionary knocking on doors in the West Texas oil country.

Now he's bringing that strong sense of purpose and conviction on behalf of the AGC, and believes wholeheartedly that construction will be at the forefront of the Idaho economic recovery in the wake of the COVID-19 outbreak.

Industry groups such as the AGC have their work cut out for them as they deal with a deliberate recession that was unprecedented in many ways, not least because it was chosen as a way of saving lives, Hammon said. Earlier this year, “We were an

industry on solid footing,” said Hammon of robust, pre-pandemic levels of building activity around Idaho.

A sixth-generation Idahoan who grew up on a farm in Bingham County, Hammon — who has led the AGC since 2012 — has had several challenging career chapters, but said the AGC job was the first job he actually ever applied for in his nearly three decades in the work world.

“I was looking for an organization with gravitas,” said Hammon, now 50, reflecting on AGC's “long and noble history” helping to build the Gem State. Leaving a highly coveted perch as administrator of the Idaho Division of Financial Management, the state's budget and management office, Hammon said the AGC's mission resonated strongly with him. One of the largest, most influential, and highly respected associations in Idaho had that gravitas in buckets, he said. “That's what attracted me.”

Founded in 1934, AGC represents the commercial construction industry, including general contractors, specialty contractors, suppliers and related profes-

sional services industries. The association promotes workforce safety, policy and workforce development. AGC also lobbies, provides health insurance and retirement consulting, offers plan-room services and sponsors golf tournaments and other outings.

Hammon's role in a nutshell, he said, is to help the association's public works and commercial-building members be successful in a myriad ways. He's worked closely with the Legislature and other state agencies and knows his way around the political fences. Hammon said his management skills plus political experience made his future as an association leader a natural fit.

“I can't weld steel or barely ever swing a hammer, but I can figure out what programs they (members) can apply for, move through any hurdles they may encounter negotiating the labyrinth of government policies and rules, and they respect that.

“Contractors see AGC (membership) as a central part of their businesses,” he said of the members who make their livelihoods building roads, bridges and structures.

“What AGC advocates is not just building for building’s sake,” Hammon said. “These projects we’re talking about can make life easier and safer for people all over the state.”

The key issue facing the construction industry today is coming back in an economy that was basically turned off.

Because of the uncertainty wrought by COVID-19 and the resulting sharp economic downturn, the first half of 2020 saw a significant slowdown for the construction sector.

“We’ve seen projects lose financing or funding has been delayed, and that’s put people out of work,” Hammon said.

With a safety net in place to provide unemployment assistance to the rank and file, some Idaho contractors have benefitted from a \$10,000 state grant program to help make payroll and meet other financial obligations, he said.

Nationwide, private development will be a long time returning due to vacant storefronts as many small businesses have shuttered. But that will change as capital is eventually released into the marketplace, Hammon said.

On the professional services end, some employers may also be drawn to the notion of having many of their employees continue to work remotely and using less office space, he observed.

“Other new employers coming to Idaho may not need the 200-person cubicle farms as in days gone by. But they are going to be needing more data farms and someone has to build these” to accommodate this future workforce, Hammon said.

In Idaho, Hammon believes the state is well-positioned to grow as the funding spigot is turned back on. Because Idaho already is so business-friendly, he’s “very bullish” on how construction will unfold during the next two years, especially on the public works side, with an assist from Uncle Sam and as state tax revenues increase to justify investment in infrastructure. “The fundamentals are great here for building,” he said.

Stimulus money sent to the states especially has the potential to help the construction industry. Roads, bridges, water and sewer systems are where most of this money will be spent, Hammon said. When this happens, he thinks there will be a nice bump for construction.

“It’s important we continue to be part of the discussions, keep our members informed

and educated and do everything we can” to help them maintain their cash flows and get through the current, unprecedented disruption, Hammon noted.

Prior to his work at the Idaho AGC, Hammon spent over five years as a top advisor to Gov. C.L. “Butch” Otter at the Division of Financial Management, which he called “a great ledge from which to watch the operations of government.” It was a challenging time given that it coincided with the Great Recession. While not an accountant, he was the governor’s “numbers guy” who had to make sure the dollars matched up with the policy plans. “We made some tough cuts, but in some cases increased spending” to get in front of the eventual recovery, he said.

He was impressed by Otter’s accessibility. “He had his phone number listed the whole time he was in office. That’s amazing!” Hammon marveled, but that’s indicative of the personal quality of Idaho politics and government and the connections among its citizens.

Those connections are valued by Hammon and his wife who, up until recently, were guaranteed to run into someone they knew — at the grocery store, airport or restaurant — from work, church, civic organizations, college years or kids’ activities.

“That’s not always the case anymore,” said Hammon, referring to the state’s appeal to its new arrivals who are “finding out our secret” on a couple of different fronts, especially quality of life.

Before his state service, Hammon was appointed by President George W. Bush to be the Idaho state executive director for the U.S. Department of Agriculture’s Farm Service Agency. Happy to be away from D.C., Hammon said, “I moved back to Idaho on my 30th birthday” to oversee 215 employees across 36 offices in the Gem State,” adding that his work took him to every corner of the state. He also gained a new appreciation for the diversity that is Idaho agriculture and its hardworking farmers.

Prior to his presidential appointment, Hammon was director of government relations for the National Association of Wheat Growers and spent four years on the Washington, D.C., staffs of U.S. Senators Orrin G. Hatch (R-Utah) and Larry E. Craig (R-Idaho), where he worked on natural resources management and agriculture issues, respectively.

Hammon received bachelors and masters degrees in public policy from Brigham Young

University and is an honorary associate alumnus of the University of Idaho. He also served a mission for the Church of Jesus Christ of Latter-day Saints for two years in West Texas, an experience that brought valuable lessons.

“Going up to a complete stranger’s house 50 times in a row and hearing ‘No’ taught me I can do anything,” said Hammon. “It also taught me that being tired is never an excuse (for not getting a job done).”

“My family were Mormon pioneers who arrived 30 years before statehood,” said Hammon, who is no longer a member of the LDS Church. “We were Idahoans before it was cool.”

He said seven generations of Hammon family folks are grounded in the state, primarily in the Blackfoot area. Despite his time spent in the nation’s capital, Hammon always knew he’d end up coming home to be closer to his parents, siblings and friends.

Hammon’s late father worked at the Idaho National Laboratory for 32 years. His job was moving the rods into cooling cells for the facility’s nuclear reactor.

“He sat behind protective glass and used robotic arms to work the fuel arms,” said Hammon. “The last eight years he worked in the safety division training other people how to do his job.”

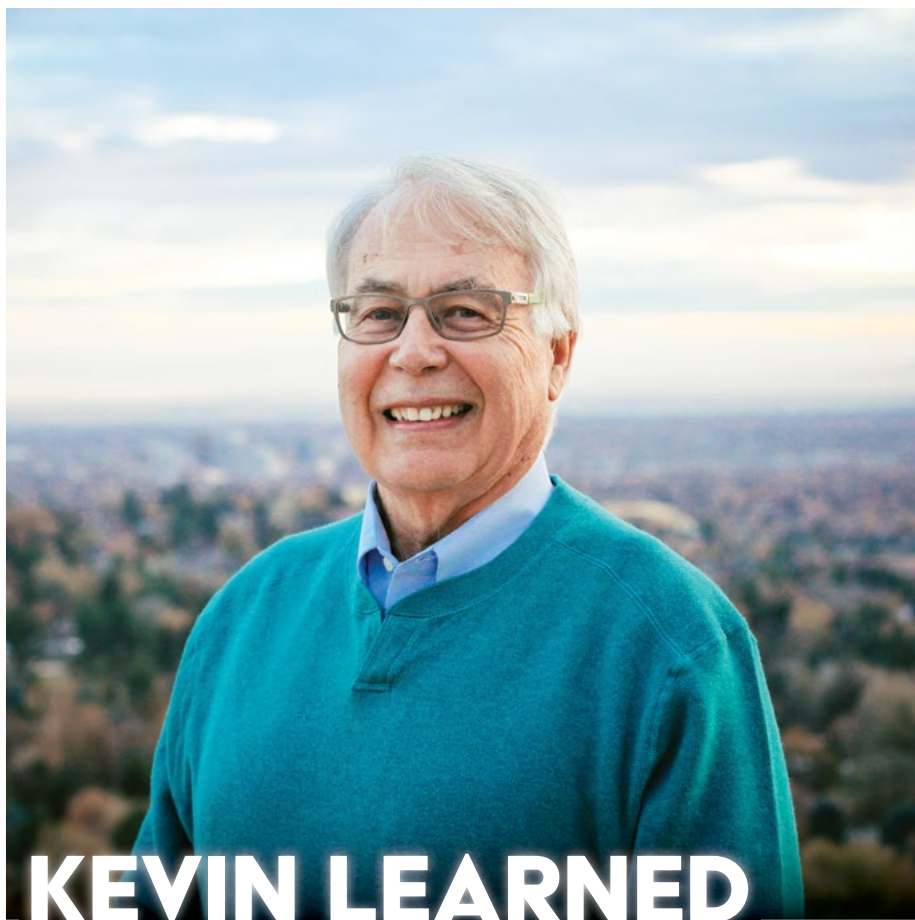
The family also had a 40-acre farm that Hammon’s brother, a truck driver, now owns and where his mom still lives. The acreage now is leased out to a potato farmer.

Sharing deep Idaho roots and a similar career path in government is Hammon’s wife, Kate. “She grew up in Caldwell and the Boise Valley,” Hammon said of his spouse, who also worked in the office of Governor Otter. The couple, who are the parents of two daughters, live in Meridian.

Kate Hammon works part-time for a winery, doing its public relations and social media. “We’ve built a lot of our lives around our kids,” said Hammon, referring to drama camp, swim teams and other activities.

In his spare time, Hammon has a golf habit “that’s pretty bad,” and enjoys playing once or twice a week. His wife’s family has a place on a reservoir in Donnelly where he can hit the links and spend time on the boat. “I like my hammock and a good book,” he said, adding that the vacation spot has “bad” Wi-Fi so the Hammons can unplug undisturbed.

— Steve Sinovic,
Special to the Idaho Business Review



***"I'm
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ENTREPRENEUR, TEACHER, ANGEL

**Kevin Learned is on his third career,
and he's not done yet**

To many Idaho companies, Kevin Learned isn't just an icon, he's an angel.

That's "angel" as in angel investing, where people invest money early in a new company's career to help it get off the ground.

But that's only what he's done most recently. While most of us are satisfied with a single career, Learned has had three.

"Basically, I bore easily," he said.

Learned started his career in entrepreneurship and small business, attending prestigious East Coast schools. That meant leaving Idaho, where he had lived since his parents moved when he was a child. "My parents, when the war was over, didn't know where else to go," he said. "They had some family here."

Learned went to Borah High School. "I always knew, from the day I left, that I would be coming back to Idaho," he said.

He earned his bachelor of arts degree in economics at Yale, followed by a master of business administration in accounting at Wharton. Later, he went on to earn a Ph.D. in entrepreneurship at Texas Tech.

"The thing I've been passionate about since before it was fashionable was entrepreneurs and their impact on the economy," Learned said. "When I graduated from Wharton, everyone went to Wall Street or large consulting firms or large businesses," he said, adding that the school didn't even have a course in entrepreneurship or small business at the time. "I was one of the few people who said, 'I'm going to figure out how to do my own thing here.'"

Partnering with Gary Mahn, who went on to become the owner of Fishers Technology, they formed Learned-Mahn Software, arguably Idaho's first software company, which developed and marketed personal computer software to the banking and hospital industries. Eventually, after Learned's departure, the company was sold to National Data Corp.

That experience led Learned to realize the importance of small business and entrepreneurship to the U.S. economy. "Amazon, Apple, Facebook, these companies were all created in the last few decades," he said. "That's been my guiding light."

After Learned left that business, he went on to his second career.

Most of all, Learned is a teacher. He became an associate professor in entrepreneurship and business

strategy, then associate dean, for the Boise State University College of Business and Economics.

"I loved teaching," Learned said. "To this day, I still teach. I thoroughly enjoyed working with students. Some of these students I've kept lifelong relationships with."

One of them, Denise Dunlap, is now one of his business partners. "He was universally liked by the students because a) he had real-world experience in the subjects he was teaching, and b) he was known to use spicy language in class — both characteristics were unusual in the faculty at the time," she said in an email message. "I liked him right away because it was obvious he was a 'doer' and not a 'talker.'"

"I had three points," Learned said. "One was entrepreneurship, one was teaching and mentoring, and the third was how do we make more capital."

Then Learned got interested in administration and held a variety of positions, including serving as president of the Albertson College of Idaho.

"He still has an 'Impeach Kevin' t-shirt framed on his office wall from when he was president of Albertson College and some of the students were advocating for his removal," Dunlap said. "When I asked why he keeps that, he said it was a constant reminder to stay humble."

The problem with administration is that it gets you further away from the students, Learned mused.

"The pinnacle was getting to form the Venture College" at Boise State in 2012, teaching students across disciplines the skills needed to successfully launch their own businesses, he said. "Many of the students I had at Venture I'm still close to."

Being a counselor at the Small Business Development Center led to Learned becoming an angel investor, based partially on his experience at Learned-Mahn. "We raised angel capital," Learned said. "I didn't know the word for it. I didn't know that's what we were doing, but it turned out well for us."

When Learned left Learned-Mahn, people started approaching him, asking him to invest in their business. "I made a few investments, mostly because I thought it would be fun and interesting," he said.

But there was more to it than that. "In part, it was give-back time," Learned said. "When I was a young man, people put money on my head. I couldn't build a company without investors."

That gets into Learned's philosophy about angel investing, with echoes of the teacher he once was and still is. "Angel capital is not a contribution, but the choice to make a portion of your investable assets," he said. "I feel an obligation to put money on the next generation's head. I hope to make money in the process —

it's not completely altruistic, but some of it is."

As part of that, Learned served as president of the Boise Angel Alliance and co-founder of the Boise Angel Fund, Treasure Valley Angel Fund, Capitol City Angel and Gem State Angel Fund. He has also served as a member of the finance committee for the Idaho Technology Council and a board member of Tech Connect.

Most recently, Learned volunteered for the board of directors of the Angel Capital Association in an effort to help improve the angel system for the benefit of the country. That includes teaching courses in entrepreneurship at Angel University.

Learned has also served on boards or advisory boards of several firms, including Apex Technology, Medical Management, GoGo Labs, GenZ Technology, and BlacRac Manufacturing, where he still serves.

Professionally, Learned is co-founder of two investment companies, Loon Creek Capital Group and Sage Growth Capital, which formed last year. Loon Creek provides services and expertise to accredited private investors across the U.S. to establish and manage angel investment syndicates, while Sage Growth makes revenue-based investments in growing early-stage companies that are seeking non-dilutive capital to help fund growth.

"I've only known Kevin for less than two years, and he has already made a huge impact on my life," said Molly Otter, one of his Sage Growth partners. "His vibrant energy was one of the main drivers for my signing up to start Sage Growth Capital with him and Denise Dunlap. That lust for life and enjoying what he is doing has made it an incredibly fun and rewarding experience, not to mention his incredible sage advice. They say 'older is wiser,' and in this case, it really is true. All of his experience brings such great insights to his investment philosophy and his business partnerships, and I have enjoyed getting to know him and learning from him."

Sage Growth has partnered with two Idaho-based food companies, Melt Organic, which produces plant-based dairy products, and Killer Creamery, which makes keto ice cream with no sugar.

What's next? In some sense, Learned considers himself already retired.

"Nobody pays me a salary," he said. "I don't have any obligations to get up and to go to work at 7:30 in the morning like I used to. I'm a little more relaxed. I spend more time reading the newspaper and drinking coffee and working out and those kind of things. I'm enjoying that phase of my life. You don't have that energy and can't work the way you used to, but I'm sure I put a good 30-35 hours a week into work-related things."

That said, Learned doesn't have any plans to retire per se. "I don't think my mind would allow me to be happy if I didn't have some intellectual challenge."

Learned has also backed away from some of his civic commitments, which had been part of his philosophy of giving back. "I have long been a volunteer for civic organizations," he said. "I have always believed that we have an obligation to give of our time where and when we can."

That included serving as president of the Boise Public Schools Foundation, executive committee member of the Boise Metro Chamber of Commerce, member of the board of the Boise Metro Economic Development Council, chair of the Idaho Business Council, member of the executive committee and co-chair of the higher education committee for the Idaho Business Council on Education Excellence, president of the Rotary Club of Boise, district governor for Rotary International, president and twice campaign chair for the United Way of Ada County, and on the campaign steering committee and executive committee for the YMCA. Currently, he is a member of the Bogus Basin Recreation Association.

At the same time, Learned is thinking about what's next. He has two years to go on the board of the Angel Capital Association, and he recruited a vice chair to take over for him at Angel University in a couple of years. "I spend a third of my time on angel capital, and that'll wind down over the next two years," he said. "I'll need to replace that with something."

That could be getting more involved with Loon Creek and Sage Growth. "I'm privileged to be in business with Denise and Molly," he said. "I'll continue as long as they think I'll bring some value. I could put more time into those, or I'll find something else."

"Something else" also means family. "I spend a lot of time with my grandchildren," Learned said. "For example, I have/am holding four different Grandpa Camps this summer. In the first, I took the three Boise grandchildren to Yellowstone Park. I will spend up to a week with each individually doing things that they want to do. Last week, I took our 9-year-old granddaughter to McCall to horseback ride and to a ropes course. Next week we'll take our 12-year-old grandson on a float trip down the Middle Fork."

In the meantime, he and his wife, Amy, have no intention of leaving Boise. "I'm beginning to think, 'What's next?' and I don't know what's next," Learned said. "Something will be next. I'm just beginning to think about that. I'll be busy. As soon as I figure out what's next, I'll let you know."

— Sharon Fisher,
Idaho Business Review



"I enjoy mentoring immensely, and I think it's either wither or mentor."

RENAISSANCE MAN: LAWYER, ANTIQUARIAN, DANCER

David Leroy has done it all

Judge a man by his actions, not his words, and you will see the measure of that man. Such is the case of David Leroy — lawyer, office holder, public servant, a collector of antique books and lover of all things French. Hardly surprising as Leroy means "the king" in French.

Add to that list an author, lover of music and art and an all-around good sport. In short, a Renaissance man.

Leroy, 73, was born in Seattle, where his parents were residing during the Second World War. His father, Harold David Leroy, was an Army Air Corps bomber pilot who fought in the Aleutian Islands when Alaska was still a territory. His mother, Fay Palmer, worked in the Boeing Aircraft factory and was a Rosie the Riveter, the nickname for women who were the backbone of America's defense industry. As they say in Hollywood, his parents met cute

— on a bus.

Leroy was born in Seattle in 1947, and soon after, his parents moved back to Lewiston, Idaho, where his mother resumed her career as a first-grade teacher, and his father started a watch repair and jewelry business.

In junior high school, Leroy was a straight-A student and developed his reading habit by collecting all the Hardy Boys books. "When I was a kid in Lewiston, in junior high school, I went to a secondhand book store and was looking through some old books and found a religious tract published in 1896. It cost only one dollar," he said. "And I thought to myself, isn't that interesting, a book from the previous century for only a dollar. I think I'll buy it."

That simple transaction is what cultivated his habit of acquiring old books.

The next old "book" he bought was an anti-

quarian book fair in Seattle. It wasn't a book, but rather a 4,000-year-old clay cuneiform, the oldest form of writing developed by the Sumerians in Mesopotamia.

Ever since, Leroy has been a dedicated collector.

When he reached high school, Leroy established himself as a student with a purpose. In a class of about 400, he was elected student body president, and it's fair to say that's where he began his political career. First, as a youth legislator, he learned how to craft legislative bills. With the help of a law book and tutored by Boise attorney Merlyn Clark, Leroy got a feel for how it was to draft a bill and write laws.

That prompted another ah-ha moment: "I could do this for a living."

College was mandatory, of course, with two professional parents.

"I think of having a father who was a career man

in the Army Air Corps and a mother who was a career first-grade teacher. I learned that if something is worth doing, it's worth doing well," Leroy said.

He enrolled at the University of Idaho's 3-and-3 program: three years of undergraduate courses and three years in law school. After earning his J.D. in 1971, Leroy went to New York University Law School where he earned a Master of Law degree in trial practice and procedure.

After that, he went to work for the New York law firm of Rothblatt, Rothblatt, Seijas & Peskin, where he got hands-on experience practicing criminal defense. The head of the firm, Henry Rothblatt, was a top criminal lawyer, who represented the four Cuban men arrested for the Watergate burglary in June 1972.

"I practiced law for three years in New York. Our firm also represented Lt. Col. Oran Henderson, who was court-martialed for his role in the My Lai massacre in Vietnam in 1968," Leroy recalled.

The court martial was held at the Court of Military Justice at Fort Meade, Maryland, and Col. Henderson was acquitted.

His firm also represented Martha Mitchell, the colorful Washington hostess, in her divorce from John Mitchell, attorney general under President Richard Nixon. Their other clients included the Happy Hooker and F. Lee Bailey, who was being sued in a case about poisoning tests.

In the midst of this colorful roster of clients, Leroy got a phone call from Ada County Prosecutor Jim Risch, now a U.S. Senator and chair of the Senate Foreign Relations Committee.

"How would you like to take a two-thirds cut in pay and come back to Boise?" Risch asked. "If you're such a hotshot trial lawyer, you can come back here and try five cases a week."

At the time, Leroy and his wife, who had been college sweethearts, were living in New York's Upper West Side. Married in 1972, they went back to Boise in 1973.

"I was ready to get back home," Leroy said.

Back in Boise, Leroy worked as a deputy prosecuting attorney and then was elected prosecuting attorney for Ada County and served two terms.

"It was exciting and engaging and required good judgment," Leroy recalled.

The next career leap was in 1978 when he was elected Idaho attorney general, and, at age 31, was the youngest AG in the nation.

Leroy served for four years before becoming Idaho's lieutenant governor, serving one four-year term in that post, until 1987.

As AG, he oversaw restructuring and improving the sentencing process. But he also kept his day job, as a partner of a law firm, practicing in criminal defense and family law.

By 1990, he was appointed by President George H.W. Bush to head the newly established office of U.S. Nuclear Waste Negotiator until 1993. The agency was responsible for the storage of radioactive waste by commercial power plants, which had become a pressing issue after the accident at Three Mile Island in 1979 near Harrisburg, Pennsylvania.

But his career also included running for office, starting with an effort to gain the Republican nomination for governor in 1986, which he lost. He ran for a seat in Congress in 1994, when he lost the primary. His final run was in 2017, when he also lost the primary.

So he knows from experience: You win some, you lose some.

What he didn't lose was his interest in antiquarian books.

"I search all over the world at international antique malls, and at this point, I probably have about 300 books, many in Latin, that are from the 18th century and earlier," he said.

"For instance, I have a copy of the Lincoln-Douglas debate printed in 1860, which I bought at auction at Christie's," he said.

That book is signed by Lincoln — an inscription to one of his friends.

"It was printed by Follet and Foster, and Lincoln prepared the manuscript himself and submitted it to the publisher," Leroy added.

The purchase from the New York auction house led Leroy to write a book about the Great Debates of 1858, a series of seven debates between Abraham Lincoln, then a candidate for the U.S. Senate, and Sen. Stephen Douglas, the Democratic incumbent. Published by Oak Knoll Press, Leroy's book, titled "Mr. Lincoln's Book," is now a standard reference work for the history of the Lincoln-Douglas debates.

Leroy has made some other interesting acquisitions, such as a book he got in Nuremberg, Germany, a 1669 treatise about fortified cities that was part of Hitler's personal collection kept at The Berghof, Hitler's mountain home in the Bavarian Alps.

"I also have a book from Thomas Jefferson's library, a philosophy book, printed in the 1700s: 'Memoires de Sully,' in French, of course," he added.

How's his French, by the way?

"Pas mal," he admitted with a laugh, "My French is about the level of a sixth-grader."

After Leroy divorced, he remarried in 2005, to a ballerina who had danced with the San

Francisco Ballet.

It was a case of history repeating itself — the couple met cute, just like his parents did. Only it wasn't on a bus, it was at an exercise class in downtown Boise.

Nancy caught his attention when she went up to him and asked, "Are you someone important? Should I know you?"

"No, but I think you would like to," he replied.

All of Leroy's children and grandchildren live in Texas (his daughter, Jordan, 40, has three children; his son Adam, 37, has one child.) Nancy's daughter, Tiffany, 40, has one child.

The Leroy's love spending time with family and traveling to attend cultural events. They like to peruse galleries — Nancy collects art — and they saw "Hamilton" in New York just two days before Broadway was shut down due to COVID-19.

"Last October, we went to hear the Philharmonic at the original opera house in Vienna," Leroy said. "And we saw the Ballet de Bordeaux at the Grand Theater there."

The Leroy's have gone to France twice a year, a month at a time, ever since they bought a home there, first in Pauillac, famous for the wine that produces Chateau Mouton Rothschild, and then an apartment in Bordeaux proper.

To keep in shape these days, Leroy says he plays a little golf and a little tennis and speed-walks.

But it's not just all work and no play for Dave. Not at all. Back in 2011, he and Nancy did a "Dancing with the Stars" routine in Boise and wowed the crowd. Nancy wore a form-fitting fuchsia dress with fringe and a slit up the thigh. Dave sported spectator shoes and a fuchsia vest and a boater, which he threw into the crowd after fancy stepping to Carly Simon's "You're So Vain." Dave acquitted himself admirably, and Nancy showed her dancer's skills, with splits and high ballet kicks.

As for sharing his wealth, that can be measured by Leroy's wisdom and institutional knowledge, both which come with experience. It's through mentoring and sharing that he gets to give back. The sharing is done as a frequent television commentator on legal matters on Court TV and the CBS morning news. The other, mentoring, is quiet and personal.

"I enjoy mentoring immensely, and I think it's either wither or mentor," Leroy said.

And so, this is his secret to a good life: work hard, play hard, do some good in the world and have some fun. Pas mal, as the French say.

— DeWitt Smith,
Special to the Idaho Business Review

***“Play
the ‘long
game’ —
you can
recover
from
practically
any
adversity.”***



NICHOLAS G. MILLER

LAYING DOWN THE LAW

Attorney Nick Miller sees himself as needing to be a role model for the next generation

Nick Miller's ability to draw the 44 counties of Idaho on a blank sheet of paper simply attests to the fact that Idaho is in his blood. But his heart also beats for justice, and he works every day to be a leader with intention, integrity and ingenuity. As a fourth-generation Idahoan and a third-generation Idaho lawyer, he has dedicated

his life and career to the people and communities of this state.

Miller started working at the age of 14, learning what it took to work hard and earn your own money. Growing up in Canyon County, there were plenty of jobs in agriculture, so he worked at fruit farms and a processing plant during the summer months.

"I quickly learned the value of making work fun — for example, turning a repetitive task into a complex math exercise, or connecting with co-workers and their interests," Miller said.

In 1976, he graduated from Stanford Law School and headed to the big city. He began work at a Wall Street law firm in New York. It was there, through a

mutual friend, that he met his wife, Cathy, who grew up in New York but attended college in California. Miller explained that he convinced her to give up her “bi-coastal persona” and move back to Idaho in 1983.

This was a turning point in their lives. It gave them the opportunity to put down roots, build a family, and establish their careers in a beautiful place.

After settling back into Idaho living, Miller began work at Hawley Troxell as a lawyer. The company was founded in 1964, but has roots with the historic Idaho Hawley family, whose progenitor, James H. Hawley, received licensure to practice law on Feb. 14, 1871.

“I’ve always said the firm has a great heart because of this Valentine’s Day connection,” Miller said.

Today, the firm has 70 lawyers throughout the state. Miller is honored to have been named as a managing partner in 2015. In this position, he focuses on building and maintaining client and community relationships while working closely with the chief operating officer, a governing board of four other partners, and the other leaders of the practice areas. Their goal is to help the firm’s attorneys succeed, continue to build a solid reputation, and implement strategic objectives.

People who know Miller or work alongside him speak of his humility, his willingness to help others before himself, and his commitment to the community. In a statement about Miller, Clark Krause, executive director of Boise Valley Economic Partnership said, “Some leaders insist on loudly demanding you to follow them. The ones I admire quietly lead with attraction over promotion. Nick Miller has always been the quiet force in the room, who gives respect first, listens and only adds when of great value to the cause. When I think of people that truly reflect the humble values and

integrity that make the Boise region great...

Nick is way high on that list. Nick has supported and led economic progress in the state of Idaho for a long, long time.”

Mark Hoffland, managing director of the Idaho Shakespeare Festival, where Miller served on the board of trustees for many years, spoke about Miller’s leadership.

“He is a gift to the people of Idaho,” Hoffland said. “He is a born leader and a testament to the difference one person can make. He is a quiet example of how we each may act for the betterment of everyone.”

Miller said that his firm has been blessed to be weathering the COVID-19 pandemic well so far. He spoke highly of the firm’s resiliency and loyalty, as he and his team work diligently to address client needs as they arise.

“Lawyers are problem solvers,” he said. “Much like the accumulation of many projects that comprise a career, even if each problem solved is small, the effect over a lifetime is great.”

That problem-solving skill is something he has perfected over his lifetime, and it is reflected in the service and counsel that he provides his firm — clients and co-workers alike.

“As Nick is a leader, he is also a friend,” said Kim Kaine, marketing and business development manager for Hawley Troxell. “As busy as Nick is as a managing partner and a full-time lawyer, his door is always open. He is always willing to share his time and knowledge with every young attorney, as well as his management team and staff members. I do not feel there is one person in our firm who does not feel comfortable reaching out to Nick.”

Throughout his career, Miller has kept a Top 10 list of legal projects that he has worked on that have been noteworthy for their complexity and economic impact. Some of these highlights include assisting the Vallivue School District in protecting its finances from the consequences

of an urban renewal plan, as well as assisting in financing hydroelectric turbines for Arrowrock in the middle of the 2008 financial crisis. Another career accomplishment is his induction into the American College of Bond Counsel. He is the only lawyer in Idaho to have been inducted in this highly selective and prestigious group.

Outside of Hawley Troxell, Miller is an active volunteer and community leader. He was appointed to the Corrections Board by Gov. Cecil Andrus, served as the president of the Idaho Shakespeare Festival Board for two years and helped launch the Boise Valley Economic Partnership. He also served as a Boise Metro Chamber of Commerce board member and executive committee member for several years and continues to be involved on the Board of Advisors.

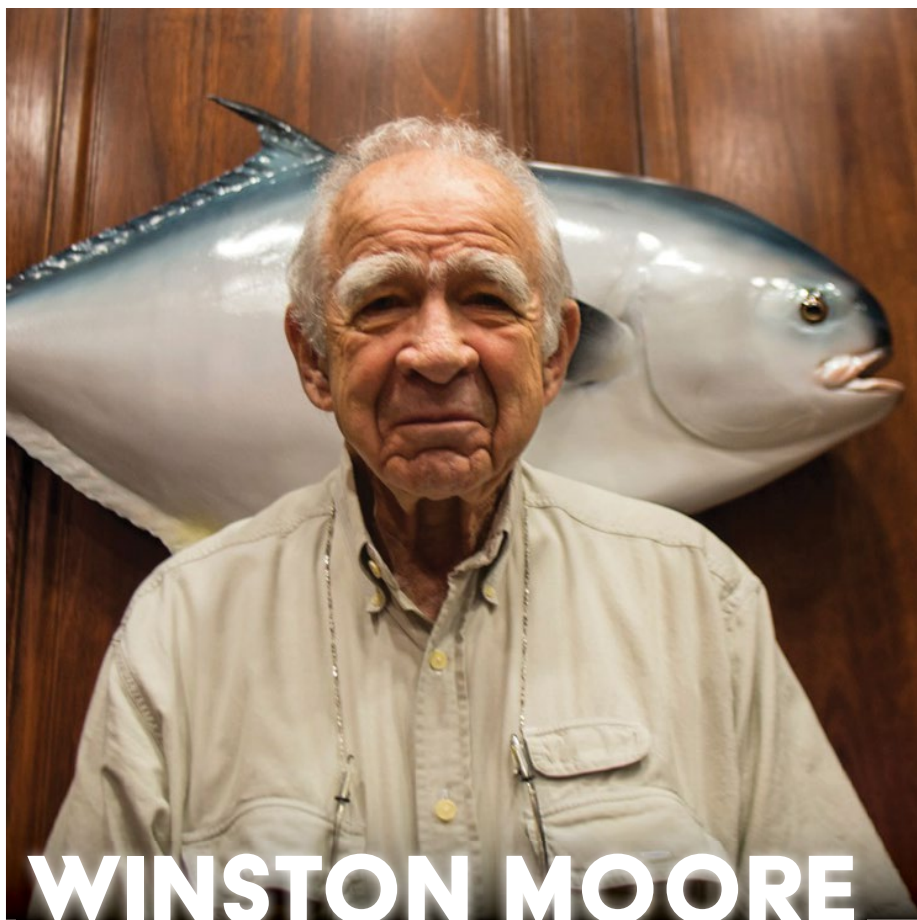
Miller is also known as one of the first people to volunteer to be a part of local community events. Whether it is a Ballet Gala, various Chamber events that recognize up-and-coming lawyers or other business professionals, Miller willingly gives his time and talent.

When asked to describe his leadership style, Miller stated simply: “Lead by example. Think about what makes someone else tick.”

And now, as he thinks about what the rest of his career will look like, he said he will keep in mind the words of Warren Buffet: “Work for someone you really admire.”

“I’m now at that stage where I should be the one someone admires,” Miller said. “I believe you need three things to do that: Be good at what you do — the core competence of being a good lawyer is still the ultimate calling card. Be generous — with time, sharing credit and giving back. Play the ‘long game’ — you can recover from practically any adversity.”

— Brooke Strickland,
Special to the Idaho Business Review



***“Life is short,
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BUILDING A LEGACY

Much of what we think of as downtown Boise was influenced by Winston Moore

Winston Moore did not necessarily set out to become an icon in the business world or in his community. But an icon is exactly what he is.

At 95 years old, Moore has lived a life many others could not have dreamed of. Each year has taken him on new adventures, and there have been so many of them that they have even filled a book. His biography was written and published several years ago by a friend, and the pages are packed with stories that give readers a glimpse into the character, personality and strength of who Moore is.

Moore's childhood was less than ideal. Born in Los Angeles to two parents consumed with alcohol, parties and work, Moore was left on his own to basically fend for himself.

“I was alone almost from infancy, with no mentoring or role models,” Moore said.

His best friend was his dog, Blackie, who was his constant sidekick. He and Blackie would explore as much as they could together, and it was at an incredibly young age that Moore's love for the great outdoors was ignited.

To this day, he tells stories of his fishing trips to ponds around the neighborhood with fishing gear that he fashioned himself. In grade school, Moore would go to the wilderness in the summer at Golden Trout Camp, and at age 11 he was hired there to do chores around the camp. He did that for seven consecutive years, and it fueled his passion for being outside even more. Wrangling horses, cutting firewood, working as a fishing guide — these were

things he loved to do.

He was also an excellent student, maintaining a perfect grade point average all through high school. But his education stopped after that, and he enlisted in the United States Navy after graduation.

Moore served in the Navy for four years in World War II, but he did not thrive. He counts himself lucky to have survived those years. It's a time he does not enjoy talking about.

When Moore was discharged, he could not wait to get back to regular day-to-day life. He came home, and after finding his father in the middle of a deal to sell family furniture in exchange for alcohol to fuel his addiction, Moore asked to borrow \$20 from him. His dad, with tears in his eyes, handed over the money. Moore took the cash and put it in his pocket,

then pulled out the \$500 check that he was given from the Navy at the time of discharge. He endorsed it and gave it to his dad. He told his father that this was the best deal he would ever get — \$500 in exchange for \$20.

That exchange with his father was a turning point. It was the beginning of Moore's future.

"My biggest life accomplishment is literally starting with \$20 and ending up being a multi-millionaire," he said.

Moore enrolled at the University of Southern California under the GI Bill, but he ended up quitting. He was living on unemployment of \$20 a week, so he set out to work at a Burbank lumber company.

"I was unloading boxcars and flat railroad cars of lumber while wearing leather and steel gloves and an apron," he shared. "It was truly hard work — manual labor. What I learned from this job is that hard work and dedication to performing well paid off."

Soon, he worked his way up at the company to a foreman position. Not long after, he was approached for another promotion: sales manager. He began studying the ins and outs of the lumber business, and soon he started selling lumber — a lot of it. Moore established a reputation for himself in the industry and was offered a job with partial ownership of a new company: WB Jones Lumberyard.

Moore had to work to live, but being outside gave him pure joy. He loved everything about being in nature — hunting, fishing, camping — you name it, and Moore wanted to be a part of it. He learned to balance his hunting and fishing trips with his work life. After exploring Idaho territory, he moved from California to Boise and never looked back.

After leaving the lumber business, Moore bought Inland Sports and Camera in 1958 on terms from a couple and began working for himself. He also bought Kamloops Distributing after learning it was in financial turmoil. He got

creative, worked hard, and was able to pick up business, but it was still a struggle to keep the two businesses afloat.

After a chance meeting with an executive from a large drugstore chain, Moore was able to form a partnership with them. Soon, Moore's business was exploding. In his book "Winston the Legend," Moore said, "We started off in the basement of a little two-bit sporting goods store on Main Street and ended up being one of the biggest sporting goods wholesale companies in the country."

Moore sold the business for cash in the early 1970s, which made him a millionaire at the age of 48. He decided to put his money into his own commercial real estate development company, which is still running successfully today.

WH Moore Company's first project was creating a Ghirardelli Square-style marketplace in Boise. Trouble with the economy hit in the 1980s, though, which set things back. Yet, he continued to bet it all and acquire more land, planning for a bright future. Moore eventually accumulated about 200,000 square feet of old buildings, which was risky, but paid off with the development of the 8th Street Marketplace.

As the decades passed, WH Moore Company has seen many ups and downs, but Moore said that the coronavirus pandemic has been the biggest surprise in his career history.

"COVID-19 has had a significant negative impact on our holdings," he said. "We have stopped doing new projects and spend a lot of time working with clients/tenants who are behind in rent payments. Obviously, we had no idea it was coming, and it has caused us to rethink our future."

While his company is grappling with the economic downturn and finding new ways to maintain growth, Moore is still committed to the people of Idaho. He and his company have helped many local organizations over the years through philanthropic efforts, but in the past few years, their giving has changed to become more personalized.

"We are currently helping just 'regular' down-to-earth, good, hardworking people by paying off many mortgages, giving brand-new automobiles, giving cabins in the mountains, condos, and the list goes on," he said. "The recipients of our donations are not all charity cases but just good solid American citizens who are hard-working and family-oriented, who could for one reason or another use a little help."

While Moore was and continues to be a genius of the business world and a lover of all things outdoors, his true love has been found in his family. In the early 1950s, Moore fell in love with a woman who changed his life and completely captivated him: Diane. Two weeks after their first date, he proposed to her. She said yes, and they began to build their life together. They were in love for more than 60 years before cancer and pneumonia wreaked havoc on Diane's body. They had two kids together, Jeff and Lori. After Diane's passing, Moore struggled with the loss, and while he will not ever be the same without her, his passion for life continued to shine bright.

One of Moore's favorite life mottos is "Do It Now."

"Life is short, and I see too many people put things off that they would really like to do," he said. "Then, they 'wake up' one day and find that they are not able to do those things."

Moore still plays an integral role in WH Moore Company. His son manages the company now, but Moore is still in the office every day and collaborates on major decisions. When asked what his leadership style is, Moore explained that he is very hands-on. He aims to get to know everyone personally, doing whatever he can to help them succeed.

"Once I have a key person trained, they pretty much have full autonomy. I am not called 'Mr. Moore' by my employees. I'm 'Winston.' We are not at all formal; we're kind of like one very large family," he said.

— Brooke Strickland,
Special to the Idaho Business Review



TONI NIELSEN

“Many people spend their entire career looking to climb the ladder and move to bigger markets. Sometimes it’s best to bloom where you’re planted.”

BANKING ON SUCCESS

As a banker, Toni Nielsen says she has the opportunity to make people’s dreams come true

Toni Nielsen is a natural go-getter who has dedication to hard work written into her DNA. Raised by her grandmother in Indiana with little means, Nielsen saw what it was like to give it your all, day in and day out. Her grandmother did whatever she could on her fixed income to provide a stable, happy, and healthy home for her granddaughter. Because of that, she had a profound impact on Nielsen’s life. With her grandmother’s

encouragement and support, Nielsen learned that she could do anything that she set her mind to.

Now, Nielsen has more than three decades under her belt working in retail and small business banking, private and executive banking, and commercial banking and mortgage. She has worked both as a relationship manager and leader, but for the last 14 years, she has served as the Western Idaho Regional President for Zions Bank.

Nielsen’s first job was working as a counter clerk at a family-owned bakery in high school. She served guests, helped with food preparation, trained employees, and ultimately began helping the owners with bookkeeping, scheduling, and hiring. That job was one of the first things that ignited her passion for business and entrepreneurship.

“Looking back, I have fond memories of working in a family-owned business for an entrepreneur,” she

said. “I ultimately learned that when you have a dream and you add in hard work, dedication, creativity, perseverance and confidence, you can achieve your dream. I also learned when you take a chance on someone, like the owner did with me, and you instill these same principles in them, they can excel. Today in my current role, serving small businesses is a passion of mine. I use the principles I learned in working for a small business to drive that passion to help small businesses succeed.”

Nielsen’s foundation as a young child, along with her inherent work ethic, paid off. She was the first person in her family to graduate from college and she used money she had saved throughout her childhood and young adult years to help finance it. After meeting her husband and best friend, Steve, they decided to move to Idaho sight unseen.

“At the time, we were excited to start a new life together and were fearless. In hindsight, moving to Idaho was a big risk for us both. We left successful careers behind and moved far away from family, not knowing a soul in Idaho. I was always taught to be confident, trust my instincts and not be afraid to try new things. Looking back, while a risk, relocating to Idaho was one of the best things we’ve ever done,” she explained. “We’ve both grown and had opportunities and experiences we may have missed had we not made the move.”

During her tenure, she has had many notable achievements. She helped grow market share at the bank from No. 11 to No. 3 within three years, and she was also recognized for two years as the top Small Business Lender by MoFi. She has also remained the top lender of U.S. Small Business Administration loans in Idaho’s Boise District for the last 17 consecutive years.

She was also recognized as the Idaho Business Review’s Woman of the Year, which she calls a

great honor and achievement.

“To be selected as the Woman of the Year by a group of peers was definitely a highlight and accomplishment of my career. It’s something special that I will always treasure,” she said.

As a leader, Nielsen describes her style as supportive, collaborative and transformational with a zest for winning. With the unprecedented pandemic this year, Nielsen has been strategically involved in putting those leadership skills to use.

One of those ways is by helping clients that have been adversely impacted by the coronavirus and the economic fallout from that. She has helped oversee the processing and approving of more than 2,217 loans in Idaho through the Paycheck Protection Program, which helped preserve payrolls for more than 30,000 Idaho workers. She has also continued to develop and implement strategic plans, goals and budgets to help grow the bank’s market share and revenue to maintain strong credit quality.

Nielsen said that her banking career has given her the chance to positively affect the world.

“First and foremost, simply put — as a banker, I have the opportunity to help make people’s dreams come true,” she said. “Whether it is helping a client purchase their first car, a home, a business or invest for their child’s college education or their personal retirement, it is a very rewarding career. As a leader and coach, I have the opportunity to mentor and inspire others to achieve their personal and career aspirations to live their best lives. My current role also affords me the opportunity to serve in the community and make a difference.”

Nielsen enjoys inspirational quotes and mottos and often starts all her team meetings and calls with an inspirational thought. She has a lot of favorites, but one especially resonates with her: “Bloom where you’re planted.” She

expanded on this idea by saying, “Many people spend their entire career looking to climb the ladder and move to bigger markets. Sometimes it is best to bloom where you’re planted. Over the years, I have had the opportunity to relocate to larger markets for higher-level positions. My husband, Steve, and I have chosen to stay in Idaho because we love the community, people and quality of life in Boise. In doing so, I have invested the time and energy I might have put into a higher-level position into serving in the community, giving back, and paying forward our blessings and good fortune.”

Looking ahead at the rest of her career and what it holds, she said she will continue to remind herself to take the time to enjoy the moments. Her current role is all about planning strategically for the next move, so when it comes to thinking about her own life, it can be hard to forget about enjoying the day-to-day moments. In her time away from the office, she and her husband, who will celebrate their 30th wedding anniversary next year, enjoy cooking, traveling and golfing. They are also big fans of Boise State athletics and enjoy serving together in the community. One of their biggest community volunteer highlights was serving as the chairs of the St. Alphonsus Foundation Festival of Trees in 2010, which raised more than \$400,000 for mental health services.

“I approach everything with the intent of achieving excellence,” Nielsen said. “The only disability in life is a bad attitude — optimism and a positive attitude lead to happiness and success. It is important to take risks, to be willing to try new things and to never give up. You are going to make mistakes in life, but it is what you do after them that counts. Never fear change because change is an opportunity to grow.”

— Brooke Strickland,
Special to the Idaho Business Review

"If we slip here or there, we always know the way back to the top is by working more effectively with each other."



KENT ORAM

BRINGING IN THE GREEN

Kent Oram has helped develop the biggest credit union in Idaho

Kent Oram has become well known as the CEO of the Idaho Central Credit Union since his induction into the role in 2007. He oversees the overall operation of the credit union including budget administration, management of security, safety, and soundness, ensures compliance with Federal and state regulations, and implements programs to keep the credit union competitive in the financial industry.

Oram continued the focus on service as a key differentiator for ICCU. Under his direction, ICCU

began using member feedback gathered in Net Promoter Surveys to improve ICCU's products and services. ICCU also started measuring their internal culture, identifying talents and reaching out into communities more.

When economic times were tough during the recession, Oram was determined to keep all team members employed and ICCU was able to do that by pushing for growth. During that time, when other financial institutions were increasing fees, he made a decision to lower ICCU's overdraft fee

to take some of the financial burden off ICCU's membership.

Under Oram's leadership, Idaho Central Credit Union has become one of the fastest growing credit unions in the United States. Assets have grown \$4.95 billion, loans have grown \$4.02 billion and deposits have increased \$3.92 billion. In addition, membership has grown from 67,767 in 2007 to more than 396,000 today. The credit union has also added 21 branches, for a total of 38 statewide, and increased employee count by 1,107 for a total

of 1,256 employees today.

These results would be enough to make most other financial institutions green — but Oram has branded ICCU team members and events in green, including providing green Jeeps to the business development team, green supplies and green clothing for employees and their families.

Throughout his 30+ year career, Oram has always put an emphasis on employee engagement and has strived to make his organization a fantastic place to work.

“I have worked at ICCU for almost 15 years and I’ve had the opportunity and pleasure to see Kent in action every day over that time,” said Laura Smith, director of public relations at ICCU, in an email message. “Kent Oram is an extraordinary leader and I can think of no one more deserving for this award.”

Oram is a native Idahoan and has been a long-time resident of Pocatello with his wife, Dawnette, whom he married in 1979. Together they have three grown daughters. He and his wife have 13 grandchildren and are quite busy. They enjoy spending time in the water, riding ATVs and UTVs on trails, and taking in sporting events of all kinds.

Before diving into the professional world, Oram earned his bachelors of business administration at Idaho State University. Upon graduating, he was offered a job by ICCU. During a period of time where unemployment was high and jobs were quite scarce, ICCU’s position and his computer science degree were a winning formula, he said.

Starting his career in 1984, he began as data processing manager before being promoted to executive vice president in 1986. During the following years, Oram continued his education by earning various certified designations from the Credit Union Executive Society to further himself as a professional.

Oram was presented with the CUES Rising 100 Award in 2006, was recognized as the CUES Outstanding Chief Executive Officer in 2013, and inducted into the CUES Hall of Fame in 2014. In 2015, he was named Idaho State Journal’s Professional of the Year, and in 2016, was named the ISU Alpha Kappa Psi Business

Leader of the Year. In 2018 he was named a CEO of Influence by the Idaho Business Review, and in 2019 he was recognized as the Gonzo Banker of the Year.

Once being named CEO of ICCU in 2007, Oram has continually put his best foot forward in creating a successful organization. He believes employee engagement within the organization is key to that success and has been on a long-standing journey to create a world-class culture at ICCU. This journey has led to ICCU being awarded the Best Place to Work in Idaho award for five consecutive years from 2013 to 2017. ICCU has structured hiring and training and the team works hard to make sure they gel.

“That is by far our biggest driver of workplace culture,” Oram said. “If we slip here or there, we always know the way back to the top is by working more effectively with each other.”

Oram believes in workplace culture. He has put his primary focus into the people of ICCU and believes that if a workgroup is satisfied, customers can feel the positivity.

For example, every new team member at ICCU attends a two-hour vision seminar led by Kent when they start their job at ICCU. This is a way for Oram to share his vision and expectations with new team members, as well as allowing him to be approachable to them going forward.

Oram bases his leadership on a strong set of values. ICCU’s core values are honesty and integrity, respect and dignity, growth and performance, and improvement and accountability. He has worked to make these consistent in his personal and professional life and he encourages his team and family members to live by them as well.

While believing in the people of ICCU, Oram also believes in technology. He knows that the credit union’s products and services need to be accessible to people anywhere.

For example, Oram helps educate and provide opportunities for future team members — as well as future customers — by opening branch locations in high schools. The organization is also investing in covering the cost for Stukent, a financial education platform, for every high

school in Idaho, as well as bordering cities in Washington, so they are able to provide this critical education to their students.

In addition, ICCU also sponsors programs at colleges and universities, strategically investing heavily in colleges and universities throughout Idaho. Not only does that help the organization engage with the community and students, but it helps provide a future source of staff as well, because the company hires many graduates right out of college.

ICCU has also developed an initiative that serves the underbanked Hispanic population in Idaho, including translating materials into Spanish, hiring bilingual team members and adding community outreach programs to serve this demographic. That led to the company receiving the Juntos Avanzamos designation — “Together We Advance” — in 2019, which is intended for credit unions committed to serving and empowering Hispanic consumers.

ICCU and Oram are also active in community events. The organization participated in more than 1,250 events in 2019 ranging from parades, galas and fairs to branch block parties.

As part of ICCU, Oram himself has served on a few Boards of Directors, including the Northwest Credit Union Association, Regional Economic Development for Eastern Idaho, Rotary, Pocatello and Boise Metro Chambers of Commerce, Bannock Development Corporation, and Paintfest. In addition, he has worked with Crush the Curve Idaho on COVID-19 testing and other similar ventures. He is also active in his church community.

Public service goes for employees as well. ICCU has implemented a “Random Acts of Kindness” program where Green Team members were each given two gift cards to distribute to individuals in the community.

When asked what his life philosophy is, Oram said, “Doing something is better than talking about it. We are all given innate gifts or talents. We should actively seek opportunities to use those talents to the best of our abilities. Give more than we take.”

— Paige Lyman,
Special to the Idaho Business Review



"I made a promise that if we do the right things during this recession, we'll come out better than everyone else and quicker than everyone else."

C.L. "BUTCH" OTTER

GOVERNOR STEERED IDAHO THROUGH TOUGH TIMES

The three-term governor drew on his family history and conservative values

Less than a year after he began his first term in 2007 as Idaho governor, C.L. "Butch" Otter was faced with the challenge of leading the state through the Great Recession. Growing up in a poor family had taught him how to live on a budget and that knowledge served him well, he said.

"I made a promise that if we do the right things during this recession, we'll come out better than

everyone else and quicker than everyone else," Otter said.

Otter's first general fund budget was \$3.2 billion, and in 2010, when the effects of the economic downturn were still acute, it was reduced to approximately \$2.2 billion. The then-governor focused on "the necessary and proper roles of government" in setting his funding priorities.

"We lived within our means," said Otter, a

Republican and the state's 32nd governor.

Gov. Brad Little, who succeeded Otter in January 2019, praised his predecessor's actions during the economic downturn, saying, "My ability to govern was made much easier by the trail Gov. Otter blazed in the State of Idaho."

"It is abundantly clear when you look at Gov. Otter's tenure that, given one of the most profound collapses in the economy, he led the business

community, Legislature, and the people of Idaho with distinction and positioned Idaho for one of the most robust economic recoveries from the Great Recession,” Little said in an email message. “He did so while maintaining critical services of state government. I am particularly thankful that Gov. Otter put forth a structurally balanced budget and worked with the Legislature to put aside rainy day funds and made other investments.”

In addition to three terms as governor, Otter has served as a state legislator, lieutenant governor and U.S. representative. Part of that time overlapped with his tenure at J.R. Simplot Company, a global food and agribusiness enterprise, where he worked for more than 30 years.

Otter, 78, a native Idahoan, was the sixth child in a family of nine children. Money was tight, and he wore his brothers’ hand-me-downs and worked various jobs growing up.

The family moved around a lot, and by the time he graduated from St. Teresa’s Academy (now Bishop Kelly High School) in Boise, Otter had attended 15 different schools.

He then attended St. Martin’s Abbey, a monastery school in Washington state, to become a priest. After three semesters there, Otter decided that being a priest wasn’t for him (he jokes that he made the decision after being told he couldn’t be pope) and switched to Boise Junior College, now Boise State University. He then attended the College of Idaho in Caldwell, where he earned a bachelor’s degree in political science in 1967, becoming the only one among his siblings and parents to graduate from college.

Otter’s first career job was at J.R. Simplot, where he began at the bottom and worked his way up to various jobs, including director of the Food Products Division, president of Simplot Livestock and president of Simplot International. He also served on the Boise company’s board of directors.

Company founder J.R. Simplot always encouraged civic involvement by his employees and many served as school board members, county commissioners, mayors of small towns and other public servants. Otter — who was then Simplot’s son-in-law — was appointed assistant secretary and parliamentarian of the Idaho Senate in 1969.

Otter also served in the 116th Armored Cav-

alry of the Idaho Army National Guard from 1968 to 1973.

In 1972, Otter was elected to the Idaho Legislature as the representative from Canyon County and was re-elected two years later to another two-year term. He chose not to seek a third term, and in 1978, made his first bid for the governorship but lost in the Republican primary. After that loss, Otter served as chairman of the Canyon County Republican Party.

His next political campaign, for lieutenant governor in 1986, was successful. Otter, who was reelected three more times, served under three governors — Democrat Cecil Andrus and Republicans Phil Batt and Dirk Kempthorne — in the office. As both lieutenant governor and governor, Otter led trade missions on behalf of the state.

In 2000, Otter won election from the state’s 1st District to the U.S. House of Representatives and left the lieutenant governor’s position halfway through his fourth term. With 14 years in the office, he is the longest-serving Idaho lieutenant governor.

He was re-elected to Congress in 2002 and 2004 and left at the end of his third term after winning the governor’s race and being sworn in to that office on Jan. 1, 2007.

During his time in office, Otter helped increase educational opportunities in Idaho. He created the Governor’s Task Force on Improving Education, which developed the state’s first five-year plan for strengthening public education and expanded college and career advising and financial assistance to postsecondary students.

Otter worked with the public and private sectors to help create two community colleges. The College of Western Idaho opened in Nampa in 2009, and in 2017, the transition of Eastern Idaho Vocational Technical School in Idaho Falls to the College of Eastern Idaho was completed.

He also led the effort to create the state’s first medical school, the Idaho College of Osteopathic Medicine (ICOM), which is on the Idaho State University campus in Meridian.

In his 2016 State of the State address, Otter talked about the need for Idaho to keep attracting health care professionals by providing medical loan reimbursement incentives for primary care doctors who agree to serve rural communities.

But, he said, more had to be done. Otter announced that he was asking the state Board of Education to work with the medical community and higher education institutions to develop a plan to address the demand for health care providers.

Within weeks, ICOM was on the drawing board. The school opened its doors in August 2018 and its first class of doctors will graduate in 2022.

“I’m looking forward to having some of those kids practice on me,” Otter said.

Otter, a conservative, said he has always been for limited government and free enterprise, as well as protection of individual liberties.

“I don’t think I ever lost sight of those goals,” he said.

Otter did not run for a fourth term as governor. He lives on his ranch near Star with his second wife, Lori, and the two enjoy rodeoing and team roping. The former governor served on the National Cowboy Hall of Fame board of directors in 1991 and 1992.

After leaving office in 2019, Otter took a part-time job with Sullivan & Reberger, a lobbying firm. He specified that he would not lobby but would “advise and consult.”

In an announcement on its website, the company said, “The Governor brings a visionary and thoughtful perspective to helping clients solve problems.”

Otter also has joined the board of two Canadian mining companies, Integra Resources Corp. and First Cobalt Corp.

In a news release, Paul Matysek, Cobalt’s chairman of the board, lauded Otter’s political experience and strong business acumen. Stephen De Jong, Integra Resources’ chairman of the board, noted in a written statement that the former governor has a track record of helping stimulate economic growth in Idaho and praised his “can-do attitude” and extensive knowledge of the state’s demographic landscape.

Otter also is serving Idaho Business for Education as “Of Counsel,” an unpaid position created exclusively for him. He advises the statewide group, which has a mission to help students succeed in school and create the workforce Idaho needs for the 21st century.

— Pamela Manson,
Special to the Idaho Business Review



JAN ROGERS

"I've swam with the dolphins, kissed a camel, and played with the seals, as well as met some interesting people from all over the world."

FINDING SUCCESS THROUGH BEING ADAPTIVE

Jan Rogers is bringing the world to Idaho economic development

Jan Rogers was born and raised in Texas, but when she moved to Idaho 30 years ago, she found her forever home.

Rogers spent her early career as an advertising executive at major agencies, which catapulted her into the world of business. During that time, she was mentored by several remarkable professionals who helped put her on the fast track toward lead-

ership. This led her to becoming a vice president of a company in her late 20s.

"From those mentors, I quickly learned that I could also help others achieve a higher level of success through mentoring and pushing each person to excel in their own area of expertise," she said. "Helping others succeed has always been my end game. It is what gives me the passion to keep

moving forward."

Rogers explained that her first introduction to the working world was with a job as an administrative assistant. It was there that she learned many lessons that have helped her throughout her career.

"First lesson is to listen," she said. "Second lesson is when given an assignment, find the most

experienced person and have them teach you the details on how best to complete the task. This is the most important lesson. Always seek out those who are the best and learn from them. I still do that today. You do not have to know everything; you just have to find the person who is the most experienced and take it from there!”

Rogers continued her work in the marketing and communications field in various management roles for the Magic Valley Times News in Twin Falls. Then her career began to take a natural transition to economic development. In 2001, Rogers assumed her role as the regional executive director of Southern Idaho Economic Development Organization. She worked there for 14 years, where she oversaw marketing and economic development efforts for five rural counties and 11 cities in south-central Idaho. Through her leadership, she helped facilitate the addition of over 35 new industrial/commercial businesses to the area, which resulted in over 5,200 direct jobs and over \$1.2 billion in capital investment.

After this position, Rogers established the first regional economic development organization for Eastern Idaho, called REDI. She worked as the CEO there for nearly three years, working closely with the board of directors to help identify key opportunities for the organization. She also became a member of the International Economic Development Council, where she has served for the last eight years. She explains that this membership has given her many opportunities to give a voice and perspective for Idaho at a national level.

After retiring as the CEO of REDI, she decided to launch a new venture: her own consulting firm. Rogers Consulting LLC began in 2018, and today, her primary focus is to work with communities and businesses in the economic development field, especially in foreign direct investment. She also provides marketing, brand development and communication services. Rogers stays busy with a variety of clients,

including Hatsu Japan Company.

“I have been working with several Japanese companies for the last four years as they consider expanding their business and services to the U.S. market,” Rogers said. “Over the years, the group has grown, and we just hosted a 22-company tour of Idaho this past February with an invitation to participate in a symposium in Tokyo in 2021.”

Her passion for people and business goes hand in hand, which has allowed her to be successful in the various jobs and projects she has been able to work on.

“I have been blessed to have a life and career that I still enjoy every day,” Rogers said. “My entire career has been focused on helping others be successful, whether in business or life. But being a part of an incredible team representing Southern Idaho and its amazing success has been my most satisfying achievement in my career. It is very rewarding when you know you have personally added value and directly contributed to helping create so many jobs as well as strengthening the economies of our communities.”

When describing her leadership style, Rogers revealed that she has learned that good leaders adapt their style to the individuals they are working with.

“When I first started managing people, I found that for each person to reach their full potential, you needed to understand what style worked best for them,” she said. “So, I would describe my leadership style as adaptive. I treat everyone with respect and try to lead by example. I am open and direct with a willingness to listen as well as find and nurture people’s strengths to build strong multi-dimensional teams.”

Outside of her day-to-day work, Rogers is a baker, crafter and gardener. She also loves exploring the world and experiencing all kinds of adventures. In fact, early on in life she learned the importance of always being prepared to travel internationally. As a young executive, she had an unexpected opportunity to take a

business trip to Europe. She was excited, but unprepared and did not have her passport secured. While it was difficult for her to miss the chance to experience Europe, she learned from the mistake.

“As soon as I could, I applied for a passport to make sure that if the opportunity ever arose again, I would be ready,” she explained. “It was a tough lesson learned, but guaranteed from that point forward, I always tried to make sure I looked ahead and had all my bases covered.”

And now years later, Rogers has been able to experience the world in ways that many other people only dream of.

“I’ve swam with the dolphins, kissed a camel, and played with the seals, as well as met some interesting people from all over the world,” she said.

Rogers also enjoys spending time with her family and speaks especially highly of her two stepchildren, whom she calls “children of her heart.”

“They came into my life when they were 10 and 12, and now they’ve grown into amazing adults,” she said. “They light up my life. My son lives in Memphis and my daughter in Salt Lake City. I have two grandchildren in Salt Lake City who give me so much joy! What fun it is to be a grandmother, and how lucky I am that they are so close!”

As Rogers looks forward to the rest of her career, she knows that enthusiasm will always come from helping others around her.

“I hope to take my years of experience and continue to help my communities and state thrive,” she said. “I want to work on projects where I have a chance to add value.”

Rogers also described her deep and long-lasting connection to the people of Idaho. This is part of what fuels her.

“Since coming to Idaho, I have made many friends who have become like family. I have never regretted my decision to come to Idaho... it is a kinder, gentler place to be.”

— Brooke Strickland,
Special to the Idaho Business Review



KEVIN SETTLES

"My role is changing with time, but at the core, it is to ensure that my staff has the tools they need to do their job, and then get out of their way."

DISTILLING SUCCESS IN THE RESTAURANT BUSINESS

Kevin Settles is the sort of person who saw coronavirus as an opportunity

Kevin Settles, owner and president of Bardenay Restaurants and Distilleries, is an avid businessman, adventurer at heart, and Pacific Northwest native. He previously lived in Portland and Seattle, in addition to several other small towns around the Northwest.

In the late 1970s, he moved to Wenatchee, Washington, to attend community college, where he earned degrees in ski instruction and ski resort management. After graduation, he spent several years teaching skiing in the winters, working for the college ski program. In the off season,

he worked outside in the local orchards packing sheds full of apples.

In 1984, Settles moved to Idaho to work in the ski school at Schweitzer, but two years later, he and his wife decided to dive into business ownership and start their own hard cider company. Together,

they ran Selkirk Cider Company for 10 years. Settles said that his biggest life accomplishment was starting this first company at the age of 26 with no money or not even a clue as to what to do or where to start. But, through tenacity, perseverance, and the willingness to never give up, it thrived and became a viable business that he could sell. That is what catapulted him into his next adventure, which involved moving to Boise and opening their next company, Bardenay Restaurants and Distilleries.

Now, over two decades later, Settles continues to be an active part of Bardenay's success and growth trajectory. The company was the nation's first restaurant-distillery, combining a full-service restaurant and bar with a distillery, where they make hard liquor and sell it. There are now three locations including Boise, which first opened in 1999, Eagle, which opened in 2004, and Coeur d'Alene, which opened in 2007. The company is also under license at the Boise Airport. Each location specializes in distilling different spirits. In March of this year, they opened their new upscale restaurant in Eagle called Coyne's, named after his mother.

Settles thinks back to his younger years when he first started earning his own money as a working man. His first job was in junior high, delivering The Seattle Post-Intelligencer, a morning newspaper. He worked there for two years, which he said taught him to get up early and go to work seven days a week with no excuses. His second job, which he held for 3.5 years, was working in a high-volume mini service gas station in North Seattle.

"Most of what I know about business I learned at that station," he said. "While I was in high school when I got hired, I much preferred work and I was able to work 40 hours a week — mostly nights — and earn work-study credits.

I was not a good student and the work-study credits were critical for me being able to graduate. Because I was eager to work and showed an interest, the owner taught me to do the books, let me write the schedule, hire and fire, and pretty much let me run the place. The day after I graduated from high school, I was given the title of General Manager, so I stuck around for another year before heading off to college."

Today, as the president of his own company, Settles uses much of what he learned in his young adult years to keep his company running, despite what is thrown his way. With the coronavirus pandemic causing businesses like his to come to a screeching halt in sales, he explains that he and his team at Bardenay did not dwell on the downside for long. They were able to keep their 18 salaried employees on the payroll, and they began planning for how they can come out of the pandemic better than when the world entered it.

"That led to the question of 'what can we do?' That question motivated us to make a number of improvements that we had considered for a long time, but never executed," he said. "Today, I think the management staff has an even clearer vision into our operational metrics and feel that they have a greater stake in our long-term success. Successfully running a business is willingly dealing with surprises in a positive manner to make things better."

Settles explained that his role in the company continues to evolve as well. "My role is changing with time, but at the core, it is to ensure that my staff has the tools they need to do their job, and then get out of their way," he said. "I have the freedom to spend a lot of time involved with projects or entities that impact Bardenay or are good for our community."

Settles is an active part of the Idaho Lodging and Restaurant Association and is on the board

for the National Restaurant Association and the National Restaurant Association Educational Foundation. Settles is also dedicated to health care access for citizens, so for the last eight years, he has been involved in the Idaho Health Insurance Exchange. He started as a member of the task force and now works as the Treasurer of the Board. Further, he is privileged to be serving for a third term as a Commissioner for the Idaho Human Rights Commission.

As a leader, Settles understands that he is not required to have all the answers. Instead, he chooses to surround himself with a group of other leaders inside of the company that have a common goal to make the best decisions and reach the best solutions. "For that to work, it is essential that we have open and honest communication and not shy away from difficult issues," he said. "I look to add individuals to our leadership team who embrace an environment of open communication, and I encourage them to become experts in their aspect of the business. By supporting the growth of these leaders within the company, they develop mutual respect and a sincere commitment to the company that, in return, has led to long-term employee tenure and organization stability."

Outside of the work environment, Settles is an active outdoorsman who hits the slopes with his skis on a regular basis. He also enjoys the Boise outdoor trails on his mountain bike and loves to work on perfecting his golf game. In 1997, he obtained his private pilot's license and has since flown all over the United States. He still flies up to visit the Bardenay Coeur d'Alene location on a regular basis. As he looks toward the rest of his career, he gives some simple advice to himself: "Keep your head in the game and do not stick around past your ability to contribute."

— Brooke Strickland,
Special to the Idaho Business Review

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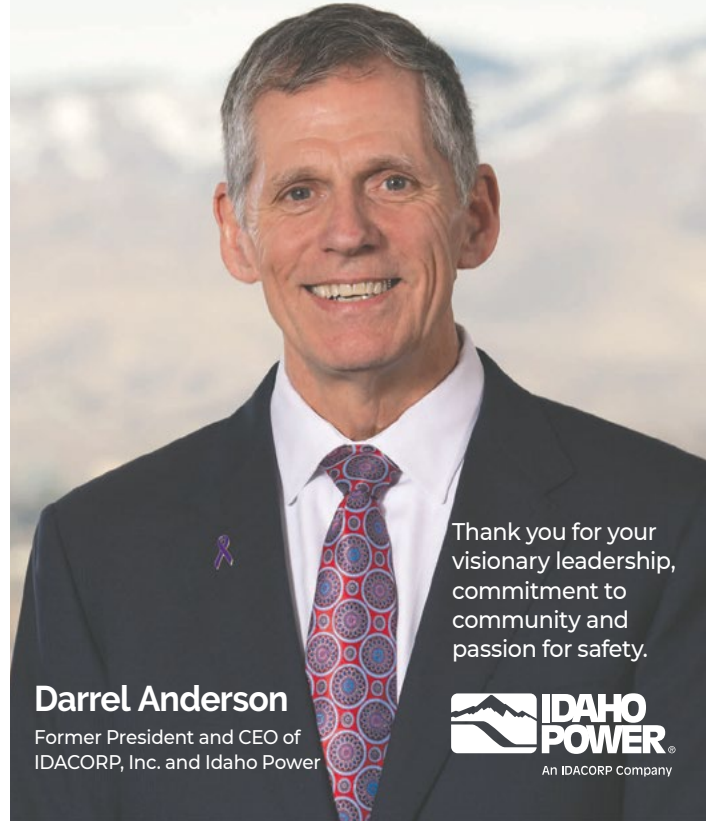
The Arid Club celebrates our members, Darrel Anderson, Lysi Bishop, Nicholas G. Miller, C.L. "Butch" Otter and Kevin Settles for their selection as Icon Award honorees. We recognize their leadership and commitment to our community.



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