



Idaho Association of  
Commerce & Industry  
The Voice of Business in Idaho®

# PUBLIC POLICY REPORT

## JULY 5, 2007 – SPECIAL 33<sup>rd</sup> ANNUAL CONFERENCE RECAP

**IACI'S 33<sup>rd</sup> ANNUAL CONFERENCE FOCUSES ON KEY BUSINESS ISSUES:** Meeting June 24-26, 2007 in Coeur d'Alene, Idaho, over 100 Idaho leaders met to discuss critical issues including transportation, energy, taxes, and education. With over 30 legislators, Idaho's Superintendent of Public Instruction **TOM LUNA**, and Governor **C.L. "BUTCH" OTTER** participating, IACI members had the opportunity to participate in an interactive and proactive dialog on key issues.



Gov. Butch Otter

### GOVERNOR OTTER SPEAKS OF CHALLENGES AND OPPORTUNITIES TO IDAHO BUSINESS LEADERS AND LEGISLATORS

Keynoting the IACI conference, **GOVERNOR C.L. "BUTCH" OTTER** weighed in on the significant issues and opportunities facing Idaho in the short and long term.

Commenting on Idaho's economic vitality, the Governor stated, *"Like it or not, we're in competition with our neighbors, folks. Keeping the best and brightest of our own people here at home and attracting the best and brightest of those from outside Idaho has to mean more than quality of life, as important as that is. Granted, the first three quarters of 2006 showed some increased strength. But what we need is sustainable growth, based on fundamental improvements that lift us past "great" to "GREATEST." Each of you – everyone in this room – has a role to play in achieving that goal.*

*"Each of you has people with whom you do business outside Idaho. Whether they're vendors, customers, partners or contractors, they all are potential points of contact for new jobs and opportunities right here in Idaho. I want to enlist each of you to become recruiters for our state. And I'm not talking about passive recruitment. I need you fully and actively engaged in this process with me. You know what's in it for you. You get better employees, lower costs of doing business, greater synergy – and a stronger bottom line.*

***"Like it or not, we're in competition with our neighbors, folks."***

*"State government also has a role here. And I'm proud to say that we've been able to recruit someone to lead that effort who has a world of business experience and corporate success."*

The Governor also addressed the ongoing water issues that are pitting Idahoans against each other.

*"We've been too long in the business of dividing up scarcity. Self-determination sometimes requires sacrificing short-term gain for long-term sustainability. Job growth, economic vitality and nothing less than Idaho's future depends on us breaking through the legal deadlock and coming up with our OWN solutions. I'm asking for your help, as some of Idaho's biggest employers and water consumers, to assert your influence to bring people to the table."*

Governor Otter cautioned the group about the need for additional transportation revenue. Noting other states and countries are experiencing

the same transportation crisis, the Governor said, *"I'll need your help not only to find that money, but to convince the public that it's not only needed but necessary."*

Governor Otter stressed the critical nature of his new appointment of **JIM ELLICK** as the Director of the Idaho Dept. of Commerce. One of Ellick's first goals is to *"aggressively attack the challenge of underemployment in Idaho."*

Emphasizing that Ellick is an innovative, aggressive, and proactive idea man, the Governor told the group not to *"be surprised when he comes knocking on your door for an introduction, another perspective or even something more concrete. He's that kind of guy."*



**SUPERINTENDENT OF PUBLIC INSTRUCTION  
TOM LUNA TOUTS PARTNERSHIP BETWEEN EDUCATION AND BUSINESS**

Saying “*there is an inseparable link between business and education,*” in his remarks at the Annual Meeting, Superintendent of Public Instruction **TOM LUNA** emphasized that “*A robust economy depends on a high-quality education and vice versa. You cannot have one without the other.*”

Superintendent Luna cautioned the business community to not focus only on taxes and regulations. Education is a critical public policy issue that must continue to be a high priority for the business community. “*The business community must become more involved in local schools and school districts if we are ever going to ensure that every student leaves high school prepared for the world that awaits them.*”

Luna expressed concern about Idaho’s colleges and universities diverting their scarce resources toward remediating ill-prepared high

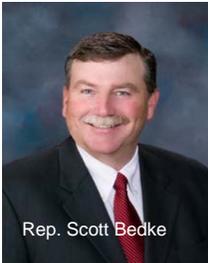
school graduates who may enter post-secondary education without necessary skills for success. Business also devotes too much capital in remediating workers. Though the recent strengthening of math and science requirements for high school graduation was a positive step, Luna said, “*More needs to be done.*”

Luna outlined a series of initiatives he’s pursuing that will strengthen student preparedness including the Math Initiative, the Middle School Task Force, Unique Student Identifier, and changes in Teacher certification.

“*Now, it is incumbent on all of us – educators and business leaders, parents, teachers and students – to focus on raising the bar,*” said Luna.

**“Our expectation should be that every student who graduates from an Idaho high school is prepared to live and work in the 21<sup>st</sup> century. Why? Because other countries are already preparing their students with this type of education.”**

**TRANSPORTATION ISSUES VETTED BY LEGISLATORS AND MEMBERS**



Idaho Senate Transportation Chair **JOHN MCGEE** and House Assistant Majority Leader **SCOTT BEDKE** discussed various transportation issues with IACI members. Legislators and members acknowledged the tough situation in Idaho where there is a significant and expensive backlog of maintenance issues as well as the very real dilemma of trying to handle the need for additional transportation options in the 21<sup>st</sup> century with a mid-20<sup>th</sup> century funding model.

McGee and Bedke agreed that the GARVEE system is political whether projects are selected by the Legislature or the Idaho Transportation Department. The growth areas of the Treasure Valley in particular and others such as Kootenai County will continue to need critically scarce dollars to handle transportation issues; however, other areas of the state argue that their needs are just as relevant.

Both indicated that there will be growing demands for local option taxes to address transportation, and, though there may be opposition to local option taxation on a philosophical front, there is a chance such legislation may be successful if the funds were directed toward road building rather than only public transit as in the past legislative session.



**GOVERNOR OTTER: “Consider this a fair warning – We MUST find an additional revenue stream for transportation work to at least begin keeping up with our growth.”**

Finally, there was blunt discussion about the need for additional revenue with the acknowledgement that “additional revenue” translates into more money in the form of taxes and/or fees which is politically difficult. Ideas discussed included raising registration fees (recognizing voter backlash against such fees in Washington State) and fuel taxes though Idaho is already high in comparison to other states.



Rep. Dennis Lake

**“WE ALL AGREE WE NEED TO GET RID OF THE PERSONAL PROPERTY TAX. THE DEVIL IS IN THE DETAILS”**

said Senate Assistant Majority Leader **JOE STEGNER** who joined Rep. **DENNIS LAKE**, Chair of the House Revenue

and Taxation Committee, in a frank discussion about Idaho’s tax policy with IACI members. Senator Stegner outlined his perceptions about the Tax Exemptions Interim Committee whose charge is “to study the state’s tax exemptions, deductions and credits and to make recommendations for a strategy to statutorily limit them more specifically to the uses for which they were originally intended.”

He discussed what some call the “structural deficit” in Idaho’s tax system. Noting that he doubted changes would come in his term of office (“or perhaps even in my lifetime!”), he said Idaho will eventually have no choice but to consider expansion of the sales tax to services which would allow for a reduction in the rate.

When asked if he would favor amending the Constitution to secure the promise of a reduced rate in return for the expansion thus protecting against what many believe is an inevitable rate creep along with the expansion, Stegner indicated it was an interesting idea.

**GOVERNOR OTTER: “We didn’t get everything done that we wanted, but I’m hopeful that we can make more progress next time on our efforts to bring about needed changes on issues like personal property taxes.”**

The Streamlined Sales Tax Project was also addressed with both Lake and Stegner expressing support for “giving Idaho a seat at the table” as other states discuss policies and definitions to bring consistency in sales taxes throughout the nation. Lake noted “this is a matter of fairness to Idaho businesses that collect and remit the tax. Citizens are already required



Sen. Joe Stegner

by law to pay a use tax on out of state purchases, but do they? This is about fairness.”

Discussing IACI’s number one 2007 legislative priority of eliminating the personal property tax, Stegner

suggested that there is support in the Senate for eliminating it “in one fell swoop rather than in a complicated phase out that came out of the House last session.” However, Stegner also suggested that there should be “tradeoffs to pay for such elimination.”

Both Lake and Stegner discussed the tough choices facing the Legislature with pressure for increased transportation funding, grocery tax relief, and personal property tax relief all of which is complicated by an election year in 2008 and lawmakers being tightly quartered in a crowded, temporary statehouse.



Sen. Curt McKenzie

**“WE CANNOT AFFORD TO BE BYSTANDERS IN ENERGY ANY LONGER”**

said Governor C.L. Butch Otter the morning after Senator **CURT MCKENZIE** and Rep. **ERIC ANDERSON** led a discussion on the critical energy needs facing Idaho. Discussion noted that Idaho’s recent ranking as the state with the smallest carbon footprint ignored the fact that we import about 40% of our energy from other states often from coal burning sources. “Thank you Wyoming” joked one participant.

The need to realistically plan for Idaho’s future energy needs is being blurred and thwarted by unrealistic expectations by the public that solar and wind are the only answers to Idaho’s energy needs rather than only small components in what needs to be a comprehensive energy strategy that includes hydro-power, clean coal technology and nuclear power.

The recently adopted Energy Plan is a good first step; however, unrealistic public expectations and assumptions coupled with unnecessary and naïve regulatory and legislative roadblocks put Idaho at a critical juncture – concerns echoed by Governor Otter in his keynote address.



Rep. Eric Anderson

## ZERZA HONORED WITH THE PAT HARWOOD AWARD

**FRED ZERZA**, a man who has had an outstanding career in government and public affairs for the J.R. Simplot Company and in shaping Idaho's business climate, has received the 15<sup>th</sup> annual Pat Harwood Distinguished Service Award. The Harwood Award, the highest service honor given by the Idaho Association of Commerce & Industry, was presented to Zerza June 25 at IACI's 33rd Annual Conference in Coeur d'Alene.

It is given in recognition of an Idaho business person's contribution to the future of Idaho's business environment. Zerza, a former Chairman of the Board of IACI, recently retired both from the IACI Board of Directors and the J. R. Simplot Company.

Said current IACI Chairman of the Board Jim Schmit when he announced this year's honoree, *"I can't think of a more deserving recipient of this prestigious award than my friend, Fred Zerza."*



Fred Zerza



## AGRI BEEF CO. HONORED WITH ENVIRONMENTAL EXCELLENCE AWARD

The Idaho Association of Commerce & Industry presented Agri Beef Co. with the 2007 Environmental Excellence Award during IACI's 33<sup>rd</sup> Annual Conference. First presented in 1997, the IACI Environmental Excellence Award provides recognition to businesses which, through innovative environmental leadership and accomplishment, have achieved outstanding results in environmental protection and enhancement. All businesses operating in Idaho are eligible for the award including non-IACI members.

This year **Agri Beef Company, Amalgamated Sugar Company, Idaho Sand & Gravel/Idaho Concrete and St. Luke's** were nominated, and, as IACI Chair Jim Schmit said as he announced the award, *"they all demonstrate going the extra mile beyond mere compliance. Their efforts serve as an example for all companies. I know the selection committee deliberated a long time as they read through the comprehensive material submitted, and the difficulty in making their decision is indicative of the merits of all of these fine companies."*

Agri Beef is focused on environmentally responsible business practices. Their commitment to the environment began years

before there even was an Environmental Protection Agency or a Department of Environmental Quality. As early as 1968, Agri Beef Company created a "nutrient management plan" for their feed lot near American Falls. This was years before most companies had heard of a nutrient management plan and well before one was required.

Agri-Beef's awards and commendations are numerous, but perhaps their most significant and commendable attainment is the ISO 14001 certification from the International Organization for Standardization which is a worldwide federation of national standards bodies. The purpose of the ISO 14001 is to improve environmental standards of business through internal auditing, documentation, and self-regulation. It focuses on addressing the issue of environmental protection rather than on specific regulations.

This is a very prestigious certification and is very difficult to attain. It is also completely voluntary, which is why many companies do not even try to meet the high ISO standards. Yet, Agri Beef Company not only undertook that challenge, but, in 2003 became one of the first cattle feeding companies in the world to attain the certification. *"This is certainly commendable for any company but especially significant for a cattle feeding operation headquartered in Idaho,"* said Chairman Schmit.



## 2009 SPECIAL OLYMPICS WORLD GAMES COMING TO IDAHO

In a special presentation to at the IACI Annual Meeting during the conference, it was announced that from February 6-13, 2009, Idaho will be the host site for the **2009 SPECIAL OLYMPICS WORLD WINTER GAMES**, which will attract more than 2,000 athletes from 100 nations to compete in seven Olympic-type sports: Alpine skiing, cross-country skiing, figure skating, floor hockey, snowboarding, snowshoe racing and speed skating.

According to Co-Chair **JIM GROSSMAN**, *"this event will be the largest multi-sport event ever held in the state of Idaho. With thousands of volunteers, coaches, family members and supporters joining the athletes, the 2009 Special Olympics World Winter Games promises to be a truly unique opportunity for the world to witness how the universal language of sport can show the very best of the human spirit and all that it encompasses."*

Talking to the assembled business leaders and elected officials, Grossman asked for help in making the event successful. Said Co-Chair **PIRIE GROSSMAN**, *"This is a magical opportunity for the people of Idaho to show the world what we can do. We are honored to have been selected and can't wait to get down to the business at hand."*

For more information, visit the 2009 World Games Web site at [www.2009worldgames.org](http://www.2009worldgames.org).

## IACI'S "STATEMENT OF PUBLIC POLICY" ADOPTED

After several months of review and revision by IACI's committees, a new set of IACI policies were developed -- now entitled the **"IACI Statement of Public Policy"** -- and were presented by IACI's Public Policy Committee Chairman **MIKE REYNOLDSON** on June 25, 2007.

Reynoldson presented the new streamlined policies to the assembled members and elected officials, and noted, *"IACI's Board will consider a three page set of comprehensive public policies designed to allow the organization to be timely and effective in addressing issues. Working from 128 pages of policies, the committees were very strategic in recommending these new policies which are truly a significant and proactive departure from the more detailed yet limiting policies of the past. Though those policies were well-written and well-conceived, it was decided to approach policies differently in the future to allow us to be timely and proactive rather than being hindered by language that was sometimes so narrow and detailed that we were limited in our efforts."*

The IACI Board of Directors adopted the policies unanimously later that same day. The new IACI Statement of Policy is provided below:



Mike Reynoldson



## STATEMENT OF PUBLIC POLICY

Adopted June 25, 2007

### VISION AND MISSION OF IACI

*The vision of IACI is to be the premier lobbying organization for business in Idaho and to work to develop, implement and retain public policies that will create the most attractive climate in the nation for business to start, operate, grow and prosper for the benefit of the citizens of Idaho.*

*The mission of IACI is to proactively develop and advocate a focused, common business agenda of general interest to its members, vigorously defend pro-business policies and influence public policy so that business and industry may operate profitably, thereby creating prosperity for the people of Idaho, knowing that as business and industry prospers, so do the citizens of the State of Idaho.*

*An equally important objective is preservation of the American private enterprise system under a democratic system of government. Fostering entrepreneurship and capitalism is a foundation of IACI's mission.*

### **IACI PUBLIC POLICY PROCESS**

*IACI is made up of a diverse membership of businesses. Membership in IACI is open to general business members as well as affiliate members that are trade associations, chambers of commerce, contract lobbyists, and law firms. Participation in the Public Policy Committee and Board of Directors is reserved for general business members. Participation (voting, recommending policy, etc.) in the three general committees of IACI is open to every member. In addition, IACI has an affiliated organization called the "Idaho Potato Processors," and IACI addresses issues on their behalf as well.*

*The public policies of IACI are developed by the members through a committee process. These policies originate in one of three committees: General Business, Tax Policy & Fiscal Responsibility, and Environment. These committees may have subcommittees that address specific issues. Once the members finalize these policies, they are considered by the Public Policy Committee. Ultimately, IACI public policies are approved by the IACI Board of Directors. During the legislative session, IACI's committees meet regularly to consider legislation and base positions on the following policies.*

### **GOVERNMENT EFFICIENCY**

*At every level of government, IACI supports responsiveness, cost-efficiency and accountability in providing necessary government services and programs. IACI supports efforts to avoid the unnecessary expense of trying to comply with contradictory or overly burdensome government regulation. IACI opposes efforts that would put Idaho businesses at a competitive disadvantage.*

### **GOVERNMENT DECISION-MAKING**

*IACI supports general government decision-making that is based on the principles of representative government. IACI further supports a consolidated electoral process that includes the right of voters to vote for and support candidates of their choice in a voluntary, informed, and efficient manner.*

### **GOVERNMENT FISCAL POLICY**

*IACI supports a government budget system that is based on simplicity, equity and fairness. There should be certainty, predictability, and transparency in the way in which government revenue is assessed, collected, and spent. In addition, efficient administration of revenue and spending should enhance competitiveness, economic development, and opportunity for business and citizens.*

*Idaho's fiscal policy should be based on several fundamental principles:*

- *Revenue should be collected only for essential governmental programs and services, at levels consistent with reasonable growth in the economy.*
- *Budgeting should be based on restraining excessive growth of government.*
- *Government should fund necessary programs without increasing rates, expanding the base, or imposing new revenue-raising mechanisms.*
- *Government should reduce tax and fee rates wherever possible to meet its needs without destabilizing the structure.*
- *Government should adopt methods to simplify administration of the budget to improve accountability, efficiency and effectiveness.*
- *Government should maintain a fair, stable and competitive fiscal structure that can be efficiently administered and that encourages continued economic growth and development.*
- *Government fiscal decisions should be based on the principles of representative government.*

## **EDUCATION**

*Idaho invests considerable resources into an education system from kindergarten through post-secondary education at colleges, universities and workforce training programs. Idaho's business community has a vital interest in an education system that results in an educated workforce, enabling Idaho's citizens to have a lifetime of learning, productivity, and economic opportunity. Productive, well-trained Idahoans enhance the state's economic vitality. Business has a stake not only in the process and delivery of education services, but in the quality of the students, faculty, and administration participating in Idaho's education system. IACI supports cost-effective, innovative strategies to strengthen Idaho's education system.*

## **HUMAN RESOURCES**

*IACI supports a competitive and stable private employer benefits market. IACI supports a system that allows employers to balance the critical elements of affordability, access and quality and make choices about employee benefits without unnecessary and costly governmental intervention, including mandates, in the design and delivery of employer-sponsored benefit plans. We support continuation of the ERISA preemption and oppose any governmental attempt to erode or remove this preemption or to provide duplicate or substitute regulation under state law. IACI supports a workers' compensation system and an unemployment insurance program that is efficient, well-managed and fair, and that expedites a person's return to work. We also support the right of employers and employees to address employment issues cooperatively without unnecessary laws or regulations that limit economic opportunity.*

## **TRANSPORTATION**

*IACI supports a diverse mix of transportation measures that increase safety, support economic growth, reduce congestion and increase efficiency in the movement of goods and people. Transportation funding should first utilize existing funding mechanisms. If a clear need exists, additional revenue and new alternative funding sources should be carefully considered and must not be in conflict with other IACI policies. Transportation agencies must be accountable, use innovative processes that lower costs, reduce delivery time, and maximize return on investments.*

## **LEGAL**

*IACI supports judicial, administrative and alternative dispute resolution systems which resolve disputes in a fair, impartial, predictable and efficient fashion, and which act in the best interest of Idaho business and Idaho's citizens.*

## **HEALTH CARE**

*IACI supports affordable, quality health care through innovation, choice and competition in the marketplace. IACI supports reasonable ways to increase the availability of health care coverage and reduce costs for both employers and employees while minimizing mandates, complexity and litigation.*

## **ENERGY**

*IACI supports a comprehensive energy strategy that encourages energy efficiency and promotes the cost-effective and reliable production, transmission and delivery of energy to meet the state's energy needs, which is essential to the long-term health of Idaho's economy and the prosperity of Idaho's businesses and citizens.*

## **ENVIRONMENTAL REGULATION**

*Efficient, affordable and effective government environmental programs are important to Idaho's economy, facilitate economic development and ensure environmental protection. IACI supports development of state environmental requirements that are based on best available science, consistent with federal programs, and no more stringent or broader in scope than federal requirements. IACI also supports state primacy for federal environmental programs when it is efficient, affordable and effective.*

## WATER QUANTITY

The management of Idaho's water resources is important to Idaho's economy and is a major factor in business growth and economic development. IACI supports the conjunctive management of ground and surface waters and aquifer recharge when consistent with the constitutional doctrine of prior appropriation.

## POTATO PROCESSORS

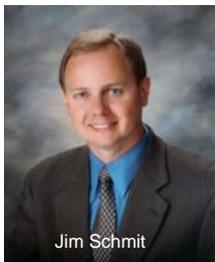
The Idaho Potato Commission (IPC) promotes the marketability and protects the viability of Idaho's foremost agricultural product – the Idaho Potato. This is accomplished through extensive advertising and closely monitored licensing agreements controlling use of the Idaho Seal and the "Grown in Idaho" certification mark.

The promotion of both the Seal and the certification mark has resulted in the "Idaho Potato" being the most consumer-recognized produce product in the country, (1994 Fresh Trends Study by the Packer magazine – 82% recognition).

A successful agricultural economy in Idaho is partly dependent upon the Idaho potato grower's ability to command a premium price for their product. This can best be accomplished through the IPC's aggressive enforcement of licensing agreements and vigilant protection of the integrity of the Idaho Seal.

IACI supports the Idaho Potato Commission efforts to protect the Idaho Seal and the "Grown in Idaho" certification mark through strong enforcement of licensing agreements. IACI will oppose any legislation that attempts to weaken the enforcement powers of the Commission.

## IACI 2007-2008 BOARD MEETS



Jim Schmit

Led by Chairman **JIM SCHMIT** of Qwest Communications, the 2007-2008 IACI Board of Directors met for the first time June 25, 2007 during the 33<sup>rd</sup> Annual Conference. The Board met with legislative leaders including **SENATE ASSISTANT MAJORITY LEADER JOE STEGNER, HOUSE MAJORITY LEADER MIKE MOYLE, AND HOUSE ASSISTANT MAJORITY LEADER SCOTT BEDKE** in a forthright discussion about legislative issues. The Board addressed several business items including approving the new "IACI Statement of Public Policy" as well as concerns about the growing cost of employee health care. The Board also

discussed legislative priorities for the 2008 session which will include some of the key issues highlighted at the conference including personal property tax elimination, energy, transportation, and education. The members of the 2007-2008 IACI Board of Directors are:

### 2007-2008 EXECUTIVE COMMITTEE

**Chair of the Board Jim Schmit**  
Idaho Vice President  
Qwest Communications

**Chair-Elect Charles Clark**  
Special Rep-Government Affairs  
Union Pacific Railroad

**Immediate Past Chair LaMont Keen**  
President & CEO  
Idaho Power Co.

**Vice Chair Trent Clark**  
Director, Government & Public Affairs  
Monsanto

**Vice Chair Jason Kreizenbeck**  
Director, Government Affairs  
Micron Technology, Inc.

**President—Non-Voting Member Alex LaBeau**  
Idaho Assoc. of Commerce & Industry

**Secretary-Treasurer Mark Lliteras**  
Southern Idaho RCBO Executive VP  
Wells Fargo Bank

**Vice Chair John Roberts**  
Vice President - Administration  
Washington Group International

### 2007-2008 BOARD OF DIRECTORS

**Mark Benson**  
Director, Public Affairs -Western Region  
Potlatch Corp.

**Larry Cope**  
President  
Clear Springs Foods

**Ed Dahlberg**  
President  
St. Luke's Regional Medical Center

Mark Dunn  
Vice President  
**J. R. Simplot Co.**

Karianne Fallow  
Senior Manager, Public Affairs  
**Wal-Mart**

Zelda Geyer-Sylvia  
Executive Vice President & COO  
**Blue Cross of Idaho**

Bill Glynn  
President  
**Intermountain Gas Co.**

John Grossenbacher  
Director, Idaho National Laboratory  
**Battelle Energy Alliance**

John Hanousek  
General Manager Printing and  
Imaging  
**Hewlett-Packard Co.**

David Henry  
Chief Financial Officer  
**AMI Semiconductor**

Mark Klompfen  
Vice President, Supply Chain  
**Basic American Foods**

Evelyn Loveless  
CEO  
**Global Travel**

Garry Mattson  
Vice President  
**Interstate Concrete &  
Asphalt/Idaho  
Sand & Gravel (Oldcastle  
Materials)**

John McCreedy  
General Counsel  
**Amalgamated Sugar Company**

Tim Olson  
Vice President, Corporate Affairs  
**Regence Blue Shield of Idaho**

Rob Perez  
Region President  
**US Bank of Idaho**

Janelle Reilly  
Chief Operating Officer  
**Saint Alphonsus Regional Med Ctr**

Stephen Thomas  
Partner  
**Moffatt Thomas**

Doyle Troyer  
Vice President, Tax Accounting  
**Albertson's/Supervalu**

Scott Turlington  
Director, External Affairs  
**Tamarack Resort, LLC**

George Tway  
President, Western Region  
**Employers Insurance Group**

Frank VanderSloot  
President & CEO  
**Melaleuca, Inc.**

**2007-2008 IACI COMMITTEE CHAIRS**

Public Policy: Mike Reynoldson  
Environment: Sue Somers  
General Business: Pat Armstrong  
Tax Policy & Fiscal Responsibility: Ed Lodge

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**J. R. SIMPLOT COMPANY**



**MICRON TECHNOLOGY, INC.**



**MONSANTO**



**QWEST COMMUNICATIONS**



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Idaho Sand & Gravel Company  
Idaho Sugarbeet Growers Association  
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