

TAMPA



**ALEC's 21st Annual Meeting
Tampa, Florida
August 3-7, 1994**





*Keeping
the American
Dream Alive*

National

Orientation

Conference

Building a winning team

December 7-10, 1994

Washington, D.C.

Florida Host Committee

Rep. Debby P. Sanderson
ALEC State Chair
Host Committee Co-Chair

Mr. Frank Messersmith
Messer. Vickers
Host Committee Co-Chair

Mr. Henry T. Vinson
Tampa Electric Company
Host Committee Co-Chair

Sen. Pat Thomas
President of the Senate

Rep. Bolley Johnson
Speaker of the House

Tri-County Hosts

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Sen. James Hargrett
Sen. Malcolm Beard
Sen. Rick Dantzler
Sen. Curt Kiser
Sen. Toni Jennings
Sen. John McKay
Sen. Don Sullivan
Sen. Charlie Crist
Sen. Jim Scott
Secretary Doug Jamerson
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Rep. Kimberly Shepard
Rep. Bill Posey
Rep. Bob Sindler
Rep. Victor Crist
Rep. Bob Starks
Rep. Mark Ogles

Rep. Harold J. Brubaker
North Carolina
ALEC National Chairman

Mr. Ronald F. Scheberle
GTE Corporation
ALEC Private Enterprise Chairman

Mr. Samuel A. Brunelli
ALEC Executive Director



Welcome to Tampa by the Bay

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North Carolina General Assembly
House of Representatives
State Legislative Building
Raleigh 27601-1096

REP HAROLD J BRUBAKER
30TH DISTRICT
HOME ADDRESS: 215 BACK CREEK CHURCH ROAD
ASHBORNE N.C. 27203
BUSINESS PHONE (919) 525-5128
HOME PHONE (919) 525-4207
LEGISLATIVE PHONE (919) 733-5449

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VICE CHAIRMAN
LEGISLATIVE RESEARCH COMMISSION
NEW JOURNALING BOARD

Dear ALEC Colleague:

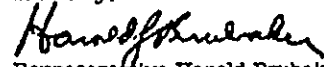
Welcome to Tampa, Florida and the American Legislative Exchange Council's 21st Annual Meeting. This year promises to continue ALEC's tradition of bringing together state legislators, leaders of the business community, leading national political figures and policy experts for the purpose of furthering the pro-freedom, pro-free enterprise agenda. It is this unique public-private partnership that has served to make ALEC such a dynamic success in the past, and it will continue to do so. At this Annual Meeting, we have the opportunity to explore policy solutions and discover the ideas that have been successful in other states.

We assemble here to redouble our efforts to bring common sense to the debate in the states. We come together to fight for economic policies that create jobs rather than destroy them, to look for free market solutions to the problems facing us today, and to revive the fading notion of individual liberty. "Keeping the American Dream Alive," that is our mission.

This year, ALEC has the honor of presenting its Thomas Jefferson Freedom Award to the Honorable William Bennett, nationally known advocate of conservative principles and Co-Director of *Empower America*. The efforts of former Secretary Bennett, who will be addressing us at the Jefferson Awards Banquet, have been innumerable over the years. Working for two administrations in many different capacities, he has been a leading national figure in the public policy debate at all levels of government. We are very pleased that he is with us and we look forward to his address. I would also like to thank the Honorable George McGovern, Senator Don Nickles, Congressman Newt Gingrich, the Speaker of the Florida House Rolley Johnson, the Honorable Bret Schundler, and the rest of our featured speakers for their contribution to this important gathering.

I know you will leave Tampa armed with an in-depth understanding of the cutting edge of public policy debate and return to your state determined to implement the principles which have brought us together. I have enjoyed working with you in my tenure as National Chairman, and I look forward to an ongoing relationship as we confront the immense challenges facing America today.

Sincerely,


Representative Harold Brubaker, North Carolina
ALEC National Chairman



GTE Telephone Operations

600 Hidden Ridge, HOE91452
P.O. Box 152092
Irving, TX 75015-2092
214 718-3404



Dear Annual Meeting Participants:

Welcome to Tampa, Florida and the 21st Annual Meeting of the American Legislative Exchange Council (ALEC). We are pleased to see so many legislators and representatives from business, industry, trade associations and foundations registered for this annual meeting to discuss free market solutions to the problems facing the states.

The ideas and talent brought to ALEC's unique public-private sector partnership have stimulated an exchange of ideas and information among the various states and made this past year one of the most successful yet for ALEC.

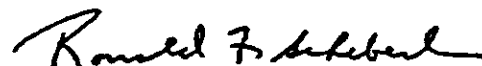
On behalf of ALEC's 450 private sector members, I would like to express appreciation to the ALEC bi-partisan legislative members for the opportunity to work with you in developing public policy based on the Jeffersonian principles of individual opportunity, limited government and free markets, upon which ALEC was founded.

Within the past two years, nearly 1,200 pieces of model legislation developed by ALEC's 15 Task Forces were introduced in the various states. Many of these ALEC model bills led to the discussion and passage of significant legislation in the various states.

I would like to encourage each of you, who have joined us for the first time at this annual meeting, to get involved with the ALEC team and its many excellent task forces and workshops. We want you as new members. For those of you who are ALEC members, keep up the good work. We couldn't be successful without you!

Enjoy your stay in Tampa and have a great Annual Meeting!

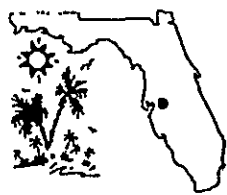
Warm personal regards,



Ronald F. Scheberle
Chairman, ALEC Private Enterprise Board
Assistant Vice President, Government Affairs
GTE

Welcome to ALEC's 21st Annual Meeting

Keeping the American Dream Alive



ALEC's 21st Annual Meeting

Where Action Turns Ideas Into Results

August 3-7, 1994 Tampa, Florida



Dear ALEC Members:

Welcome to ALEC's 21st Annual Meeting in Tampa by the Bay.

This meeting is an exceptionally important one as ALEC celebrates another successful year as the nation's premiere state-level public policy organization dedicated to the Jeffersonian principles of free markets, limited government and individual liberty. With our growing membership of state legislators and leaders in the business community working together in a true public-private partnership, ALEC continues to apply the principles of our Founders to the debate in the states, and we are winning. We have a long way yet to go, however, and must maintain our efforts to work together toward our shared vision of a free and prosperous America. This is what brings us together for this Annual Meeting.

Gathered here in Tampa are hundreds of legislators, private sector delegates and other community leaders dedicated to the goal of *Keeping the American Dream Alive*. Gathered here are the people who make ALEC such an important state-oriented public policy organization. This is the winning team of ALEC.

Again this year we are honored by the presence of many distinguished speakers and guests. Joining us on the cutting edge of the public policy debate are nationally known experts on the various issues confronting state governments today. Governors, members of Congress, former cabinet secretaries, and company presidents have all decided to join our state legislators and private sector leaders here in Tampa to build on ALEC's record of turning ideas into action.

This success could not have been achieved without the commitment and support of our ALEC legislative and corporate members, the direction and leadership provided by our public and private sector National Chairman and Joint Board of Directors, and the ALEC staff.

Thank you for joining us here in Tampa. I know you will discover that ALEC is where the action is!

Sincerely,

Sam Brunelli

Samuel A. Brunelli
ALEC, Executive Director

Come Join ALEC In Tampa By The Bay

Host Committee Tel: 904/222-0720 • Fax: 904/224-4359 ALEC Tel: 202/547-8646 • Fax: 202/547-8142

Florida Host Committee
Rep. Debby P. Sanderson
ALEC State Chairman
Host Committee Co-Chair

Mr. Frank Messersmith
Messer, Vickers
Host Committee Co-Chair

Mr. Henry T. Vinson
TECO Energy, Inc.
Host Committee Co-Chair

Sen. Pa. Thomas
President of The Senate

Rep. Bolley Johnson
Speaker of The House

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Sen. Curt Kiser
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Sen. John McKay
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Rep. Mark Ogles

Rep. Harold J. Brubaker
North Carolina
ALEC National Chairman

Mr. Ronald E. Scherke
GTP Corporation
ALEC Private
Enterprise Chairman

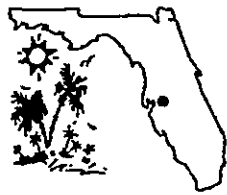
Mr. Samuel A. Brunelli
ALEC Executive Director

Welcome to Florida

Tampa by the Bay



Representative Debby Sanderson



ALEC's 21st Annual Meeting

Where Action Turns Ideas Into Results

August 3-7, 1994 □ Tampa, Florida



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North Carolina
ALEC National Chairman

Mr. Ronald F. Scheberle
GTE Corporation
ALEC Private
Enterprise Chairman

Mr. Samue A. Brancelli
ALEC Executive Director

August 2, 1994

Dear Guests:

The Florida Host Committee welcomes you to Tampa for this 21st renewal of America's most significant bipartisan public policy forum --- The ALEC Annual Meeting.

We have worked diligently to plan this assembly and are confident we have prepared an outstanding five-day program. We know you will not be disappointed with your decision to join us, and feel privileged to have you as our guests.

We are also honored to have with us this August some of America's intellectual giants including Empower America's William Bennett, former U.S. Attorney General Ed Meese and Minority Whip of the U.S. House, Newt Gingrich. In the local government arena, we are pleased that Jersey City Mayor Brett Schundler will be able to articulate his views on the revitalization of the nation's cities. We are also grateful that Senator George McGovern will be with us.

In the context of Florida state governance, we want to publicly recognize House Speaker Bolley Johnson and incoming House Speaker Peter Wallace for their ready willingness to play a part in this week's activities.

We are glad to be able to share with you the unique beauties of Florida's Gulf Coast. During your visit, we think you will discover why the region is one of America's fastest growing communities. Enjoy your stay --- and come back when you have the chance.

Above all else, thank you for participating in this 21st Annual Meeting.

Sincerely,

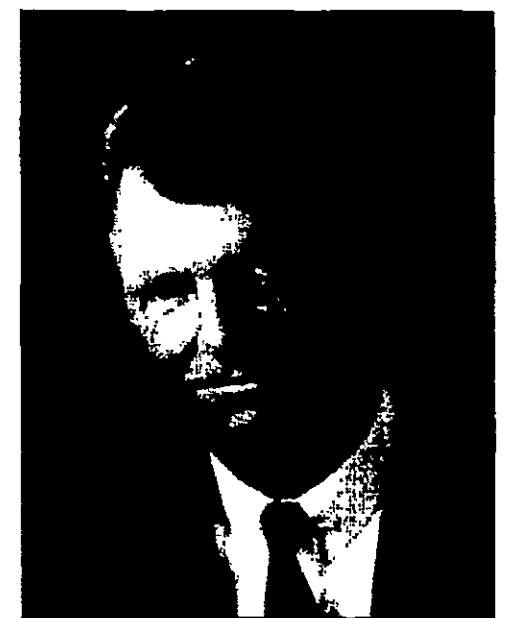
Debby
Debby P. Sanderson
Host Committee

Frank
Frank S. Messersmith
Host Committee

Henry
Henry T. Vinson
Host Committee

Come Join ALEC In Tampa By The Bay

Host Committee Tel: 904/222-0720 • Fax: 904/224-1359 ALEC Tel: 302/547-4646 • Fax: 302/547-8142



Mr. Frank Messersmith



Mr. Henry Vinson

Conference Agenda-Tuesday & Wednesday

Tuesday, August 2

9:00 am - 3:00 pm

Joint Board of Directors Meeting
Hyatt Regency Tampa
Regency Ballroom 2 - 2nd Floor

12:00 Noon - 5:00 pm

Early Conference Registration/Information Desk
Tampa Convention Center
Rotunda

3:30 pm - 5:00 pm

State Chair/Private Enterprise State Chair Meeting
Hyatt Regency Tampa
Regency Ballroom 3 - 2nd Floor

Wednesday, August 3

8:00 am - 5:00 pm

Registration/Information Desk Open
Tampa Convention Center
Rotunda

7:45 am - 4:00 pm

Mixed Golf Tournament & Clinic
Innisbrook Hilton Resort
Sponsored by R.J. Reynolds Tobacco Company
Buses depart from the Tampa Convention Center
at 6:45 am

10:30 am - 3:00 pm

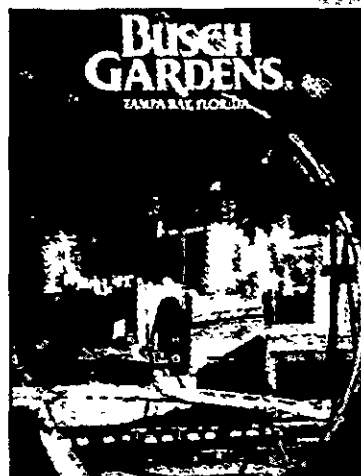
Beach Day
Holiday Inn Surfside, Clearwater Beach
Sponsored by Tropicana Products Inc./Joseph E.
Seagram & Sons Inc.
Buses depart from the Tampa Convention Center
at 10:00 am

12:00 noon - 3:30 pm

Skeet and Trap Shoot
Tampa Bay Sporting Clays
Sponsored by the National Rifle Association
Buses depart from the Tampa Convention Center
at 11:30 am

5:00 pm - 12:00 midnight

Florida Opening Reception - Busch Gardens
Sponsored by Anheuser-Busch Companies
Buses depart from the hotels and
the Tampa Convention Center
every half hour starting at 5:00 pm



8:00 am - 5:00 pm

Day Care
Tampa Convention Center
Room 10

8:00 am - 5:00 pm

Kids Congress
The Performing Arts Center
Sponsored by Gerber Products Company and
Steel Recycling Institute

Prepare Yourself for a Wild Ride!

ALEC's 21st Annual Meeting will begin with "A Wild Ride at Busch Gardens" on Wednesday, August 3rd. The stage is set for a gala evening of extraordinary entertainment and international cuisine.

From the distinct sounds of the Caribbean and the wild animals of the Serengeti Plain, to the delicious tastes of a German Festhaus and heart stopping rides (will you dare to ride on the Southeast's biggest and fastest roller coaster?), Busch Gardens offers the perfect setting for ALEC's Opening Reception.

Return to "yesteryear," become a "kid" once again! At Busch Gardens, there is a new adventure around every corner!

Conference Agenda-Thursday

Thursday, August 4

7:40 am - 5:00 pm

Registration/Information Desk Open
Tampa Convention Center
Rotunda

8:00 am - 5:00 pm

Exhibit Hall Open
Tampa Convention Center
Ballroom Lobby

7:45 am - 9:25 am

Breakfast
Ballroom B & C

Christine Jenkins, Vocalist
At each of the meal functions Christine Jenkins, who has been singing professionally for over 20 years will perform. Her experience ranges from lead singing in churches to international concerts, political functions and governmental ceremonies. She has been featured on several recordings as the lead soloist and has captured a following of supportive listeners. She presently is working on a solo album which is scheduled to be released in early 1995.

Representative Harold J. Brubaker, North Carolina
ALEC National Chairman

From Poverty to Prosperity

America's welfare system fails in its more fundamental task—assisting the poor in entering the mainstream of economic life. Instead the welfare system entraps the poor by making them dependent upon government. As today's speaker has often said, public policy should not focus on poverty, it should focus on proven methods for lifting people from dependence to independence, from poverty to prosperity.

Mr. Robert Woodson, Sr., National Center for Neighborhood Enterprise
President

From Crime to Security

America's crime rate has risen sharply in recent decades. Much of the cause can be traced to permissive policies, especially in corrections and the judiciary. The criminal justice system must be transformed to effectively deter crime and thereby effectively protect the public.

The Honorable Edwin Meese, Former U.S. Attorney General

8:00 am - 5:00 pm

Day Care
Tampa Convention Center
Room 10

8:00 am - 5:00 pm

Kids Congress - Field Day
The Performing Arts Center
Sponsored by Gerber Products Company and
Steel Recycling Institute

9:00 am - 6:00 pm

Family Hospitality Suite
Sponsored by Regional Bell Companies
Tampa Convention Center
Room 11 & 12

9:30 am - 2:30 pm

Spouse Tour
Tampa & Ybor City Tour
Buses depart from the Tampa Convention
Center at 9:30 am



Representative
Harold J. Brubaker



Mr. Robert
Woodson, Sr.



The Honorable
Edwin Meese

Conference Agenda-Thursday

Concurrent Sessions

9:30 am - 10:30 am

Who Will Kill the Golden Goose of Health Care Reform?

Room 13 & 14

Health care reform has captured the interest of the U.S. Congress, but it will be the States that have to actually deliver health care services. In fact, many states are already moving ahead with reform, especially in the area regarding prescription drugs. State legislators want the drug industry to be competitive so that economically vulnerable citizens will not be deprived of drugs they need to treat illnesses and chronic medical conditions. But some States are killing the Golden Goose of health care reform, competitively priced prescription drugs, with counter-productive legislation and regulations. The four main issues adversely affecting the price and availability of prescription drugs are unitary pricing, rebates, closed formulas, and supplemental taxes. This workshop will help every state legislator learn how to preserve the health of the Golden Goose and nurture its future productivity. And legislators can take these solutions and implement them into a rational and effective state health care policy.

Moderator

Senator Joe Manchin, West Virginia

Mr. Robert J. Gunter, Nova Pharm USA
President

Ms. Leah Summers, Mylan Pharmaceuticals

Mr. Elmer Richie, Richie Pharmaceuticals
President

9:30 am - 12:40 pm

Special Session on the Environment

Room 15 & 16

A commitment to advancing a clean and healthy environment requires a review of previously adopted environmental legislation as to its effectiveness. The costly and yet ineffective policies of the last decade are in desperate need of reform. In an effort to address and enhance the effectiveness of current and future environmental policies Congress and state legislatures across the nation have begun to debate the environmental merits of property rights, cost-benefits analysis and federal mandates. This session will address the need for environmental reform as it relates to property rights, cost-benefit analysis and federal mandates.

Moderator

Senator Donald Ament, Colorado
Chairman, Agriculture, Natural Resources and Energy Committee

The "Endangered" Property Owner

R. J. Smith, Competitive Enterprise Institute

Property Rights & Environmental Regulations

Mr. David Lucas, Council of Property Rights

Property Rights: Reaffirming the Fifth Amendment

Ms. Lisa Jaeger, Defenders of Property Rights

Environmental Policy: The Role of Science

The Honorable Garrey Carruthers, Former Governor of New Mexico & Chairman of the Advancement of Sound Science Coalition

The Politics and Science of Global Warming

Dr. Patrick Michaels, University of Virginia

Prioritizing Risk for Maximum Effectiveness

Dr. John Graham, Harvard University

Federal Environmental Mandates: One Size Does Not Fit All

Dr. Thomas Di Lorenzo, Loyola College, Baltimore

Changing the U.S. Mining Law—A Case Study in Eroding Property Rights and Imposing Federal Mandates Under the Guise of Environmental Protection

Ms. Debra W. Struhsacker, Co-Founder of the Women's Mining Coalition

Conference Agenda-Thursday (cont.)

Concurrent Sessions

10:35 am - 11:35 am

Insurance & Individual Responsibility: Protection from Consequences

Room 13 & 14

The current insurance system rewards the uninsured at great cost to the insured. Public policy should encourage people to be responsible and provide for their own insurance rather than encourage the uninsured to rely on government, legal claims or insurance for assistance. This panel will address two approaches to managing the costs associated with the uninsured: mandated insurance or disincentives for the uninsured.

Moderator

Representative David Owen, Colorado

Mr. William E. Bailey, Insurance Information Institute

Representative Rich Davis, Delaware

Ms. Catherine England, Competitive Enterprise Institute

11:40 am - 12:40 pm

Information Highway: Removing the Road Blocks

Room 13 & 14

Advancements in telecommunications technology offer substantial opportunities. States are seeking to use the telecommunications network to expand their economies, restructure their educational systems, expand access to health care services and ensure more efficient use of taxes. Yet there are many roadblocks that must be overcome before competition can make the opportunities.

Moderator

Representative Scott Jensen, Wisconsin

Mr. Jeff Benson, Northern Telecom

Delegate Martha Klima, Maryland

Senator Phil Hoffman, Michigan

Senator Walter Graham, Mississippi

Senator David Nething, North Dakota

9:30 am - 12:40 pm

Special Session on the Environment (continued)

9:30 am - 12:40 pm

Special Session on the Environment (continued)

Conference Agenda-Thursday

12:45 pm - 2:15 pm

Lunch

Ballroom B & C

Business & Government: Partnerships for Prosperity

The strength of the American economy is derived from enterprise – from allowing people and companies to produce what they want, thereby creating jobs and economic growth. Yet every legislative session sees attempts to place additional regulations and taxes on business, limiting economic growth and resulting in unemployment. Legislators and business must work together to facilitate economic opportunity and prosperity for all people.

Mr. William I. Campbell, Philip Morris U.S.A.
President & CEO



Mr. William I. Campbell

Adam Smith Awards Ceremony Presentation of the Adam Smith Free Enterprise Award

Adam Smith is best known for his analysis of economics and human behavior in his classic book *The Wealth of Nations*. Smith captured the essence of an important economic and political transformation — the replacement of privilege with broadly available opportunity. Through the Adam Smith Award, ALEC celebrates the ideals of the economic system that has produced our affluence. We honor two entrepreneurs who epitomize the entrepreneurial spirit that Adam Smith brought to the world's attention.

Mr. Charles Koch, Koch Industries, Inc.
Chairman & CEO

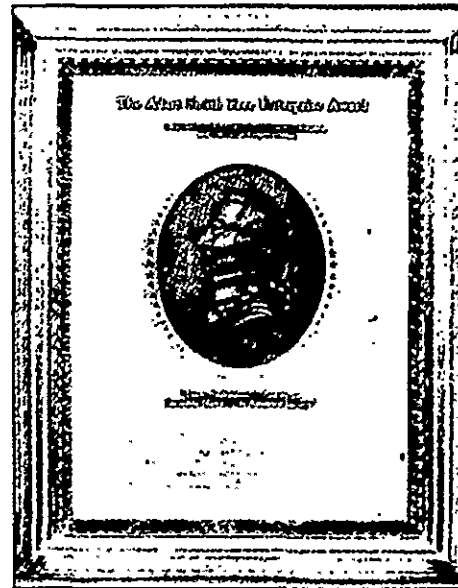
Mr. David Koch, Koch Industries, Inc.
Executive Vice President



Mr. Charles Koch



Mr. David Koch



Conference Agenda-Thursday

Concurrent Sessions

2:25 pm - 3:45 pm

Campaign School on Taxes & Spending
Room 15 & 16

Taxes and government spending are critical issues in the current campaign cycle and will continue to be so in future elections. To be successful, candidates must not only have intellectual knowledge of the issues, but they must also be adept at defining and conveying their messages to the voters. Because even the best ideas can be ignored, candidates must convey messages that speak to voters. With these strategies, candidates can frame the tax and spending debate, forcing opponents to be on the defensive. Additionally, winning an election on these terms provides a strong foundation for success in office. This session will provide candidates with expert knowledge of tax and spending issues, current information on public opinion, successful campaign messages and issue strategies, and election trends.

Welcoming Remarks

Representative Harold J. Brubaker,
North Carolina
National Chairman

The Campaign Issue: Taxes

Dr. Richard Vedder, Ohio University

The Campaign Issue: Spending

Mr. Wendell Cox, ALEC
Director of State Legislation & Policy

The Winning Agenda

Dr. Frank Luntz, Luntz Research Companies

The Agenda Wins

Representative Mike Simpson, Idaho

Election Landscape: 1994 and Beyond

Mr. Grover Norquist, Americans for Tax Reform

2:25 pm - 5:45 pm

Campaign School on Crime
Room 17 & 18

Controlling crime is the priority concern for voters today. This fall, candidates who campaign on crime, frame the issue effectively, present a credible, **tough-on-crime agenda**, and debunk the myths and misinformation of their opponents will find an electorate ready to take back the streets from criminals and their apologists. More importantly, this year's elections will send a forceful message to lawmakers and begin to define next year's legislative battles over crime and criminal justice policy. The Campaign School on Crime brings together pollsters, campaign strategists and experts on crime control to provide legislators with an agenda and plan to advance meaningful crime control this fall and during the coming legislative session.

Welcoming Remarks

Mr. William Myers, ALEC Foundation

Issues, Agendas & Elections

Mr. Grover Norquist, Americans for Tax Reform

The Crime Problem

Dr. Michael Block, University of Arizona

A Winning Agenda

Mr. Steve Twist, CrimeStrike

Crime Control Wins

Dr. Frank Luntz, Luntz Research Companies

Debunking the Opposition Controlling Costs

Dr. Charles Thomas, Florida State University

Mr. Robert Britton, Corrections Corporation of America

Debunking the Opposition: The Gun Control Dodge

Mr. Jim Fotis, Law Enforcement Alliance of America

Moving an Issue

Mr. Rick Shelby, Odell, Rooper & Sims

Politics of Crime

Video

Conference Agenda-Thursday

Concurrent Sessions

3:45 pm - 4:45 pm

Fundamentals of Economics

Room 15 & 16

Many public policies fail to achieve their objective because the economic incentives they establish encourage behavior that frustrates their policy objectives. Public policies can be effective if they are based upon complementary incentives.

Moderator

Senator James Neal, Delaware
ALEC Board Member

Mr. Samuel A. Brunelli, ALEC
Executive Director

Dr. Richard Vedder, Ohio University

Mr. Wendell Cox, ALEC
Director of State Legislation & Policy,

Representative Harold J. Brubaker, North
Carolina

ALEC National Chairman

2:25 pm - 5:45 pm

Campaign School on Crime (continued)

4:45 pm - 6:00 pm

Ad Hoc Board Committee Meeting

States' Constitutional Defense

Room 5

5:30 pm - 6:30 pm

Iowa Ethics Roundtable: National Implications

Room 6

Moderator

Representative Roger Halvorson

Representative Clifford Branstad

Representative Horace Daggett

Representative Steven Grubbs

Representative Dolores Mertz

Senator Wilmer Rensink

Representative Brent Siegrist

Representative Richard Weidman

5:30 pm

State Delegation Night

6:00 pm

Hospitality Suite

Sponsored by Distilled Spirits Council of the U.S.

Hyatt Regency Tampa

Suite 319

Conference Agenda-Friday

Friday, August 5

6:45 am - 7:40 am

Prayer Breakfast

Ballroom A

"I will lift up my eyes to the mountains; from whence shall my help come? My help comes from the Lord, who made the heavens and earth." Psalms 121:1-2 (NASB)

An inspirational time on principles that are relevant to everyday life.

Senator Gib Armstrong, Pennsylvania

Senator Robert Carpenter, North Carolina

Representative Robert Hayes, North Carolina

The Honorable Lawton Chiles, Governor of Florida

Mr. Terry Van Der Aa, Vancom

President & CEO

Senator David Nething, North Dakota



*The Honorable
Lawton Chiles*

7:45 am - 5:00 pm

Registration/Information Desk Open

Tampa Convention Center

Rotunda

8:00 am - 5:00 pm

Exhibit Hall Open

Tampa Convention Center

Ballroom Lobby

7:40 am - 9:05 am

Breakfast

Ballroom C

The Honorable Lawton Chiles, Governor of Florida

Mr. Samuel A. Brunelli, ALEC

Executive Director



*Mr. Samuel A.
Brunelli*

Legalized Gaming, What Does it Mean for the States?

Gaming issues are confronting state governments around the nation, and with them come difficult questions of taxation, regulation, and competition. Mr. Rose will explore the facets of legalized gambling from the perspective of public and private interests.

Mr. Mike Rose, The Promus Company

Chairman & CEO



Mr. Mike Rose

8:00 am - 5:00 pm

Day Care

Tampa Convention Center

Room 10

9:00 am - 6:00 pm

Kids Congress

The Performing Arts Center

Sponsored by Gerber Products Company and

Steel Recycling Institute

9:00 am - 6:00 pm

Family Hospitality Suite

Sponsored by Regional Bell Companies

Tampa Convention Center

Room 11 & 12

9:30 am - 2:30 pm

Spouse Tour

St. Petersburg Pier & Salvador Dali Museum

Buses depart from the Tampa Convention

Center at 9:30 am

Conference Agenda-Friday (Continued)

Concurrent Sessions

9:10 am - 10:30 am

**Reaffirming The 10th Amendment:
The States' Constitutional Defense**
Room 17 & 18

"When all government, domestic and foreign, in little as in great things, shall be drawn to Washington as the center of all power, it will render powerless the checks provided of one government on another, and will become as venal and oppressive as the government from which we separated." - Thomas Jefferson 1821

The Tenth Amendment to the Constitution reserves all non-delegated and non-prohibited powers to the states or to the people, establishing a balance of power between federal and state government. Over the years the federal government has usurped the powers that constitutionally reside with the states. States are in danger of becoming mere administrative units of the federal government. This session will provide a forum to discuss the various strategies required to restore the constitutional balance of powers between federal and state government.

Moderator

Representative Brenda Burns
Arizona, House Majority Leader

The Honorable Michael Leavitt
Governor of Utah

Mr. Carter Phillips
Sidley & Austin

Ms. Becky Norton Dunlap
Secretary of Natural Resources,
Commonwealth of Virginia

Senator Tom Norton
Senate President, Colorado

Senator Tom Patterson
Arizona, Senate Majority Leader



*The Honorable
Michael Leavitt*



*Ms. Becky Norton
Dunlap*

9:10 am - 12:40 pm

**Health Care Special Session:
Turning the Tide on the Health Care Debate**
Room 15 & 16

The debate over health care has reached a decisive moment. This fall Congress will decide whether or not to turn the health care system over to the federal government. Unfortunately, Congress might enact a bill that would impede choice, increase costs and ration health care. This could happen if Congress accepts the notion that government and not the free market can better deliver goods and services at lower costs. Historically this has not been the case with any market including the health care market. In fact, the problems with the current health care system stem directly from government intervention—taxes, mandates, and programs at both the state and federal level that have impeded the market system from functioning and have instead created a quasi government system that increases costs and restricts access. This session will be a comprehensive case study of how government action has created perverse incentives that disrupt the market system. The speakers will also relate the problems of the health care system to the current debate, draw important conclusions on how new proposals will impact the health care system, present responsible market-based solutions for reform, and outline how each ALEC member can get involved to "turn the tide" of the health care debate.

Moderator

Representative Susan Wagle, Kansas

*Health Care System History: What Mandates, Taxes
and Regulations Have Done to Costs and Access*

Ms. Molly Hering Bordonaro, ALEC
Senior Legislative Director

Economic Incentives & the Health Care Debate
Mr. Scott Smith, National Health Insurance
Company
President & CEO

*Mandated Universal Coverage: The Costs to
Employment & the Economy*

Mr. Bennie Thayer, National Association for the
Self-Employed
Chairman

*Medical Savings Accounts: Controlling Costs and
Creating Access through Competition and Choice*
Mr. Pat Rooney, Golden Rule Insurance
Company
Chairman

*Managed Competition and Government Run Health
Care: Destroying Health Care As We Know It*

Dr. John Goodman, National Center for Policy
Analysis
President

Conference Agenda-Friday (continued)

Concurrent Sessions

10:35 am - 11:45 am

Competitive Contracting: How Government Can Relieve Taxpayers
Room 17 & 18

The search for ways governments can simultaneously cut taxes and limit the demand for higher levels of spending, has made competitive contracting an attractive option. Many cities and public agencies already competitively contract with the private sector to provide government services to save money and improve service quality. Savings from competitive contracting have been substantial—ranging from 10 to 80 percent and averaging nearly 30 percent. This workshop will give legislators practical working knowledge of how to successfully introduce competitive incentives into the provision of government services.

Moderator
Assemblyman Robert Straniere,
New York

The Honorable Bret Schundler
Mayor of Jersey City (NJ)

Mr. Charles Stitt
Mayor Stephen Goldsmith's
Office, Indianapolis

Mr. Bob Edwards, Rural/Metro
Corporation

Mr. Bob Ramsey, Southwest
Ambulance, Inc.

Mr. Jerry Cook, Mayflower
Contract Services, Inc.



*The Honorable
Bret Schundler*

9:10 am - 12:40 pm

Health Care Special Session (continued)

Community Rating and Insurance Reform
Senator Bill Larkin, New York

*The Quality of Medicine under Government
Regulations*

Dr. Jane Orient, American Association of
Physicians & Surgeons
Executive Director

*Status of the Congressional Debate: Where Do Your
Representatives Stand and What Can You Do*
Mr. Bill Lauderback, Eddie Mahe Company,
Project 94

*Price Control & Unitary Pricing of Pharmaceutical
Products*

Mr. Charles Nan
Syntex Corporation

Conference Agenda-Friday (continued)

Concurrent Sessions

11:50 am - 12:50 pm

Alternative Fuels and Alternatively Fueled Vehicles: Incentives & Mandates
Room 17 & 18

Alternative fuels programs are sprouting up across the nation. The potential of alternative fuels as a means to reduce air pollution is great, but states should be careful not to forego the benefits of alternative fuels by mandating a type of fuel or vehicle either directly through a mandate or indirectly through subsidies. The success of any alternative fuels program relies upon its ease of conversion, cost to consumers and air quality benefits.

Moderator

Representative Warren Chisum, Texas
Chairman, House Committee on Environmental Regulations

Assemblyman Raymond Haynes, California

Mr. Bob Getts, Western States Petroleum Association

Representative Richard Cessar, Pennsylvania

Dr. Brian Davis, Sun Company

9:10 am - 12:40 pm

Health Care Special Session (continued)

Conference Agenda-Friday (continued)

12:50 pm - 2:05 pm

Lunch

Ballroom C

Health Care Reform:

What it Means for the Future of America

As the national health care debate reaches the final months, the issues and their potential impact on the health care system have crystalized. Numerous studies have shown that plans similar to the Administration's will have a significant negative economic impact on the nation, adversely affect the states, and reduce choice and quality in this health care system. Likewise, the plans proposing market-based reform would build upon the outstanding qualities of the current system providing needed reform. This would be done without hurting the economy, raising taxes, or restricting choice and access in health care. Senator Nickles and Mr. Mossinghoff have both been key participants in the health care debate. Their discussions will focus on the issues and their potential impact on the nation, if enacted, while reviewing the potential outcome in Congress.

**The Honorable Don Nickles, Oklahoma
United States Senate**

**Mr. Gerald Mossinghoff, Pharmaceutical Research & Manufacturers of America
President**



*The Honorable
Don Nickles*



Mr. Gerald Mossinghoff

Concurrent Sessions

2:10 pm - 3:10 pm

Applying Market Principles to Gaming

Ballroom A

Gambling is one of the fastest growing industries in the 1990's. Gross gaming revenues from casinos to lotteries, have exploded to \$30 billion per year and the industry is expected to expand 10% a year. Job creation and economic growth have catapulted depressed towns and cities into thriving metropolises. This growth explosion has also raised questions about uncompetitive regulation and direct government involvement, thus requiring increased attention of state legislators. This session will help legislators learn how best to approach the economic issue of the gaming entertainment industry.

**Moderator
Assemblyman John Regan, Nevada**

**The Honorable Walter Miller
Governor of South Dakota**

**G. Michael Brown, Foxwoods Resort
& Casino
President and CEO**

**H. Steve Norton, Argosy Gaming
Company
President and CEO**



*The Honorable
Walter Miller*

*G. Michael
Brown*

2:10 pm - 3:15 pm

**Interactive Technology: Helping States Better
Meet the Needs of their Citizens**

Room 13

Some states, through public-private telecommunications partnerships, are implementing the networks that enable them to revitalize their economies, restructure their educational systems, and ensure a more efficient use of taxes. For example, the University of Mississippi and its Project LEAP are helping the state ensure the success of a learnfare program, which allows a welfare mother to earn a General Education Diploma (GED) class using two way interactive distance learning technology.

Moderator

Mr. Pete Poynter, BellSouth

Ms. Sharon Lipscomb, Empowerment Network

Senator Walter Graham, Mississippi

Mr. Gregg Phillips, Mississippi Human Services

Ms. La Junda Pittsman, Clarksdale, MS

Mr. Nell Ryan, Health & Human Services

Conference Agenda-Friday & Saturday

Concurrent Sessions

3:15 pm - 6:00 pm Task Force Meetings

ALEC's National Task Forces develop the ALEC policy agenda and carry it forward in the states. In ALEC's Task Forces, state legislators and corporate decision-makers work in a dynamic partnership to identify the issues and develop the policy solutions to the challenges facing the nation. Task Forces are empowered to commission and publish research and analyses, create workshops for ALEC meetings, frame policy resolutions, draft model legislation and develop legislative strategies.

(Non-Members are welcome to observe task force meetings.)

Agriculture	Room 7
Business & Labor	Room 8
Competitiveness	Room 17
Criminal Justice	Room 14
Empowerment	Room 5
Health Care	Room 15 & 16
Insurance	Room 18
Telecommunications	Room 13
Transportation	Room 6

3:15 pm - 6:00 pm Media Training Room 9

6:00 pm
Hospitality Suite
Sponsored by Distilled Spirits Council of the U.S.
Hyatt Regency Tampa
Suite 319

Saturday, August 6

7:45 am - 5:00 pm
Information Desk Open
Tampa Convention Center
Rotunda

8:00 am - 12:00 Noon
Exhibit Hall Open
Tampa Convention Center
Ballroom Lobby

8:00 am - 1:00 am
Day Care
Tampa Convention Center
Room 10

8:00 am - 1:00 am
Kids Congress
The Performing Arts Center
Sponsored by Gerber Products Company and
Steel Can Recycling Institute

8:00 am - 5:00 pm
Spouse Tour
Tarpon Springs Boat Cruise
Buses depart from the Tampa Convention
Center at 8:00 am.

9:00 am - 6:00 pm
Family Hospitality Suite
Sponsored by Regional Bell Companies
Tampa Convention Center
Room 11 & 12

Conference Agenda-Saturday

7:40 am - 9:25 am

Breakfast
Ballroom C

Litigation & Regulation: How Lawsuits and Government Mandates Stifle Business

Excessive government mandates and costly lawsuits are smothering small business. The endless task of complying with technical regulations and the constant threat of expensive litigation have created a hostile business environment which greatly impedes the operation of a productive enterprise. The program will examine a civil justice system badly in need of reform and outline new threatened federal mandates.

The Honorable George McGovern

Former United States Senator, South Dakota and Democratic Party Presidential Candidate (1972)

The Honorable Newt Gingrich

Minority Whip

United States House of Representatives, Georgia



*The Honorable
George McGovern*



*The Honorable
Newt Gingrich*

Concurrent Sessions

9:30 am - 11:35 am

Restoring Fairness to Civil Justice

Room 13 & 14

The current tort system is costly and inefficient, unfair to victims and defendants, and impairs innovation and U.S. competitiveness in the global market. The public is increasingly aware of the detrimental impact the tort system is having on their standard of living. As a result, voters are increasingly supportive of legislative efforts to reform the tort system. This "grassroots" support has been instrumental in the enactment of punitive damages, products liability, and joint & several liability reforms as well as other measures to restore fairness to the civil justice system.

Moderator

Senator John Greene, Arizona

Mr. Buddy Gill, APCO Associates

Mr. Jon Opelt, Houston-Citizens Against Lawsuit Abuse

Mr. Victor Schwartz, Crowell & Moring

Mr. Keith Teel, Covington & Burling

Ms. Diane Swenson, American Tort Reform Association

9:30 am - 10:30 am

Balanced Budget Amendment:

What Happened and Where from Here

Room 15 & 16

Earlier this year the Senate and the House of Representatives fell short of the necessary votes required to pass the Balanced Budget Amendment (BBA). Although Congress has never come closer to passing the BBA, spending continues to escalate and the budget deficit continues to increase the size of the federal debt. Federal inaction to control runaway spending has increased attention on an alternative solution available to states—the limited constitutional convention. This session will address the need for a BBA, review recent federal actions, and discuss how states can lead the way to federal fiscal discipline.

Moderator

**Representative David Halbrook, Mississippi
Former ALEC Chairman**

**The Honorable John Mica
United States House of Representatives, Florida**

Dr. Richard Vedder, Ohio University

Senator Cooper Snyder, Ohio



*The Honorable
John Mica*

Conference Agenda-Saturday

Concurrent Sessions

11:40 am - 12:40 pm

Job Producing Labor Policies

Room 13 & 14

Moderator

Representative Bobby Hogue

Arkansas, Speaker Elect

Workers' Compensation

The soundness of a state's workers' compensation system has a significant impact on its ability to attract and retain business. Some industries are especially sensitive to uncontrolled workers' compensation costs. Industries like construction, manufacturing, and transportation experience costs of up to \$50 per \$100 of payroll for some occupations. According to a recent report, a ten percent rise in workers' compensation costs results in a one percent reduction in employment. Conversely, reductions in workers' compensation costs can lead to expanded employment. Recent reforms have halted the upward spiral in workers' compensation costs.

Mr Allyn Tatum

Commissioner, Arkansas Workers' Compensation Commission

Dr. Sean F. Mooney

Insurance Information Institute

Public Employment

Public employees are paid billions of dollars more than their private sector counterparts. Economic research has demonstrated that excess public employee compensation takes an even greater toll by reducing economic growth. Public policy strategies have been proposed to restore reality to public employee compensation and thereby to increase economic growth and job creations.

Mr. Wendell Cox, ALEC

Director of State Policy & Legislation

10:35 am - 11:35 am

Welfare Reform with Dignity and Responsibility

Room 15 & 16

There is nearly universal agreement that the nation's welfare system is in need of radical reform. Established to provide people with temporary assistance in time of need, it has been instrumental in producing a near permanent underclass by encouraging dependence and discouraging self-sufficiency. For welfare reform to be successful, the incentives must be changed, so that those on welfare are rewarded for responsibility and self-sufficiency.

Moderator

Senator Steve Martin, Virginia

Mr. John Fund, Wall Street Journal

Mr. David Caprara, The Empowerment Network



Mr. John Fund

11:40 am - 12:40 pm

Education: Replacing Special Interests with the Public Interest

Room 15 & 16

A well educated work force is more important than ever in the increasingly interdependent and competitive world. State governments, local governments and the federal government have poured large amounts of new money into education. Yet, America's educational performance is a source of national embarrassment. The education system performs poorly because it has no incentive to perform: Public funding continues to increase without regard to performance. There is broadening consensus that competition and choice must be injected into education to improve performance. But these reforms are vigorously opposed by the special interests that control education, especially teacher unions. Nonetheless progress is being made as the nature and extent of the problem is becoming more apparent to policy makers.

Moderator

Representative Theresa Esposito,
North Carolina

The Honorable Lamar Alexander
Former U.S. Secretary of Education

Mr. John Fund, Wall Street Journal

Ms. Mae Gaskins, Education
Alternatives



*The Honorable
Lamar Alexander*

Conference Agenda-Saturday (con)

12:45 pm - 2:15 pm

Lunch

Ballroom C

ALEC's A+ Education Awards Presentation

The ALEC A+ Awards will recognize specific examples of state level education reforms that have made a significant contribution to establishing a world class education system.

The Honorable Lamar Alexander

Former U.S. Secretary of Education

State Economic Growth

State policies, especially in taxation and regulation, can have a significant effect on economic growth and job creation. In recent years, Mississippi has reduced taxes and the business regulatory burden, and has been rewarded with one of the nation's most vibrant economies.

The Honorable Kirk Fordice

Governor of Mississippi



*The Honorable
Kirk Fordice*

Crime: Getting the Incentives Right

Crime is costly to society. People pay the price through emotional distress, disrupted lives and economic losses. The incentives established by the criminal justice system often allow or even encourage higher rates of crime. Publicly run pre-trial release programs, for example, are far less effective than the private bail system, because public administrators have no little personal incentive to ensure that the accused appear when required. Punishment has become so uncertain and light that it has been relegated to the status of an occupational hazard for criminals. The incentives of the criminal justice system must be overhauled so that crime is no longer profitable for criminals.

Mr. Jerry Watson, National Association of Bail Insurance Companies

The Honorable William Barr

Former United States Attorney General



*The Honorable
William Barr*

Conference Agenda-Saturday (continued)

Concurrent Sessions

2:30 pm - 5:45 pm Task Force Meetings

ALEC's National Task Forces develop the ALEC policy agenda and carry it forward in the states. In ALEC's Task Forces, state legislators and corporate decision-makers work in a dynamic partnership to identify the issues and develop the policy solutions to the challenges facing the nation. Task Forces are empowered to commission and publish research and analyses, create workshops for ALEC meetings, frame policy resolutions, draft model legislation and develop legislative strategies.

(Non-Members are welcome to observe task force meetings.)

Banking & Real Estate	Room 7
Civil Justice	Room 17 & 18
Education	Room 5
Energy, Environment & Natural Resources	Room 13 & 14
Tax & Fiscal	Room 15 & 16
Trade, Travel & Tourism	Room 8

2:30 pm - 5:45 pm Media Training Room 9

5:30 pm - 7:00 pm National Chairman's Reception Tampa Convention Center Upper Registration Area - 2nd Floor

6:00 pm - 7:00 pm Banquet Reception Rotunda

Conference Agenda-Saturday (continued)

7:00 pm

Thomas Jefferson Awards Banquet

Ballroom A & C

Representative Bolley L. Johnson, Florida
Speaker of the House

"Still one thing more, fellow citizens—a wise and frugal government, which shall restrain men from injuring one another, which shall leave them free to regulate their own pursuits of industry and improvement, and shall not take from the mouth of labor the bread it has earned. This is the sum of good government."

"I believe the states can best govern our home concerns, and the General Government our foreign ones. I wish, therefore, to see maintained that wholesome distribution of powers, established by the Constitution for the limitation of both; and never see all the officers transferred to Washington, where further withdrawn from the eyes of the people, they may more secretly be bought and sold at market."

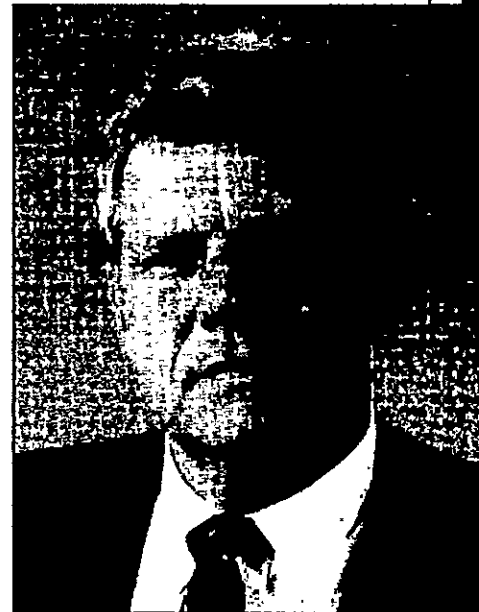
Thomas Jefferson

**Thomas Jefferson
Award Recipient
The Honorable
William J. Bennett**

10:00 pm - 1:00 am

Dessert & Dancing

Sponsored by Philip Morris U.S.A.
Hyatt Regency Tampa



The Honorable William J. Bennett

10:00 pm

Hospitality Suite

Sponsored by Distilled Spirits Council of the U.S.
Hyatt Regency Tampa
Suite 319

Conference Agenda-Sunday

Sunday, August 7

9:00 am - 12:00 pm

Renewing American Civilization

Room 13 & 14

Renewing American Civilization focuses on identifying and fostering the underlying values and attitudes that enable free market, private enterprise and democratic systems to function and flourish.

The Honorable Newt Gingrich
Minority Whip
United States House of Representatives, Georgia



The Honorable Newt Gingrich

General Information

If you have questions

Simply call one of the ALEC office numbers listed below:

ALEC Convention Office	276-6908
ALEC Media Office	276-6909
Fax	276-6910

Photographs

Reflections Photography, ALEC's official studio, will be photographing the entire meeting. Proofs will be on display at the Reflections Photography booth in the exhibit area during the meeting. Proofs will also be sent to you after the meeting for additional orders. If you have questions regarding photographs after the meeting, call Reflections Photography directly at (202) 434-4528.

Audiotapes

AAztec Recording and Tape Duplicating will be taping all of the meeting's issue sessions. Audio tapes will be available for sale during the meeting or can be ordered after the meeting. To order, use the AAztec order form in your meeting packet or go to the AAztec booth in the exhibit area.

Videotapes

Videotapes of the meeting can be ordered through ALEC on the form provided in your meeting packet. For further information check with the ALEC Information Desk.

Official ALEC Hotels

Headquarters

Hyatt Regency Tampa
Two Tampa City Center
Tampa, FL 33602
813-225-1234

Wyndham Harbor Island Hotel

725 South Harbor Island Boulevard
Tampa, FL 33602
813-229-5000

Sheraton Grand Hotel

4860 West Kennedy Boulevard
Tampa, FL 33609-2591
813-286-4400

Embassy Suites Westshore

555 North Westshore Boulevard
Tampa, FL 33609
813-875-1555

Holiday Inn

Ashley Plaza Convention Center
111 West Fortune Street
Tampa, FL 33602
813-223-1351

Shuttle schedules are available at the ALEC Information Desk and in hotel lobbies.

1994 Thomas Jefferson Freedom Award

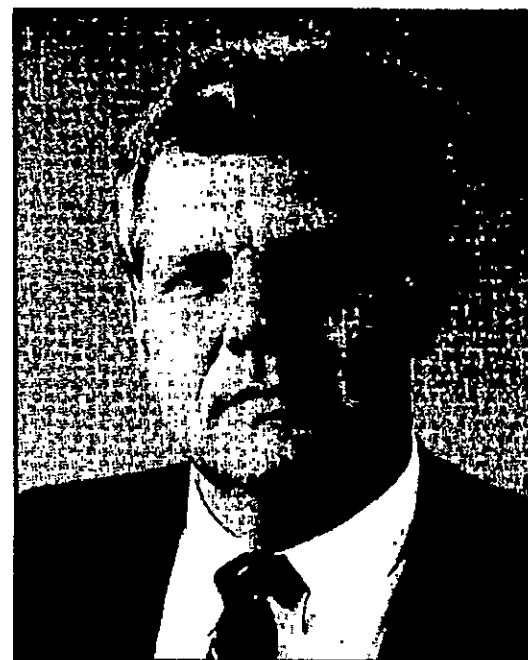


The Honorable William J. Bennett 1994 Thomas Jefferson Freedom Award

A Man for All Seasons

Awarded annually to a nationally recognized public figure who embodies the Jeffersonian principles of free enterprise, limited government, individual liberty, and basic American values, the Thomas Jefferson Freedom Award is the most prestigious honor bestowed by the American Legislative Exchange Council.

William J. Bennett's accomplishments are many and varied. *The Book of Virtues* – his most recent achievement – is a best seller widely praised by liberals and conservatives alike. But Bennett's courageous exposure of the abject failure of the public school system to educate our children best exemplifies the spirit of Jefferson. His nationwide campaign moved the educational debate from the halls of government to the kitchen tables of America. His honest and unflinching account of the dismal state of public education forever changed the terms of that debate and reminded Americans of the dangers of unlimited government. His prescriptions for transforming education – embody individual liberty and remain at the cutting edge of the education debate today.



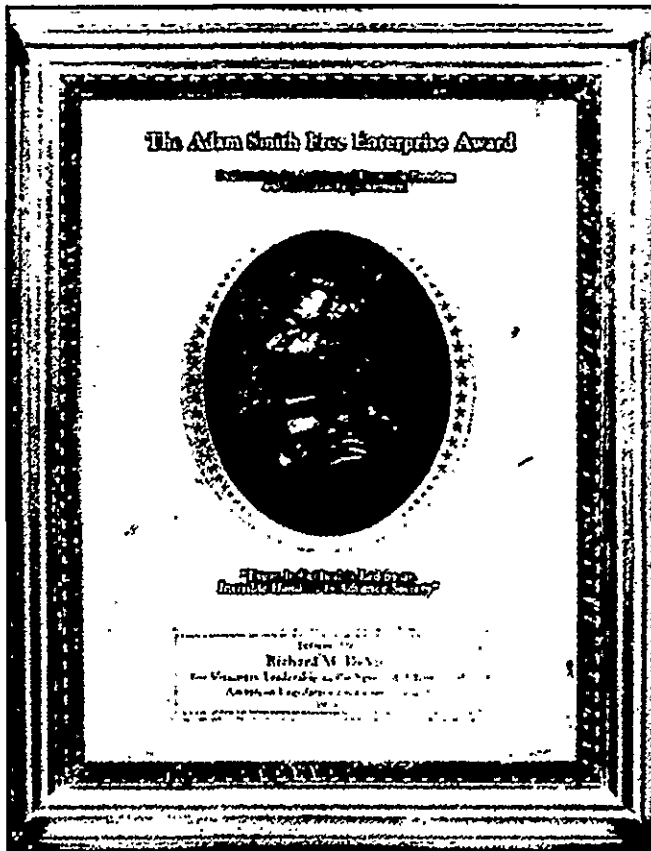
The Honorable
William J. Bennett

In this and other endeavors, Bill Bennett has demonstrated a commitment to the belief that people are more important than bureaucracies and that government should be the servant of the people.

"Bill Bennett's honesty, his courage, and his perseverance in facing the powerful educational establishment illustrate the power and the timelessness of simple virtues and remain an inspiration to us all," stated Samuel A. Brunelli, ALEC's Executive Director.

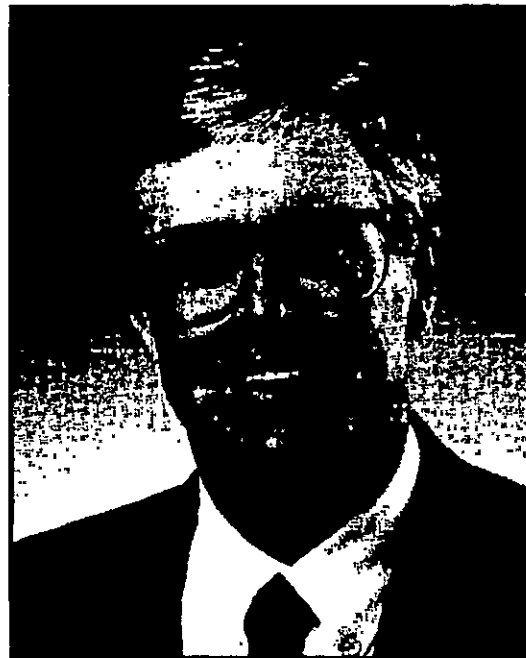
With great pride and admiration, the American Legislative Exchange Council presents the 1994 Thomas Jefferson Freedom Award to The Honorable William J. Bennett, a modern-day Thomas Jefferson.

1994 Adam Smith Free Enterprise Award



Charles G. Koch David H. Koch 1994 Adam Smith Free Enterprise Award

Adam Smith first outlined economic principles based upon the operation of human nature. In *the Wealth of Nations* Smith demonstrated that greater afflu-



Charles Koch

ence results when the interests of consumers are placed first. The key is a free people, liberated to pursue their own best economic interests by serving the interests of their customers. The result was unprecedented growth in the nations that embraced Smith's economic principles: especially Britain in the 19th and 20th century. The legitimacy of his contribution is being reaffirmed as nations around the world adopt economic systems and policies based upon the principles espoused by Adam Smith.

It is in the best tradition of Adam Smith's ideas that we honor David and Charles Koch. David and Charles Koch have created one of America's most successful and dynamic energy corporations, expanding from 650 employees to over 12,000 in a period of just two and a half decades. Koch Industries is a shining example of entrepreneurial spirit and vision at its best.



David Koch

Beyond their tremendously successful business endeavors, the Kochs have played a pivotal role in establishing America's premier free market educational foundations. Through their generous support, many policy organizations, including the Institute for Humane Studies, the CATO Institute, and Citizens for a Sound Economy, have been able to provide research and educational services for free market causes.

Charles Koch has often said, "True knowledge results in effective action," and, in light of that belief, both he and David support various educational programs, such as the National Foundation for Teaching Entrepreneurship (NFTE). They support NFTE because of their belief that the best way to break the cycle of dependency gripping millions of minority youth is to introduce them to the liberating power of entrepreneurial capitalism.

The American Legislative Exchange Council is proud to present the 1994 Adam Smith Free Enterprise Award to Charles G. Koch and David H. Koch.

Awards

Outstanding Legislative Leaders

Representative Lynn R. Wachtmann
Ohio, ALEC State Chair



Assemblyman Raymond N. Haynes
California, ALEC State Chair



Assemblyman Robert A. Straniere
New York, ALEC State Chair

Outstanding Private Sector Leaders



Louie E. Curto
Shell Oil Company



Roger L. Mozingo
R. J. Reynolds Tobacco Company



Alan B. Smith
Nationwide Insurance Companies

Outstanding Annual Meeting Host Committee Leaders

Representative Debby P. Sanderson
Florida, ALEC State Chair



Frank S. Messersmith
Florida, ALEC Host Committee Co-Chair



Henry T. Vinson
Florida, ALEC Private Sector Chair



Leadership Summit Outstanding Host Committee Leader

Representative Tom Uher
Texas, State Chair



Ronald F. Scheberle
*GTE
Private Enterprise Board Chair*



Raymond J. Snokhous
*Houston Industries, Inc.
Private Sector State Chair*



Awards

Outstanding Legislator Members

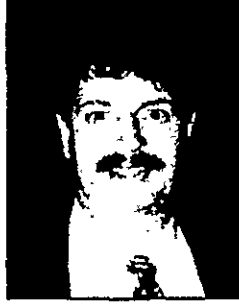
We honor these outstanding legislators for advancing the ALEC agenda of freedom and free enterprise in their respective states and issue areas.



*Energy, Environment, and
Natural Resources*
Senator Mike Gunn
Mississippi



Trade, Travel and Tourism
Senator
William Kennemer
Oregon



Business and Labor
Representative Gary Daniels
New Hampshire

Health Care
Representative Susan Wagle
Kansas



Tax and Fiscal
Representative Leslie Johnson
Arizona



Tax and Fiscal
Representative Mike Simpson
Idaho



Criminal Justice
Representative Michael Nye
Michigan



Transportation
Senator Robert W. Schaffer
Colorado



Competitiveness
Senator Jim Neal
Delaware



Agriculture
Senator Don Ament
Colorado



Civil Justice
Representative Richard
Bandstra
Michigan



Telecommunications
Delegate Martha S. Klima
Maryland



Insurance
Representative David T. Owen
Colorado



Education
Senator Jack Welborn
Michigan



Empowerment
Senator Stephen H. Martin
Virginia



Real Estate and Banking
Senator Billy Hewes
Mississippi

Awards

Outstanding Private Sector Members

Mark Boranyak
Anheuser-Busch Companies



Wayne R. LaPierre
National Rifle Association



Russell Smoldon
Salt River Project

Outstanding Legislative Staff Members of the Year

Lori Hitchcock
Assemblyman Robert Straniere's office (NY)



Cindy Coley
Representative Harold Brubaker's office (NC)



Alice Pope
Representative Harold Brubaker's office (NC)



Paula Vitz
Senator Bob Robbins office (PA)



Outstanding ALEC Staff Member of the Year

Matthew Bordonaro
Director of Development



ALEC Officers & Board of Directors

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Mr. Edward D. Failor, Iowans for Tax Relief

Mr. Craig Fitzgerald, Glaxo Inc.

Mr. Les Goldberg, American Express Company

Ms. Ann Greer, Coastal Corporation

Mr. Charles "Chuck" Hardwick, Pfizer, Inc.

Mr. Kirk Henry, Household International, Inc.

Mr. Jeffrey Lane, Procter & Gamble Company

Ms. Rebecca B. Linn, Steel Recycling Institute

Mr. Frank S. Messersmith, Carlton, Fields, Ward, Emanuel,
Smith & Cutler

Mr. Gerald J. Mossinghoff, Pharmaceutical Research &
Manufacturers of America

Mr. Roger L. Mozingo, R.J. Reynolds Tobacco Company

Mr. Pete Poynter, BellSouth Telecommunications Inc.

Mr. Alan B. Smith, Nationwide Insurance Companies

Mr. Raymond J. Snokhous, Houston Industries, Inc.

Ms. Tina A. Walls, Philip Morris U.S.A.

Mr. Daniel J. Zaloudek, Koch Industries, Inc.

EX-OFFICIO MEMBERS

Representative Harold J. Brubaker

North Carolina General Assembly

Mr. Samuel A. Brunelli

Executive Director

Task Force Chairs

LEGISLATIVE CHAIR

Agriculture Task Force

Senator Don Ament, Colorado

Business and Labor Task Force

Representative Terry R. Parke, Illinois

Civil Justice Task Force

Representative Richard Bandstra, Michigan

Competitiveness Task Force

Senator Jim Neal, Delaware

Criminal Justice Task Force

Representative Jerry Lee Alwin, New Mexico

Education Task Force (Co-Chair)

Representative Tom Feeney, Florida

Representative Teresa Espisito, North Carolina

Empowerment Task Force

Representative Susan Vergeront, Missouri

Energy, Environment, and Natural Resources Task Force

Representative George E. Saurman, Pennsylvania

Health Care Task Force

Representative Pat Blake, Arizona

Insurance Task Force

Representative David T. Owen, Colorado

Real Estate, Banking and Financial Services Task Force

Assemblywoman Kathy M. Augustine, Nevada

Tax and Fiscal Policy Task Force

Representative Joseph R. Petrilli, Delaware

Telecommunications Task Force

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Trade, Travel, and Tourism Task Force

Representative William F. Cosby, Alabama

Transportation Task Force

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Mr. Gary Barrett, CrimeStrike

Mr. Patrick Rooney, Golden Rule Insurance Company

Mr. John N. Haynes, Chevron

Mr. Spencer Hathaway, Syntex Company

Mr. Alan B. Smith, Nationwide Insurance Company

Mr. Walter C. Klein, Jr., Sears Mortgage Banking

Mr. Derek Crawford, Philip Morris U.S.A.

Mr. Bob Robinson, GTE

Ms. Kymberly Messersmith, American Express Company

Mr. Chuck Back, Ryder Truck Rental

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Representative Perry Hooper

ALASKA

Representative Shawn Parnell

ARIZONA

Representative Brenda Burns

ARKANSAS

Representative Bobby Hogue

CALIFORNIA

Senator Bill Leonard

Assemblyman Ray Haynes

COLORADO

Representative David Owen

CONNECTICUT

Senator George Gunther

DELAWARE

Representative Joe Petrilli

FLORIDA

Representative Debby Sanderson

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Representative Kathy Ashe

HAWAII

Representative David Stegmaier

IDAHO

Representative Donna Jones

Senator Mary Hartung

ILLINOIS

Representative Bernie Pedersen

INDIANA

Representative Samuel Turpin

Senator Tom Wyss

IOWA

Representative Roger Halvorson

KANSAS

Representative Susan Wagle

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Senator Richard Roeding

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Representative Noble Ellington

MAINE

Representative Peggy Pendleton

Senator Charlie Summers

MARYLAND

Delegate Martha Klima

MASSACHUSETTS

Representative Edward B. Teague

Representative Paul Casey

MICHIGAN

Representative James Middaugh

MINNESOTA

Senator Linda Runbeck

MISSISSIPPI

Representative D.T. Foster

MISSOURI

Representative Bonnie Sue Cooper

MONTANA

Representative Lorents Grosfield

NEBRASKA

Senator Rex Haberman

NEVADA

Senator Dean Rhoads

NEW HAMPSHIRE

Senator Eleanor Podles

Representative Beverly Rodeschin

NEW JERSEY

Assemblywoman Clare Farragher

NEW MEXICO

Representative Jerry Lee Alwin

NEW YORK

Assemblyman Robert Straniere

NORTH CAROLINA

Representative Richard Morgan

Representative Michael Wilkins

NORTH DAKOTA

Representative Francis J. Wald

OHIO

Representative Lynn Wachtmann

OKLAHOMA

Representative Mary Fallin

OREGON

Representative Carolyn Oakley

PENNSYLVANIA

Representative Jim Merry

Senator Bob Robbins

Representative Robert Flick

RHODE ISLAND

Representative Wayne Salisbury

SOUTH CAROLINA

Representative Ronald Fulmer

SOUTH DAKOTA

Representative Della Wishard

TENNESSEE

Representative Dan Byrd

TEXAS

Representative Tom Uher

UTAH

Representative Christine Fox

Representative Melvin Brown

VERMONT

Representative Joan Conant

VIRGINIA

Senator Steve Martin

WASHINGTON

Representative Mike Padden

WEST VIRGINIA

Senator Joe Manchin, III

WISCONSIN

Representative Scott Jensen

Senator George Petak

WYOMING

Representative Rick Tempest

GUAM

Senator Doris Flores Brooks

PUERTO RICO

Representative Rafael Caro Tirado

ALEC Private Enterprise States

ALABAMA

Mr. Johnny Crawford, Waste Management, AL

ALASKA

Ms. Kathryn Thomas, ARCTECH Services

ARIZONA

Mr. Russell Smoldon, Salt River Project

ARKANSAS

Mr. Michael Wright, Syntex Corporation
Mr. Lane Kidd, Arkansas Motor Carriers Assoc.

CALIFORNIA

Mr. Mike O'Meara, Syntex Corporation

COLORADO

Mr. Allan Auger, Coors Brewing Company
Ms. Pam Inman, Philip Morris U.S. A.

DELAWARE

Mr. David Press, Texaco Inc.

FLORIDA

Mr. Henry T. Vinson, Tampa Electric Company

GEORGIA

Mr. Ronald Spencer, United Parcel Service

HAWAII

Mr. George Mason, Hawaii Business News
Ms. Jane Tatibouet, ASTON Hotels & Resorts

IDAHO

Mr. Karl Shurtliff, GTE

ILLINOIS

Mr. Walter C. Klein, Jr., PNC Mortgage Corp. of America
Mr. Bert Jones, Burroughs Wellcome Company

INDIANA

Mr. Robert Fowler, IN Chamber of Commerce
Mr. Charles Hiltunen, Sagamore Bainbridge & Co.

IOWA

Mr. Lester Juon, Iowa Public Service Co.

KANSAS

Mr. Ron Hein, Hein Ebert and Weir
Ms. Julie Hein, Hein Ebert and Weir

KENTUCKY

Mr. Edward Holloway, Assoc. Industry of KY

LOUISIANA

Mr. Ralph Miller, Freeport-McMoRan, Inc.

MAINE

Mr. David Cough, NFIB

MARYLAND

Ms. Roberta Dillow, Baltimore Gas & Electric

MICHIGAN

Mr. Norm Saari, Consumers Power

MISSISSIPPI

Mr. Liles Williams, Irby Construction Co.

NORTH DAKOTA

Mr. Dennis Boyd, Montana-Dakota Utilities
Mr. Mel Kambeitz, US West

OHIO

Mr. Scott Fisher, Philip Morris U.S.A.

OKLAHOMA

Mr. Leo Hauser, Parke-Davis
Mr. Mike McGraw, OXY USA Inc.

OREGON

Mr. Frank Dillow, GTE
Mr. James Gardner, Gardner, Cosgrove & Gardner

PENNSYLVANIA

Mr. Joseph Benish, Pennsylvania Electric Co.
Mr. Tom Usiadek, Sprint/United Telephone

SOUTH CAROLINA

Mr. Dan Jones, Laidlaw Environmental Service Inc.

TENNESSEE

Mr. Worrick G. Robinson, III, South Central Bell
Mr. Pat McKlveen, United Parcel Service

TEXAS

Mr. Ray Snokhous, Houston Industries, Inc.

UTAH

Mr. Dennis Wood, US West

VERMONT

Mr. Frederick N. Cook, NFIB

VIRGINIA

Mr. Jay Poole, Philip Morris U.S.A.

WASHINGTON

Mr. Tom Paine, Washington Water Power
Mr. Bill Baldwin, Raleigh, Schwartz, Powell

WEST VIRGINIA

Mr. Mike Puskar, Mylan Laboratories

WYOMING

Mr. Greg Schaefer, Arco Coal Company

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ALEC National Staff

Samuel A. Brunelli
Executive Director

ADMINISTRATION

Robert W. Bennett
Chief of Staff & White House Liaison

A. Lining Burnet
Director of Programs

Larry Cirignano
Director of Administration

Beverlee A. Lee
Director of Accounting

Denise Winston
Office Manager

John Carlisle
Special Assistant to the Executive Director

Diane Spriggs
Administrative Assistant

Heather Willoughby
Intern

Neil Willoughby
Intern

DEVELOPMENT

Matthew Bordonaro
Director of Development

Roop Mohunlall
Director of Project Development

Mark Durham
Intern

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Noel R. Card
Director of Public Affairs

Elizabeth Van Lanen
Director of Media Relations

Timothy Armistead
Assistant Director of Public Affairs

Greg Wilson
Intern

Jennifer Lester
Intern

STATE DEVELOPMENT

Wes Himes
Director of State Development

Yvette Featherson
Intern

MEETING AND CONVENTIONS

Robert W. Bennett
Director

Jeff Howell
Coordinator

Matt Keator
Intern

Jennifer Whittier
Intern

ALEC FOUNDATION

William Myers
Vice President for Research & Planning

Garland McCoy
Vice President for Development

Dennis Bartlett
Senior Project Manager

Bryan Sawyer
Intern

LEGISLATION AND POLICY

Wendell Cox
Director of State Legislation and Policy

Molly Hering Bordonaro
Senior Legislative Director
Legislative Director, Health Care;
Real Estate & Banking

Ian Calkins
Legislative Director
Competitiveness, Tax & Fiscal;
Trade Travel & Tourism

Kimberly Roberts
Task Force Coordinator
Insurance Regulation;
Telecommunications

Katherine Epler
Legislative Assistant
Health Care; Real Estate & Banking

Richard Boyd
Intern

Mark Dunham
Intern

Adam DeVries
Legislative Director
Agriculture; Business & Labor; Civil Justice

Michael Sparks
Task Force Coordinator
Energy, Environment & Natural Resources;
Transportation

Timothy Morrison
Legislative Assistant
Agriculture; Business & Labor; Civil Justice

Kathryn Buikema
Intern

Marcy Lewis
Intern

Tracey Pribble
Senior Legislative Director

Roop Mohunlall
Legislative Director
Telecommunications

Shari W. Owen
Legislative Director
Criminal Justice; Education; Empowerment

Lara Stead
Research Assistant

Susan Buikema
Intern

Lori Zallaps
Intern

Speaker Biographies



Lamar Alexander

Lamar Alexander has been Governor, university president, and U.S. Education Secretary. During his two terms as Governor, Tennessee added jobs at twice the national average, went from last to third in production of new automobiles, from 48th to 36th in average family incomes, and enacted the nation's only state program to pay teachers more for teaching well. When he left office the state had fewer employees, a smaller debt, and the second lowest tax rate. In 1988 he became President of the University of Tennessee. And in 1991 the U.S. Senate unanimously confirmed him as President Bush's Education Secretary.



Donald D. Ament

Senator Don Ament has served eight distinguished years in the Colorado General Assembly; four years in the House of Representatives, and four in the Senate. He currently serves as chairman of the Agriculture, Natural Resources and Energy Committee. He has twice been named "Legislator of the Year" by the National Federation of Independent Businessmen.

Senator Gibson E. Armstrong

Senator Gibson Armstrong was elected to the Pennsylvania House of Representative in 1976 and to the Pennsylvania Senate in 1984. He served four consecutive terms in the legislative service. His Senate Committee assignments include Communications and High Technology, Republican Chairman, and Finance, Vice Chairman.



William E. Bailey

William E. Bailey is Special Counsel to the Insurance Information Institute, a post he has held since 1986. He was appointed Co-Director of the Hurricane Insurance Information Center, Miami, Florida, in October of 1992, where he served until the Center closed on September 30, 1993.



William P. Barr

William Barr served as the 77th Attorney General of the United States. As chief law enforcement officer and legal advisor to the President and U.S. Government, he supervised the Justice Department's 95,000 employees and \$11 billion budget, including the Department's six litigating divisions, 93 U.S. Attorneys Offices, and the F.B.I., D.E.A., I.N.S., U.S. Marshals, and Bureau of Prisons. As Attorney General, Mr. Barr established innovative programs to combat violent crime and set significant new enforcement policies in a wide range of areas, including financial institutions, health care, environment, civil rights and antitrust.



Jeff Benson

Jeff Benson is Senior Manager, Marketing for Northern Telecom. In this role he is responsible for the programs and activities (including those involving telecommunications public policy) to develop the market for the company Integrated Community Networks business unit.

Michael K. Block

Michael Block is on the faculty of the University of Arizona where he is a Professor of Economics in the College of Business and Public Administration, and a Professor of Law in the College of Law. He joined the faculty of the University of Arizona in 1981. Appointed by the then-President Reagan and confirmed by the Senate as a voting member of the United States Sentencing Commission in 1985; Dr. Block served on the Commission while on leave from the University until late 1989.

Robert G. Britton

Robert Britton graduated in 1968 with a Bachelor of Science degree in criminal justice from Sam Houston State University, where he also did extensive course work towards his Master's degree. While serving as warden in Arkansas, he was recognized for his exemplary leadership both in professional and community service and was nominated by the Jaycees for Outstanding Young Man of the Year from the state. During his tenure as commissioner of corrections in Alabama, he was chosen to testify before the Senate Judiciary Committee in Washington, D.C. concerning problems in corrections.

Harold J. Brubaker

Representative Harold Brubaker is the ALEC National Chairman. Serving his ninth term in the North Carolina legislature representing Randolph County, representative Brubaker is Vice Chairman of both the Financial Institutions and Legislative Redistricting Committees, and a member of the Agriculture, Appropriations, Human Resources and New Licensing Boards Committees. Prior to becoming National Chairman, Harold Brubaker served as a National Director and North Carolina State Chairman from 1982 to 1989.

Samuel A. Brunelli

Sam Brunelli assumed his position as Executive Director of ALEC in October 1988. Prior to this, he served as Director of Intergovernmental Affairs at the U.S.D. Department of Education, where he was responsible for the Department's relations with state elected officials, Congress, the White House, and other government or independent agencies. Prior to joining the Reagan Administration, Mr. Brunelli established and operated Brunelli Farms, a multi-million dollar agricultural operation, and served as a consultant to the agriculture and energy industries. Many will remember Sam Brunelli from his days as a professional football player with the Denver Broncos.

Brenda Burns

Representative Brenda Burns is serving her 4th term in the House of Representatives. Ms. Burns won the 1993 Thomas Jefferson Award for Outstanding ALEC Legislative Leader and the 1992 Legislator of the Year award from the National Federation of Independent Businesses.



Speaker Biographies



William I. Campbell

William I. Campbell was appointed President and Chief Executive Officer of Philip Morris U.S.A. on September 11, 1990. Mr. Campbell was previously Senior Vice President, Corporate Planning for Philip Morris Companies Inc. Since 1967 he held a number of marketing and sales positions and served as the Vice President, Director of Marketing and Vice President of Philip Morris Asia/Canada. Philip Morris Companies Inc. has four other principal operating companies: Philip Morris International Inc., Kraft General Foods, Inc., Miller Brewing Company, and Philip Morris Capital Corporation.

David L. Caprara

David L. Caprara, former Deputy Assistant Secretary at the U.S. Department of Housing and Urban Development, presently serves as Executive Director of the Governor's Commission on Citizen Empowerment. From 1989-1992, Mr. Caprara served as Director of the U.S. Department of Housing and Urban Development's Office of Resident Initiatives, where he was promoted to the position of Deputy Assistant Secretary for Resident Initiatives. In this capacity, he served as HUD Secretary Jack Kemp's principal administrator of urban home-steading and empowerment initiatives designed to expand economic and homeownership opportunities.

Garrey Carruthers

Garrey Carruthers, Chairman of the Advancement of Sound Science Coalition, served as the Governor of New Mexico from 1987-1990 and Assistant Secretary of the Interior from 1981-1984. He earned his Ph.D. in Economics from Iowa State University in 1968 and was Professor, Department of Agricultural Economics and Agricultural Business, New Mexico State University.

Richard J. Cessar

Representative Richard J. Cessar has served in the Pennsylvania House of Representatives since 1967. He served as Administrative Assistant to the Majority Leader/Minority Leader for four years. He also served as an Administrative Assistant for the Constitutional Conventions in 1967-1968.

Lawton Chiles

In his fourth successful statewide political race, Lawton Chiles was elected Florida's 41st Governor in a landslide victory on November 7, 1990. Though Governor Chiles was a latecomer to the governor's race, which he entered April 12, 1990, the people of Florida instantly welcomed both his breadth of experience and his down-home campaign style that pitted the people against big money.

Warren Chisum

Representative Warren Chisum, elected to the Texas Legislature in November, 1988, is presently serving his third term. Rep. Chisum is serving the 73rd Legislature as Chairman of the House Committee on Environmental Regulation. Rep. Chisum is President of the Texas Conservative Coalition, a non-partisan group of 73 state legislators who have chosen to work together to uphold the principles of limited government, free enterprise and traditional family.

Gerald L. Cook

Gerald Cook joined Mayflower Contract Services in June, 1988 after spending twenty years in the field of education. Prior to joining MCS he was superintendent of schools in the Harrisonville, Missouri school district from 1980 to 1988. He heads MCS' management team which is responsible for the operations, vehicle maintenance, safety, and training functions of the student transportation operations.

Wendell Cox

Wendell Cox, an internationally recognized expert in competitive contracting and privatization, is ALEC's Director of State Policy and Legislation. He served as a three term appointee to the Los Angeles County Transportation Commission, and is co-author of a number of ALEC publications, including *Environmental Partners: Public-Private Partnerships for the Environment*, *America's Protected Class: How Excess Public Employee Compensation is Bankrupting the State* and *The Untold Story: The Rapid Growth of City Revenues*.

Brian C. Davis

Brian Davis is the Senior Consultant, Legislative, Regulatory, and Technical Issues for Sun Company, Inc. In this strategic planning role, Dr. Davis is responsible for identifying all future influences on fuels, including government, and bringing them to Sun for planning; helping influence the directions of external fuel influences; and acting as internal technical expert for Branded Marketing.

Richard F. Davis

Representative Richard Davis of Delaware serves as the 26th District Representative, Chairman of the Joint Finance Committee, Chairman of the House Corrections Committee, and Chairman of the House Labor Committee.

Thomas Di Lorenzo

Thomas Di Lorenzo is a Professor of Economics in the Sellinger School of Business and Management at Loyola College in Baltimore. He has been on the faculty at many university and was the John M. Olin Visiting Professor at the Center for the Study of American Business at Washington University, St. Louis in 1986-87. Dr. Di Lorenzo is a senior fellow of the Capital Research Center in Washington and a member of the Mont Pelerin Society.

Robert Edwards

Robert Edwards is renowned nationwide for his creative management style in corporate company positions. He puts innovation to work to effect top productivity and cost-efficiency for fire department and ambulance services. He is perhaps best known in this area for his fire prevention programs, which include the development of the most comprehensive sprinkler ordinance in the nation. Mr. Edwards serves on the Board of Directors for the Scottsdale Chamber of Commerce and is a past president of the Scottsdale Charros.



Speaker Biographies

Catherine England

Catherine England is president of England Economics, a consulting firm specializing in regulatory analysis with an emphasis in the area of financial institutions. She also directs the Competitive Enterprise Institute's insurance project, and she is an adjunct faculty member at George Mason University. Dr. England was at the Cato Institute from 1984 to 1991. At Cato, Dr. England was director of regulatory studies and senior editor of Regulation magazine. From 1981 to 1984, Dr. England was a policy analyst specializing in regulatory issues at the Heritage Foundations. Before joining Heritage, she was a member of the American University faculty.



Kirk Fordice

Kirk Fordice, Governor of the State of Mississippi, earned a bachelor's degree in civil engineering in 1956 and a master's degree in industrial management in 1957 from Purdue University. Before his election as Governor, he was a professional engineer and president of Fordice Construction Company. He is past president of the Associated General Contractors, whose 32,000 member companies represent 3.5 million employees, making it the largest trade association in the construction industry. While president, he was recognized by the Minority Contractors Association for the work he did to improve relations between the two associations.



John H. Fund

John Fund is an editorial writer at *The Wall Street Journal*, where he previously served as deputy editorial features editor. His articles have appeared in such publications as *Esquire*, *The Reader's Digest*, the *New Republic* and *National Review*. Mr. Fund worked in the California State Legislature as a research analyst before becoming the chief investigative reporter for syndicated columnists Rowland Evans and Robert Novak in 1982. In 1993 Mr. Fund was the recipient of the Warren Brookes Award for Journalistic Excellence from the American Legislative Exchange Council.

Mae E. Gaskins

Mae Gaskins joined Education Alternatives in January 1992. As vice president of school operations and marketing, Gaskins is responsible for the management of school operations at Education Alternatives' Tesseract (R) Schools in Eagan, Minn., and Paradise Valley, Arizona. Ms. Gaskins served as a teacher at public schools in Massachusetts, Virginia, Minnesota, Michigan and Oklahoma.

Robert L. Getts

Bob Getts is assistant executive director of the Western States Petroleum Association, which represents about 30 member companies involved in the production, refining, transportation, and marketing of oil and petroleum products in six western states. He has held this position since 1989. Prior to his current assignment, Mr. Getts was manager of public and government affairs. He joined the Association in 1983. In addition, Mr. Getts is a member of the California Highway Users Conference Board of Directors and the California Chamber of Commerce Natural Resources Committee.

Buddy Gill

Buddy Gill is the Manager of Grassroots Field Operations, specializing in the design and implementation of political and legislative campaign strategies. He has been directly involved in more than 100 political and ballot referendum campaigns spanning 43 states. He also has performed opinion research and public relations project work for major trade associations, corporations and governmental entities. Prior to joining APCO in 1993, Mr. Gill was the Western Regional Campaign Director for the Democratic Congressional Campaign Committee.

Newt Gingrich

Newt Gingrich is in his eighth term in Congress. He serves the Sixth District of Georgia, which covers parts of Cobb, Cherokee, North Fulton, DeKalb and Gwinnett Counties. In March 1989, he was elected House Republican Whip, the second highest Republican leadership post in the House of Representatives. He is the dean of the Georgia House delegation.

John C. Goodman

John Goodman is author of seven books, three on health care including his latest *Patient Power: Solving America's Health Care Crisis*. He is author of numerous articles which have appeared in places such as *The Wall Street Journal*, *Los Angeles Times*, *Dallas Morning News*, *Houston Chronicle* and *San Diego Union-Tribune*. Dr. Goodman has made several radio and television appearances which include ABC Evening News with Peter Jennings, Wall Street Journal Report, and throughout November 1993, he was featured on a four-part series of PBS Firing Line health care reform specials with William F. Buckley.

John D. Graham

John Graham is Professor of Policy and Decision Sciences at the Harvard School of Public Health where he teaches the methods of risk analysis and benefit-cost analysis. He is the founding Director of the Harvard Center for Risk Analysis, which promoted analytical thinking about societal responses to health, safety and environmental hazards. Dr. Graham also heads the Harvard Injury Control Center, which promotes science-based interventions to control trauma from both intentional and unintentional causes. He is the author of four books and dozens of scientific articles and serves on the international Editorial Boards of *Risk Analysis* and *Accident Analysis and Prevention*.

Walter A. "Pud" Graham

Senator Pud Graham was elected to the Mississippi State Senate in 1984 and has served as Vice-Chairman of the Highways and Transportation Committee and Chairman of the Business and Financial Institutions Committee. Pud Graham was elected to the position of President Pro Tempore of the Mississippi State Senate in 1993 and is currently serving as Chairman of the Rules Committee, the Contingent Expense Committee, and the Joint Legislative Telecommunications Committee, and as a member of the Joint Legislative Budget Committee.



Speaker Biographies

John Greene

Senator John Greene serves as President of the Arizona State Senate and represents the 24th Senatorial District. He has been a practicing tax and business lawyer for over 20 years. Senator Greene's accomplishments include the Arizona State Bar Foundation's Pro Bono Award and the American Legislative Exchange Council's 1992 Outstanding Legislator Award for his leadership in ALEC's Civil Justice Task Force.



Robert J. Gunter

Robert Gunter has been active in the pharmaceutical industry since 1960. He spent 20 years with Lederle Laboratories in a variety of marketing and sales positions before entering the generic industry in 1979. He has had marketing, sales and general management experience with several generic manufacturers including: Pharmicare, Inc., Pharmaceutical Associates Inc., Barre-National, Inc. and Par Pharmaceuticals, Inc. before assuming the role of President/COO, Novopharm USA Inc.



David Halbrook

Representative David Halbrook has served in the Mississippi House of Representatives for nearly a quarter of a century. He is Chairman of the Committee on Interstate Cooperation and serves on the Agriculture, Appropriations, and Education Committees. He is Chairman of Banks and Banking Committee. From 1988-1989, he served as ALEC National Chairman. Among Representative Halbrook's many legislative accomplishments is the first successful introduction of a resolution calling for a limited Constitutional Convention to draft a Balanced Budget Amendment/Tax Limitation Amendment to the U.S. Constitution. In 1992, Representative Halbrook was honored as an Outstanding ALEC Legislative Leader.



Raymond Haynes

In the Assembly, Mr. Haynes serves on the Agriculture, Education, Natural Resources, and Water, Parks and Wildlife Committees. He is the lead Republican on Education and the Chairman of the Assembly Republican Task Force on Excellence in Education. He is the State Co-Chair of The American Legislative Exchange Council and the State Co-Chair of the California Conference on the Family.



Philip E. Hoffman

Senator Phil Hoffman is currently serving his first terms in the Senate. He is Chairman of Natural Resources and Environmental Affairs, Vice Chairman of Technology and Energy, Chairman. He has served in the House of Representatives from 1982 to 1993. In 1992 he received Outstanding Legislative Member of the Year Award from ALEC and in 1994 the Legislator of the Year Award from the Michigan Association of Chiefs of Police.

Bobby L. Hogue

Representative Bobby Hogue of Jonesboro is serving his eighth term representing part of Craighead County in the Arkansas General Assembly. During the regular session of the 79th General Assembly this year, Mr. Hogue won election as Speaker-designate of the House and is to hold the top leadership position during the 80th General Assembly, which convenes in January, 1995. Mr. Hogue is vice chairman of the House Agriculture and Economic Development Committee and is a member of the House Public Health, Welfare and Labor Committee. He has taken part in an on-going legislative review of funding for the Arkansas Game and Fish Commission and is a member of the Game and Fish Commission Foundation board of directors.



Lisa M. Jaeger

Lisa Jaeger is Assistant General Counsel with Defenders of Property Rights. She most recently held an attorney position with International Registries, doing corporate and maritime work. Prior to that, she served in the White House, as Associate Director of the Office of Cabinet Affairs in the Bush administration and had served in the Department of Justice, in the Environment and Natural Resources Division, as an Honors Intern.

Scott R. Jensen

Scott Jensen was re-elected to his first full term in the Legislature in 1992. He is the Republican Caucus Chairperson, ranking Republican member on the Joint Committee on Audit and the Joint Committee on Information Policy. He also serves on the Assembly Rules Committee and the Ways and Means Committee. From 1989-1992 he served as Governor Thompson's Chief of Staff.

Martha Scanlan Klima

Delegate Martha Klima is currently a member of the Maryland House of Delegates, Ninth Legislative District. She was recognized by ALEC in 1994 for her outstanding efforts to promote free enterprise, limited government, and competition on the Task Force on Telecommunications. In 1990 she was the recipient of a "Women of Excellence" award from the National Association of Women Business Owners.



William J. Larkin Jr.

Senator Bill Larkin was elected to his first term in the State Senate in November of 1990. He was re-elected in November of 1992. Senator Larkin is Chairman of the Senate Local Governments Committee. Senator Larkin is a member of the National Council of Insurance Legislators (COIL) and is a representative of COIL to the Council of State Governments. After his military service, Senator Larkin also served as an Executive Assistant in the New York State Senate and as Supervisor of the Town of New Windsor in Orange County, New York.



J. William Lauderback

Bill Lauderback is an associate with The Eddie Mahe Company in Washington, D.C., a political and corporate strategic communications consulting firm. He has held several positions in the public sector including serving as a Deputy Assistant Secretary of Energy in the Bush Administration, Executive Director of the Texas Department of Commerce, and as Special Assistant to Texas Governor Bill Clements.



Speaker Biographies



Michael O. Leavitt

Michael Leavitt was sworn in as Governor of Utah in January, 1993. As Governor of Utah, Mr. Leavitt has become a strong advocate of state sovereignty and restoring the role of the states in the American Federal system. His main concern is the increasing involvement of the Federal Government in state affairs, especially the rise in the number of unfunded mandates being placed on the states. His goal is to reach a proper equilibrium between state power and the Federal power as outlined by the Tenth Amendment to the U.S. Constitution. Governor Leavitt is chair of the Western Governors Association and will become the chair of the Republican Governors Association in late 1994.



David Lucas

David Lucas is a real estate developer from South Carolina who in 1992 challenged the unconstitutional takings of private property. In the landmark case, Mr. Lucas successfully pursued a private property rights lawsuit all the way to the United States Supreme Court. At present, he is the Chairman of the Council on Property Rights, a Washington, D.C. based organization which promotes the protection of private property.



Joe Manchin III

The Honorable Joe Manchin is a Democratic State Senator from West Virginia. He represents the 13th District which comprises most of Marion and Monongalia counties in the north central part of the state. Senator Manchin initially began his public service in 1982 when he served one term in the House of Delegates. Due to his experience and commitment in the Senate, Senator Manchin is Chairman of the prestigious Rule Making Review Committee, Vice-Chairman of the powerful Finance Committee, and serves on Pensions, Banking and Insurance, Energy Industry and Mining, Government Organization, and Health and Human Services. In addition to his legislative duties, Senator Manchin is a businessman and owner of Enersystems, a private company dealing with the natural resources of West Virginia. Senator Manchin is ALEC West Virginia State Chairman and an ALEC National Director.



George McGovern

Since July 1991 Senator George McGovern has been president of the Middle East Policy Council — an educational organization founded in 1981 to promote better public understanding on the realities and issues of the Middle East. In 1956, McGovern was elected to the U.S. House of Representatives, where he served until 1960 when President John F. Kennedy appointed him first Director of the U.S. Food for Peace Program and Special Assistant to the President. Elected to the U.S. Senate in 1962, he was re-elected in 1968 and 1974. In 1972, Senator McGovern was the Democratic nominee for President. In 1976 he was appointed by President Gerald Ford as delegate to the 31st session of the General Assembly of the United Nations.

Edwin Meese III

Edwin Meese III currently holds the Ronald Reagan Chair in Public Policy at the Heritage Foundation. He is also a Distinguished Visiting Fellow at the Hoover Institution, Stanford University, California. Mr. Meese lectures and consults throughout the U.S. and is the author of *With Reagan: The Inside Story*, which was released by Regnery Gateway Publishers in June, 1992. Mr. Meese served as the 75th Attorney General of the United States from February 1985 to August 1988. Prior to the service, he held the position of Counsellor to the President from 1981 until 1985.



John L. Mica

John Mica has been a successful Central Florida businessman for the past two decades. In 1993 he was elected to serve the newly created East Central Florida 7th Congressional District. As part of his desire to enact congressional reform, Mica led the Republican freshmen in abolishing the House Select committees and in the removal of the "Gag Rule." As a freshman class coordinator for the effort to pass a balanced budget amendment, Mica solicited every new Republican member to be an original co-sponsor of the bill. As a member of the Florida House of Representatives (1976-1980), Mica served on the Appropriations, the Select Energy, the Ethics and Elections and the Community Affairs committees.



Patrick Michaels

Patrick Michaels is an Associate Professor of Environmental Studies at the University of Virginia, the Virginia State Climatologist, and a Senior Fellow in Environmental Science at the Cato Institute. He served as President of the American Association of State Climatologists and was the Program Chair for the Committee of Applied Meteorology of the American Meteorological Society. He is internationally recognized as an expert in the problems of global warming and man's effect on the atmospheric environment.



Walter D. Miller

Walter Miller became 29th Governor of South Dakota in 1993. As a private citizen he served 20 years as a school board member in Meade County, bringing more local government experience to the governorship than any predecessor. As a State Representative, Governor Miller served 20 years in the South Dakota Legislature, holding every House leadership position except minority leader. While in the Legislature, Governor Miller was on the Legislative Research Council's Executive Board and chaired standing committees on local government, taxation, state affairs and legislative procedure.



Gerald Mossinghoff

In 1985, Gerald Mossinghoff became President of the Pharmaceutical Manufacturers Association, a non-profit scientific and professional organization of more than 100 member companies which discover, develop and produce most of the prescription drugs used in the United States. Prior to this position, Mr. Mossinghoff was Assistant Secretary of Commerce and Commissioner of Patents and Trademarks from 1981 to 1985. Mr. Mossinghoff has also served as an ambassador and committee chairman to several diplomatic conferences pertaining to his field. He serves on ALEC's Private Enterprise Board.



Speaker Biographies

Sean F. Mooney

Sean Mooney joined the Insurance Information Institute in 1982, and serves as the Economist and Senior Vice President. He also is an active member of the American Economic Association and the National Association of Business Economists.



William C. Myers

William Myers is the Vice President for Research and Planning with the American Legislative Exchange Council, a position he has held since July 1993. Before joining the Council, Myers served as the Executive Vice President of the South Carolina Policy Council, a state-based conservative think tank.



Jim Neal

State Senator Jim Neal has served in the Delaware General Assembly since being elected to the House of Representatives in 1978. Neal has served in the Senate since 1980. He serves on the General Assembly's Joint Budget Committee, Senate Education, Transportation and Small Business Committees. During his tenure he has worked for the corporate and five personal income tax cuts that have been enacted in Delaware as well as the creation of a budget reserve fund. Neal has served on the ALEC National Board of Directors since 1989 and is presently the 2nd National Vice Chairman.



David E. Nething

Senator David Nething was elected to the North Dakota Senate in 1966 and served as Majority Leader from 1974-1986. On the National level, Mr. Nething is Past President of National Conference of State Legislatures, Past President of National Republican Legislators Association, and Past member of Advisory Commission on Intergovernmental Relations (ACIR).



Don Nickles

Senator Don Nickles was first elected to the U.S. Senate in 1980 at age 31, the youngest Republican ever elected to the U.S. Senate. In 1992, he became the first Oklahoma Republican ever elected to a third term in the U.S. Senate. He was first elected to the Senate leadership in 1989 as chairman of the Republican Senatorial Committee. In 1993 he was re-elected as chairman of the Republican Policy Committee.

Grover G. Norquist

Grover Norquist has been one of Washington's premier issues management strategists for over a decade. He presently serves as President of Americans for Tax Reform (ATR), a coalition of businesses, taxpayer groups and trade associations concerned with federal tax policy. Mr. Norquist also serves as President of Citizens Against a National Sales Tax/VAT, a national coalition of business and tax groups opposed to a VAT in the United States. Mr. Norquist holds an MBA from Harvard University.

Tom Norton

Senator Tom Norton was first elected to the Colorado House of Representatives in 1986 and to the Colorado Senate in 1988. He is currently serving as President of the Colorado State Senate, a position he was elected to in 1993 by his Senate colleagues. In his six years in the State Senate, Senator Norton has served as Chairman of the Capital Development Committee, served as Chairman of the State, Veterans, and Military Affairs Committee; and as Vice Chair of the Agriculture, Natural Resources and Energy Committee.

Jon Opelt

Jon Opelt has served as the Executive Director of Citizens Against Lawsuit Abuse in Houston, Texas. He was a founding member of the nation's first grassroots lawsuit abuse campaign, in the Rio Grand Valley of Texas.

Jane M. Orient

Jane Orient received her M.D. from Columbia University College of Physicians and Surgeons in 1974. She is the contributing editor for *The Art and Science of Bedside Diagnosis*, a contributor to *Rational Readings on Environmental Concerns*, and author of *Your Doctor is Not In: Healthy Skepticism on National Healthcare*. She has also authored more than 100 articles in scientific journals and lay publications in subjects including: medical diagnosis and treatment, environmental risk assessment, medical economics, ethics, and civil defense.



Dave Owen

Representative Dave Owen was appointed, then elected to the Colorado House of Representatives. He also serves on the ALEC Task Force on Insurance Reform. He has sponsored legislation on auto insurance reform, pesticide regulation, business initiatives, consumer protections, and acceleration of insurance benefits for the terminally ill. He has earned a legislative award from the Colorado Cattle Feeders Association and is consistently rated high by the Colorado Union of Taxpayers as a fighter of government waste. Named 1990 Business Legislator of the Year by the Colorado Public Affairs Council (CACI) and an advocate of Small Business by the National Federation of Independent Business for voting 100 percent for small business issues. Mr. Owen is also Vice Chair, Appropriations, Joint Budget.



Thomas C. Patterson

Senator Thomas Patterson is the Arizona Senate Majority Leader. He earned his M.D. from the University of Nebraska Medical Center in 1971. He is an Emergency Physician and President of Emergency Physicians, Inc. He also served as Treasurer of Maricopy County Medical Society and President of American College of Emergency Physicians.

Carter G. Phillips

Mr. Phillips is a partner of Sidley & Austin in Washington, D.C., specializing in regulatory, civil and constitutional law and policy litigation. He has served as the Assistant to the Solicitor General of the U.S. Department of Justice from 1981 to 1984. From 1979 to 1981 as an Assistant Professor of Law at the University of Illinois College of Law he taught civil litigation, administrative law and natural resources.

H.C. "Pete" Poynter

As Manager, Governmental Affairs, for BellSouth Telecommunications, Pete Poynter represents his corporation in national and regional meetings of state governmental officials and provides staff support to the nine state operations in the southeastern United States. In addition, Mr. Poynter administers the BellSouth Telecommunications Federal Political Action Committee and eight State PACs. Mr. Poynter is actively involved in the State Governmental Affairs Council, the United States Telephone Association, the Foundation for State Legislatures, the Council of State Governments Associates and the Council on Governmental Ethics Laws.



Speaker Biographies

Bob Ramsey

Bob Ramsey, Chairman and CEO of Southwest Ambulance, founded the company in 1982 with one ambulance. Today, Southwest is the largest private ambulance provider serving Arizona with over 500 employees and over 80 certificated ambulances in service. Mr. Ramsey was appointed by the Governor in 1993 to a seat on the State Emergency Medical Council.



Elmer L. Richie

Elmer Richie, an Indiana native, began his career in the generic drug industry in 1964 when he took a salesman's position with a small generic drug distributor in Kentucky. He left this position in 1966 to form Vanguard Lab. In 1972 he sold his interest in Vanguard and opened Richie Pharmaceutical Company, Inc. For the past 22 years he has served as president and CEO of this company.



J. Patrick Rooney

J. Patrick Rooney is CEO of the Golden Rule Insurance Company, the nation's largest underwriter of individual major medical insurance. Mr. Rooney is deeply involved in the public policy process, serving as a member of the boards of such organizations as the Cato Institute and the National Center for Policy Analysis, and serves as the Private Sector Chairman of ALEC's Education Task Force. Mr. Rooney started the CHOICE Charitable Trust, an organization that provides low income children with scholarships for use at the schools of their choice.



Michael D. Rose

Michael Rose is Chairman of the Board and Chief Executive Officer of the Promus Companies, Inc. Promus is the public parent company of Harrah's Casino Hotels and three leading hotel brands — Embassy Suites, Hampton Inn, and Homewood Suites. In 1976, the predecessor company's food and lodging, inn development, worldwide systems and international divisions were consolidated into one unit, and Rose was named president of the group. He was elected Chief Executive Officer in 1981 and chairman of the Board of Directors in 1984. When the predecessor company, Holiday Corporation, sold Holiday Inns in 1990, the company was renamed Promus. Rose serves on the boards of Ashland Oil, Inc.; General Mills, Inc.; and First Tennessee National Corp. He previously served as a CEO Fellow in the Advanced Management Program at Harvard University's Graduate School of Business Administration.



Bret Schundler

Mayor Schundler was elected Mayor of Jersey City in a special election held on November 3, 1992. He was re-elected to a full term on May 11, 1993, winning 68% of the votes and securing a first ballot victory. Mayor Schundler delivered a message of lower taxes, new incentives for business, expanded enterprise zones, and school choice vouchers to win his election.

Victor E. Schwartz

Victor Schwartz has been a partner in the Washington, D.C. law firm of Crowell and Moring since 1980. He co-chairs the firm's Torts and Insurance Practice Group. His practice involved litigation, the development of legislation and product liability loss prevention. He is also an Adjunct Professor at Georgetown University Law Center. He is co-author of the most widely used torts casebook in the United States, with Prosser and Wade, Cases and Materials on Torts. He is the author of the leading treatise on the topic of Comparative Negligence and co-author of a treatise of Multistate Legislation. His written works have frequently been cited by state Supreme and Federal courts throughout the United States. The National Journal has named Mr. Schwartz one of the fifteen attorneys in the United States who make a difference in the formulation of public policy.



Richard D. Shelby

Rick Shelby is the Senior Vice President of Health Insurance Association of America in Washington, D.C. He is responsible for the organization, supervision and coordination of HIAA's "Campaign to Insure All Americans" through the use of communications, coalitional outreach and the development of a national grassroots organization.

G. Scott Smith

Scott Smith is currently the President and Chief Executive Officer for National Health Insurance Company in Grand Prairie, Texas. He is a founding member of the American Health Underwriter's Council, an organization founded to preserve the health insurance industry.

Cooper Snyder

Senator Cooper Snyder began serving the 14th Senate District in the Ohio Senate in 1979. He currently serves as Chairman of the Senate Education, Retirement and Aging Committee and Vice-Chairman of the Senate Economic Development, Technology and Aerospace Committee. Senator Snyder has been a consistent recipient of the "Watchdog of the Treasury" award and has been recognized for outstanding legislative service by many groups, including: Citizens United for Responsible Education (CURE); the Ohio Retired Teachers Association; the Ohio Association of Civil Trial Attorneys. Most recently, the only state legislator to twice be awarded the "Guardian of Small Business" award from the National Federation of Independent Business (NFIB) and the "BOBCAT" award from the Business of Border Counties Against Taxes for opposition to last December's tax increase.



Charles B. ("Skip") Stitt

As Director of Enterprise Development for the City of Indianapolis, Mr. Stitt has been instrumental in bringing competitive bidding to city services, including trash collection, sewer billing, and pothole repair. In addition to his work for the city, Stitt sits on the Board of Directors for The National Council for Public-Private Partnerships. He is also a member of the Privatization Center Advisory Board for The Reason Foundation, the Indiana State Advisory Council for the United Negro College Fund, and the Indianapolis Big Brothers.



Speaker Biographies



Robert A. Straniere

Assemblyman Robert A. Straniere of Staten Island is the Vice Chairman of the New York Assembly Republican Conference. He is a senior member on the Ways and Means Committee, and serves on the Assembly Committee on Environmental Conservation, as well as the Legislative Commission on Solid Waste Management. Assemblyman Straniere serves as New York State Chair of ALEC.

Debra W. Struhsacker

Debra Struhsacker is an independent consultant from Reno, Nevada, specializing in environmental, regulatory, and political issues affecting the hard rock mining industry. She has 20 years of experience in the industry, working first as an exploration geologist, and more recently as a regulatory specialist and an environmental permitting and government relations consultant. Having worked on over forty mining projects throughout the country, Ms. Struhsacker has extensive experience with the federal, state, and local regulatory requirements for mining.

Leah L. Summers

Leah Summers is Assistant General Counsel for Mylan Laboratories and serves as legislative liaison for Mylan. She served as the National Pharmaceutical Association representative to the U.S. Department of Health and Human Services June 1993 conference regarding Medicaid Drug Rebate and Dispute Resolution. Ms. Summers earned a law degree from West Virginia University and a degree in Communications from Concord College. She is a Private Sector Member of the ALEC Health Care Task Force.

Diane Swenson

Diane Swenson was named Executive Vice President of the American Tort Reform Association in June 1992. Prior to that time she served as ATRA's Vice President. Ms. Swenson has been with ATRA since its founding in 1986 and as its first Director of Legislative & Legal Affairs was responsible for the development of its working relationships with state tort reform coalitions across the country. Ms. Swenson received her law degree from Hamline University Law School.

Allyn C. "Lynn" Tatum

Allyn Tatum has been a member of the Arkansas Workers Compensation Commission since 1977 and currently serves as President of the International Workers' Compensation Educational Foundation. Commissioner Tatum is a former president of the International Association of Industrial Accident Boards and Commissions and is a member of the Workers' Compensation College Board of Regents. He is also the co-chair of the National Association of Insurance Commissioners/International Association of Industrial Accidents Boards and Commissions. Commissioner Tatum has twice been elected President of the Southern Association of Workers' Compensation Administrators.

Keith A. Teel

Keith Teel is a partner at the Washington, D.C. law firm of Covington & Burling. A significant part of his practice involves state legislative matters, including drafting state product liability, tort, and punitive damages legislation and developing and implementing strategies to pass such legislation. He also represents clients in insurance, environmental, product liability and toxic tort litigation, both in state and federal court.

Benny L. Thayer

Bennie Thayer is Chairman/CEO and Washington Advocate for the National Association for the Self-Employed, which represents over 300,000 small businesses nationwide. Mr. Thayer is also President of Diversified Concepts, Inc. located in Capital Heights, Maryland. As a small business activist, Mr. Thayer has served the National Association for the Self-Employed since 1986. He also was a member of the board of the Development Credit Fund, Chairman of the Board of the Prince George's (Maryland) Economic Development Corporation, a past member of the Minority Business Resource Institute's Advisory Committee, Co-Chairman of the Maryland Delegation to the White House Conference on Small Business, and Past Chairman and former Executive Director of the National Alliance of Franchises and Dealers.

Steven J. Twist

Steve Twist is the Director of NRA CrimeStrike, the criminal justice reform arm of the National Rifle Association (NRA). Mr. Twist is responsible for all aspects of development and implementation of NRA's comprehensive program, which includes establishing rights for crime victims and combating violent crime in America through criminal justice reform. He served as Assistant Attorney General in Arizona from 1978 to 1991. Mr. Twist is the author of the constitutional amendment for victim's rights in Arizona. He also serves on the steering committee of the Victims Constitutional Amendment Network.

Terry L. Van Der Aa

Terry Van Der Aa is the President and CEO of Vancom Transportation, Inc., the largest family-owned bus transportation company in the U.S. Mr. Van Der Aa has served two terms as President of the National School Transportation Association, is a member of the Competitive Services Board of the Federal Transit Administration, and is also Past President of the Illinois School Transportation Association.

Richard K. Vedder

Richard Vedder is Distinguished Professor of Economics, Ohio University. An economic historian, he has authored and co-edited six books or monographs on historical themes or public policy issues. His newest book, with Lowell Gallaway, is entitled *Out of Work: Unemployment and Government in Twentieth Century America*. Dr. Vedder has published numerous articles in both academic journals and major daily newspapers.

Jerry Watson

Jerry Watson serves as the Legal Counsel for International Fidelity Insurance Company. Mr. Watson is an attorney who specializes as National Counsel to various corporations in the surety insurance field.

Robert L. Woodson, Sr.

Robert L. Woodson is founder and president of the National Center for Neighborhood Enterprise (NCNE). Mr. Woodson is a former resident fellow of the American Enterprise Institute and the former director of the National Urban League's Administration of Justice. He is the author of numerous publications and articles, including his landmark book, *On the Road to Economic Freedom: An Agenda for Black Progress*. Mr. Woodson is a frequent commentator on major news and talk shows and is a respected and popular lecturer, both nationally and internationally. He is the recipient of many awards, including the prestigious John D. and Catherine T. MacArthur Fellowship Award.



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 OxyChem
 OXY USA Inc.
 Pacific Telesis Group
 Parke-Davis
 Pennsylvania Electric Company
 Pennzoil Company
 Pepsi-Cola Company
 PFL Life Insurance Company
 Phillips Petroleum Company
 Pioneer Financial Services
 PNC Mortgage Corp of America
 Professional Bail Agents of the U.S.
 Public Service Electric and Gas
 Quaker Oats Company
 Quixote Corporation
 Rhone-Poulenc Ag. Company
 Rhone-Poulenc Rorer Inc.</p> | <p>Roadway Services, Inc.
 Romill Foundation
 Rural/Metro Corporation
 Safety-Kleen Corporation
 Sandoz Corporation
 Santa Fe Pacific Gold Corporation
 Salt River Project
 SCANA Corporation
 Schering-Plough Corporation
 Schwan's Sales Enterprises, Inc.
 Shaklee Corporation
 Sierra Health Services
 Sierra Pacific Power Company
 Solvay Pharmaceuticals
 Sony Electronics, Inc.
 Southern Company Services, Inc.
 Southwest Ambulance, Inc.
 Southwestern Bell Corporation
 Southwire Company
 Sprint/United Telephone (NJ)
 State Farm Insurance Companies
 Steel Recycling Institute
 Sun Company
 Sunmark Foundation
 Syntex Corporation
 Tampa Electric
 Tenneco Gas
 Texas Medical Association
 The Dial Corp.
 The First Church of Christ
 The Grover Hermann Foundation
 The Promus Companies
 The Seniors Coalition
 The Upjohn Company
 Time Insurance Company
 Torchmark Corporation
 TRW Inc.
 Underwriters Surety, Inc.
 United Services Automobile Association
 U.S. English, Inc.
 U.S. Steel Group
 US West
 UtiliCorp United Inc.
 Vulcan Materials Company
 Vancom, Inc.
 Walgreen Company
 Wal-Mart Stores
 Washington Water Power
 Waste Management Incorporated
 of Alabama
 Wausau Insurance Companies
 Western States Petroleum Association
 Windway Foundation
 WMX Technologies, Inc.
 Zeneca, Inc.</p> |
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Annual Meeting Sponsors

Vancom Mission Statement

ALEC salutes the VANCOM Corporation in its mission to advance the agenda of individual liberty, limited government and free enterprise.

THE VANCOM MISSION

Vancom concentrates all its efforts in school transportation and related public transportation businesses. The Company exists:

1. To serve God by:
 - Following the Vancom Code of Ethics:
 - We treat others the way we want to be treated ourselves
 - We are honest in what we say and do
 - We go beyond the minimum required and strive to do it right
 - We work to earn the trust and respect of customers and fellow employees
 - We can serve customers and Vancom well because we have no conflict of interest
 - Directing a portion of Vancom profits to direct financial support of worthy Christian causes through the Van Der Aa Foundation
2. To serve the needs of school boards, municipalities, and others needing contract passenger transportation services by:
 - Providing the safest possible transportation
 - Providing the highest level of quality service
 - Hiring, developing, and recognizing the best drivers in the industry and providing them with safe, clean, modern, and well-maintained equipment
 - Promising only what we can deliver and delivering on what we promise
 - Meeting the full intent of all local, state, and federal regulations
 - Operating the most cost-effective contract passenger transportation systems in the country
3. To provide rewarding employment to Vancom people by:
 - Encouraging, recognizing, and rewarding individual and group contributions to the success of Vancom
 - Developing pride through the "we do it right" approach to Vancom
 - Providing a positive environment to work in through our respect for each other and our common desire to be the very best at all we do

Notes