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
Sen. John Grant
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
Rep. Sandra Mortham
Rep. Peter Wallace
Rep. Dennis Jones
Rep. Buddy Johnson
Rep. Lars Hafner
Rep. Tom Feeney
Rep. Brian Rush
Rep. R. Z. Safley
Rep. Jim Davis
Rep. John Morroni
Rep. Elvin Martinez
Rep. Bill Sublette
Rep. Mary Brennan
Rep. John Laurent
Rep. Ron Glickman
Rep. Marvin Couch
Rep. Les Miller
Rep. Carl Littlefield
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

Table of Contents
Welcome ......................................................2
Conference Agenda .........................................5
General Information ........................................23
1994 Thomas Jefferson Freedom Award ..................24
1994 Adam Smith Free Enterprise Award ................25
Awards ........................................................26
ALEC Officers & Board of Directors ......................29
Task Force Chairs ............................................30
ALEC State Chairs ..........................................31
ALEC Private Enterprise State Chairs ..................32
ALEC National Staff .........................................33
Speaker Biographies .........................................34
Annual Meeting Sponsors ...................................42
State Level Supporters of the ALEC Program ...........44
ALEC's Private Sector Members .......................45
Dear ALEC Colleagues:

Welcome to Tampa, Florida and the American Legislative Exchange Council's 31st 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 of Representatives, the National Frat 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

Dear ALEC Colleagues:

Welcome to Tampa, Florida and the American Legislative Exchange Council's 31st 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 of Representatives, the National Frat 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
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,

Samuel A. Brunelli
ALEC, Executive Director
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 Bret 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,

Henry T. Vinson
Host Committee

Mr. Frank Messersmith
Host Committee
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

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!
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
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
Ms. Leah Summers, Mylan Pharmaceuticals
Mr. Elmer Richie, Richie Pharmaceuticals

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

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
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
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

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
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
Concurrent Sessions

3:45 pm - 4:45 pm
Fundamentals of Economics
Room 15 & 16

Many public policies fail to achieve their objectives 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

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
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

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

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

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
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 govern­
ment 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

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, man­
dates, and programs at both the state and federal
level that have impeded the market system from
functioning and have instead created a quasi govern­
ment system that increases costs and restricts access.
This session will be a comprehensive case study of
how government action has created perverse incen­
tives 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 sys­
tem, 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
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.

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
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
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 crystallized. 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

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

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. Laundra Pittman, Clarksdale, MS
Mr. Nell Ryan, Health & Human Services
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

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

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

9:30 am - 11:35 am

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
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 Caprarra, The Empowerment Network

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
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

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
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
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

The Honorable William J. Bennett

10:00 pm - 1:00 am
Dessert & Dancing
Sponsored by Philip Morris U.S.A.
Hyatt Regency Tampa

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

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
1111 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.

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

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. Wachtman
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
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 Cofey
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

Legislative Board of Directors

NATIONAL CHAIRMAN
Representative Harold J. Brubaker, North Carolina

FIRST VICE CHAIRMAN
Senator Ray Powers, Colorado

SECOND VICE CHAIRMAN
Senator Jim Neal, Delaware

TREASURER
Representative Dale Van VYven, Ohio

SECRETARY
Senator Joseph Manchin III, West Virginia

IMMEDIATE PAST CHAIRMAN
Senator William J. Raggio, Nevada

BOARD OF DIRECTORS
Representative Brenda Burns, Arizona
Representative Bonnie Sue Cooper, Missouri
Senator Bradford Gorham, Rhode Island
Senator George L. "Doc" Gunther, Connecticut
Representative David Halbrook, Mississippi
Representative Roger A. Halvorson, Iowa
Representative Augusta "Gusty" Hornblower, Massachusetts
Senator Owen H. Johnson, New York
Representative Donna Jones, Idaho
Representative Carolyn Oakley, Oregon
Representative Mike Padden, Washington
Senator Dick Posthumus, Michigan
Senator Dean A. Rhoads, Nevada
Representative Debby Sanderson, Florida
Delegate Ellen R. Sauerbrey, Maryland

EX-OFFICIO MEMBERS
Mr. Ronald F. Scheberle
GTE

Mr. Samuel A. Brunelli
Executive Director

Private Enterprise Board of Directors

CHAIRMAN
Mr. Ronald F. Scheberle
GTE

VICE CHAIRMAN
Mr. Allan E. Auger
Coors Brewing Company

SECRETARY
Mr. Fred E. Ferguson
Arthur Andersen & Company

IMMEDIATE PAST CHAIRMAN
Mr. Lawrence A. Bewley
Lawrence Bewley & Associates

DIRECTORS
Mr. Larry W. Bennett, Southern Pacific Transportation Corp.
Ms. Marie Chelli, Joseph E. Seagram & Sons, Inc.
Mr. Louie E. Curto, Shell Oil Company
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. Moxinghoff, 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
Senator Philip E. Hoffman, Michigan

Trade, Travel, and Tourism Task Force
Representative William F. Cosby, Alabama

Transportation Task Force
Senator J. D. Corman, Pennsylvania

PRIVATE SECTOR CHAIR

Michael J. O'Brien, National Association of Home Builders

Mr. Victor Schwartz, Crowell & Moring

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
ALEC State Chairs

ALABAMA
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

GEORGIA
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
Representative Kenny King

KENTUCKY
Representative Tom Riner
Senator Richard Roeding

LOUISIANA
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
<table>
<thead>
<tr>
<th>State</th>
<th>Contact Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>Mr. Johnny Crawford, Waste Management, AL</td>
</tr>
<tr>
<td>Alaska</td>
<td>Ms. Kathryn Thomas, ARCTECI Services</td>
</tr>
<tr>
<td>Arizona</td>
<td>Mr. Russell Smoldon, Salt River Project</td>
</tr>
<tr>
<td>Arkansas</td>
<td>Mr. Michael Wright, Syntex Corporation Mr. Lane Kidd, Arkansas Motor Carriers</td>
</tr>
<tr>
<td>California</td>
<td>Mr. Mike O'Meara, Syntex Corporation</td>
</tr>
<tr>
<td>Colorado</td>
<td>Mr. Allan Auger, Coors Brewing Company Ms. Pam Inman, Philip Morris U.S. A.</td>
</tr>
<tr>
<td>Delaware</td>
<td>Mr. David Press, Texaco Inc.</td>
</tr>
<tr>
<td>Florida</td>
<td>Mr. Henry T. Vinson, Tampa Electric Company</td>
</tr>
<tr>
<td>Georgia</td>
<td>Mr. Ronald Spencer, United Parcel Service</td>
</tr>
<tr>
<td>Hawaii</td>
<td>Mr. George Mason, Hawaii Business News Ms. Jane Tatibouet, ASTON Hotels &amp; Resorts</td>
</tr>
<tr>
<td>Idaho</td>
<td>Mr. Karl Shurtleff, GTE</td>
</tr>
<tr>
<td>Illinois</td>
<td>Mr. Walter C. Klein, Jr., PNC Mortgage Corp. of America Mr. Bert Jones, Burroughs Wellcome Company</td>
</tr>
<tr>
<td>Indiana</td>
<td>Mr. Robert Fowler, IN Chamber of Commerce Mr. Charles Hiltunen, Sagamore Bainbridge &amp; Co.</td>
</tr>
<tr>
<td>Iowa</td>
<td>Mr. Lester Juon, Iowa Public Service Co.</td>
</tr>
<tr>
<td>Kansas</td>
<td>Mr. Ron Hein, Hein Ebert and Weir Ms. Julie Iein, Iein Ebert and Weir</td>
</tr>
<tr>
<td>Kentucky</td>
<td>Mr. Edward I holloway, Assoc. Industry of KY</td>
</tr>
<tr>
<td>Louisiana</td>
<td>Mr. Ralph Miller, Freeport-McMoRan, Inc.</td>
</tr>
<tr>
<td>Maine</td>
<td>Mr. David Cough, NFIB</td>
</tr>
<tr>
<td>Maryland</td>
<td>Ms. Roberta Dillow, Baltimore Gas &amp; Electric</td>
</tr>
<tr>
<td>Michigan</td>
<td>Mr. Norm Saari, Consumers Power</td>
</tr>
<tr>
<td>Mississippi</td>
<td>Mr. Liles Williams, Iby Construction Co.</td>
</tr>
<tr>
<td>Missouri</td>
<td>Mr. Roy Cagle, Glaxo Inc.</td>
</tr>
<tr>
<td>Montana</td>
<td>Mr. Gary Willis, Montana Power</td>
</tr>
<tr>
<td>Nevada</td>
<td>Mr. Sam McMullen, McMullen Strategic Group Mr. Larry Bennett, Southern Pacific Transportation</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>Mr. Peter Wells, Healthsource</td>
</tr>
<tr>
<td>New Jersey</td>
<td>Mr. Jon Spinnanger, Bell Atlantic, NJ Mr. Joseph Gonzales, NJ Business &amp; Industry</td>
</tr>
<tr>
<td>New York</td>
<td>Mr. Robert Luria, Glaxo Inc . Mr. Steve Wolfgram, ANR Pipeline</td>
</tr>
<tr>
<td>North Carolina</td>
<td>Mr. John Bowdish, Burroughs Wellcome Company Mr. Marion Suiit, Glaxo Inc.</td>
</tr>
<tr>
<td>Tennessee</td>
<td>Mr. Worrick G. Robinson, Ill, South Central Bell Mr. Pat McKIveen, United Parcel Service</td>
</tr>
<tr>
<td>Texas</td>
<td>Mr. Ray Snokhous, Houston Industries, Inc.</td>
</tr>
<tr>
<td>Utah</td>
<td>Mr. Dennis Wood, US West</td>
</tr>
<tr>
<td>Vermont</td>
<td>Mr. Frederick N. Cook, NFIB</td>
</tr>
<tr>
<td>Virginia</td>
<td>Mr. Jay Poole, Philip Morris U.S.A.</td>
</tr>
<tr>
<td>Washington</td>
<td>Mr. Tom Paine, Washington Water Power Mr. Bill Baldwin, Raleigh, Schwart, Powell</td>
</tr>
<tr>
<td>West Virginia</td>
<td>Mr. Mike Puskar, Mylan Laboratories</td>
</tr>
<tr>
<td>Wyoming</td>
<td>Mr. Greg Schaefer, Arco Coal Company</td>
</tr>
</tbody>
</table>
# ALEC National Staff

**EXECUTIVE DIRECTOR**

**Samuel A. Brunelli**

**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 Mohunbali**
Director of Project Development

**Mark Durham**
Intern

**PUBLIC AFFAIRS**

**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

**Tracey Priddle**
Senior Legislative Director

**Roop Mohunbali**
Legislative Director

**Adam DeVries**
Legislative Director

**Michael Sparks**
Task Force Coordinator

**Kimberly Roberts**
Task Force Coordinator

**Katherine Epker**
Task Force Coordinator

**Richard Boyd**
Task Force Coordinator

**Mark Dunham**
Task Force Coordinator

**Shari W. Owen**
Task Force Coordinator

**Kalherine Epler**
Task Force Coordinator

**Jennifer Buikema**
Task Force Coordinator

**Lara Stead**
Task Force Coordinator

**Roop Mohunbali**
Legislative Director

**Kathryn Buikema**
Legislative Director

**Kathleen Buikema**
Legislative Director

**Lori Zallaps**
Legislative Director

**John Carlisle**
Legislative Director

**Lori Zallaps**
Legislative Director

**Jennifer Buikema**
Legislative Director

**Lori Zallaps**
Legislative Director

**Lori Zallaps**
Legislative Director
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 I.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. 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.
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 homeownership 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 Legislative 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 Cook

Gerald Cook joined Mayflower Contract Services in June, 1988 after spending twenty years in the field of education. Prior to joining MCV he was superintendent of schools in the Harrisonville, Missouri school district from 1980 to 1988. He heads MCV’s 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 Unfolded Story: The Rapid Growth of City Revenues.

Brian C. Davis

Brain Davis is the Senior Consultant, Legislative, Regulatory, and Technical Issues for Sun Company, Inc. In this strategic 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 Foundation. 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. 11 of 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 columnist 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’ Tesoro (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
Robert L. 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 referenda 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 promotes 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: Pharmacare 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 also 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 Defender's of Property Rights. She most recently held an attorney position with International Registraries, 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 Chair- person, 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 Lauderdale
Bill Lauderdale is an associate with The Eddie Muhe 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 northcentral 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 a third term in 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 and Veterans’ 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 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 Maricopa County Medical Society and President of American College of Emergency Physicians.

Carter G. Phillips

Mr. Phillips is a partner of Sidney & 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 Government 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.

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 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 Maricopa County Medical Society and President of American College of Emergency Physicians.

Carter G. Phillips

Mr. Phillips is a partner of Sidney & 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 Government 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 Vangard Lab. In 1972 he sold his interest in Vangard 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 Rose
Michael Rose is Chairman of the Board and Chief Executive Officer of the Promus Companies, Inc. Promus is the 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 ATRAs 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.
Annual Meeting Sponsors

TAMPA, FLORIDA, AUGUST 3-7

SPECIAL THANKS
Opening Night
Anheuser-Busch Companies, Inc.

ANHEUSER-BUSCH COMPANIES

Hospitality Suite
Regional Bell Companies:
  • Ameritech

Ameritech

  • Bell Atlantic

Bell Atlantic

  • BellSouth

BELL SOUTH

  • NYNEX

NYNEX

  • Pacific Telesis Group

PACIFIC TELESIS GROUP

  • Southwestern Bell Corporation

BELL SOUTH TELECOMMUNICATIONS

  • US West

USWEST

Kid's Congress
Gerber Products Company

Gerber

Steel Recycling Institute

Chairman's Reception
Glaxo Inc

Kid's Congress
National Rifle Association

CRIMESTRIKE

Sponsor Dessert Dance & Co-Sponsor Awards Banquet
Philip Morris U.S.A.

Golf Tournament
R. J. Reynolds Tobacco Company

R J Reynolds Tobacco Company

Opening Session/Prayer Breakfast
Vancom/Van Der Aa Foundation

vancom
Annual Meeting Sponsors

FLORIDA HOST COMMITTEE

VICE CHAIR
General Mills Restaurants, Inc. • GTE Telephone Operations • Ryder Systems, Inc. • Tampa Electric Company
Tropicana Products Inc. • WMX Technologies, Inc. Florida

DIRECTOR
AT&T • Southern Bell, Florida • CSX Corporation • Florida Gas Transmission Company
Florida Power Company • Ford Motor Company

CONTRIBUTOR
Barnett Banks, Inc. • Florida Phosphate Council, Inc. • NCCI

SPONSORS

CHAIR
Anheuser-Busch Companies, Inc. • Argosy Gaming Company • Foxwoods Resort Casinos • Gerber Products Company
Glaxo Inc. • Pharmaceutical Research & Manufacturers of America
Manufacturers Division of the National Pharmaceutical Alliance • National Association of Bail Insurance Companies
National Rifle Association • Northern Telecom Ltd. • Pfizer Inc. • Philip Morris U.S.A. • Regional Bell Companies
R. J. Reynolds Tobacco Company • Steel Recycling Institute • The Promus Companies

VICE CHAIR
American Plastics Council • Burroughs Wellcome Company • Cigar Association of America
Distilled Spirits Council of the US • Golden Rule Insurance Company • Kraft General Foods, Inc
Mineral Resource Alliance • National Agricultural Chemicals Association • Rural/Metro Corporation
Smokeless Tobacco Council • United Parcel Service • Vancom/Van Der Aa Foundation
Western States Petroleum Association

DIRECTOR
American Automobile Manufacturers Association • American Express Company • Amway Corporation
American Petroleum Institute • Amusement & Music Operators Association • ASARCO Inc.
Associated Bond & Insurance Agency • Bankers Insurance Company • Boyd Gaming Company
Center for Energy & Economic Development • Christian Coalition • Corrections Corporation of America
Del Webb Corporation • Economy Plumbing Inc. • Eli Lilly and Company • Grummand Data Systems
Hiram Walker & Sons, Inc. • Houston Industries, Inc. • Laidlaw Environmental Services, Inc.
Lexington National Insurance Company • Maximus • National Association for the Self-Employed
PNC Mortgage Corporation of America • Rhone-Poulenc Rorer Inc. • Shell Oil Company • Sony Electronics, Inc.
South West Ambulance, Inc. • State Farm Insurance Companies • Sun Company • Syntex Corporation

TRUSTEE
American Home Products • American Association of Christian Schools
Association of Christian Schools International • Bell Atlantic: New Jersey • Citizens Insurance Company of America
Coors Brewing Company • Deere & Company • GEICO Corporation • General Mills • General Motors • Hancor, Inc.
Household International, Inc. • MEGA Life and Health Insurance • McDonald’s Corporation
National Association of Independent Insurers • National Health Insurance Companies
Nationwide Mutual Insurance Company • OXY USA Inc. • PFL Life Insurance Company • Sandoz Corporation
Scottsdale Insurance Company • South Central Bell • Southern Bell

CONTRIBUTOR
American Contracts Management • Amwest Surety Insurance Company • Association of American Railroads
Baltimore Gas & Electric Co. • Blue Cross Blue Shield, Arizona • Boehringer Ingleheim Pharmaceuticals, Inc.
Durham Transportation • Georgia-Pacific Corporation • JCPenny Company, Inc. • Laidlaw Transit, Inc.
Mayflower Contract Services, Inc. • National Association of Manufacturers
National School Bus Service • Pioneer Financial Services • Procter & Gamble Company • Roadway Services, Inc.
Ryder School Transportation Services • Salt River Project • Southwest Gas Corporation
The Upjohn Company • Weyerhaeuser Company

43
The following companies and organizations have generously contributed their time and resources to the promotion of the ALEC agenda. These companies have assisted in planning and hosting ALEC events in their states and worked directly with our membership in bringing the ALEC agenda to their statehouse. Without the staunch support of these groups, the ALEC private-public sector special relationship would cease to exist.

ALEC encourages each state delegation to contact and thank each private sector company or organization for supporting ALEC activity. ALEC looks forward to their continued support as the 1994 sessions begin. Please note that the companies and corporations below also support ALEC in a variety of ways. You will notice their contributions throughout the program and in our national membership list.

<table>
<thead>
<tr>
<th>State</th>
<th>Company/Association</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>AZ Motor Transport Association</td>
</tr>
<tr>
<td>Arkansas</td>
<td>AR State Chamber of Commerce</td>
</tr>
<tr>
<td></td>
<td>Poultry Insurance Consulting</td>
</tr>
<tr>
<td></td>
<td>Georgia-Pacific</td>
</tr>
<tr>
<td></td>
<td>Smokeless Tobacco Council</td>
</tr>
<tr>
<td></td>
<td>NationsBank</td>
</tr>
<tr>
<td>Illinois</td>
<td>Illinois Tool Works</td>
</tr>
<tr>
<td></td>
<td>IL State Medical Society</td>
</tr>
<tr>
<td></td>
<td>IL Bell</td>
</tr>
<tr>
<td></td>
<td>Burroughs Wellcome</td>
</tr>
<tr>
<td></td>
<td>PNC Mortgage Co. of America</td>
</tr>
<tr>
<td></td>
<td>Browning-Ferris</td>
</tr>
<tr>
<td></td>
<td>Management Association of IL</td>
</tr>
<tr>
<td></td>
<td>Ameritech</td>
</tr>
<tr>
<td></td>
<td>Quaker Oats</td>
</tr>
<tr>
<td></td>
<td>Shell Oil</td>
</tr>
<tr>
<td>Kansas</td>
<td>KS Beer Wholesalers Association</td>
</tr>
<tr>
<td></td>
<td>FB Services Insurance Agency</td>
</tr>
<tr>
<td></td>
<td>Vulcan Materials Co.</td>
</tr>
<tr>
<td></td>
<td>RJ Reynolds Tobacco Company</td>
</tr>
<tr>
<td></td>
<td>APTUS</td>
</tr>
<tr>
<td></td>
<td>KS Independent Oil &amp; Gas</td>
</tr>
<tr>
<td></td>
<td>MESA</td>
</tr>
<tr>
<td></td>
<td>Southwestern Bell Telephone</td>
</tr>
<tr>
<td></td>
<td>KS Medical Society</td>
</tr>
<tr>
<td></td>
<td>Kansas Chamber of Commerce</td>
</tr>
<tr>
<td></td>
<td>OXY U.S.A.</td>
</tr>
<tr>
<td></td>
<td>Multimedia Cablevision</td>
</tr>
<tr>
<td></td>
<td>Health Midwest</td>
</tr>
<tr>
<td></td>
<td>Western Resources Foundation</td>
</tr>
<tr>
<td></td>
<td>ARCO Oil and Gas</td>
</tr>
<tr>
<td>Maine</td>
<td>SAMOSET Resort Investors</td>
</tr>
<tr>
<td></td>
<td>SAWYER Environment Recovery</td>
</tr>
<tr>
<td></td>
<td>ME Machine Products</td>
</tr>
<tr>
<td></td>
<td>ME Automotive Dealers</td>
</tr>
<tr>
<td></td>
<td>Scientific Games Inc.</td>
</tr>
<tr>
<td></td>
<td>ME Motor Transport</td>
</tr>
<tr>
<td></td>
<td>Doyle &amp; Nelson</td>
</tr>
<tr>
<td>Maryland</td>
<td>GEICO</td>
</tr>
<tr>
<td></td>
<td>Joseph E. Seagram &amp; Sons, Inc.</td>
</tr>
<tr>
<td></td>
<td>EASTALCO Aluminum</td>
</tr>
<tr>
<td></td>
<td>Baltimore Gas &amp; Electric</td>
</tr>
<tr>
<td></td>
<td>Coca-Cola</td>
</tr>
<tr>
<td></td>
<td>Chemical Industry</td>
</tr>
<tr>
<td></td>
<td>C &amp; P Telephone</td>
</tr>
<tr>
<td></td>
<td>IBM</td>
</tr>
<tr>
<td>Michigan</td>
<td>Waste Management</td>
</tr>
<tr>
<td></td>
<td>Pepsi-Cola Company</td>
</tr>
<tr>
<td>Mississippi</td>
<td>Gresham Petroleum</td>
</tr>
<tr>
<td></td>
<td>MS Power &amp; Light</td>
</tr>
<tr>
<td></td>
<td>Haman Roper Haddox &amp; Reid</td>
</tr>
<tr>
<td></td>
<td>MS Banks</td>
</tr>
<tr>
<td></td>
<td>First NS Corp.</td>
</tr>
<tr>
<td></td>
<td>South Central Bell</td>
</tr>
<tr>
<td></td>
<td>Herrin-Clear</td>
</tr>
<tr>
<td></td>
<td>Ergon</td>
</tr>
<tr>
<td></td>
<td>McCarty Farms</td>
</tr>
<tr>
<td></td>
<td>Dover Elevator</td>
</tr>
<tr>
<td></td>
<td>South Central Bell</td>
</tr>
<tr>
<td></td>
<td>MS Power</td>
</tr>
<tr>
<td></td>
<td>Stuart Iby Co.</td>
</tr>
<tr>
<td></td>
<td>Iby Construction</td>
</tr>
<tr>
<td></td>
<td>Deposit Guaranty</td>
</tr>
<tr>
<td></td>
<td>BellSouth</td>
</tr>
<tr>
<td></td>
<td>Wit Vergery</td>
</tr>
<tr>
<td></td>
<td>Georgia-Pacific</td>
</tr>
<tr>
<td>Montana</td>
<td>Montana-Dakota Utility</td>
</tr>
<tr>
<td>Nebraska</td>
<td>ConAgra</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>National Life Insurance</td>
</tr>
<tr>
<td></td>
<td>James DeStefano</td>
</tr>
<tr>
<td></td>
<td>Phillip Kennedy</td>
</tr>
<tr>
<td></td>
<td>Uppjohn Company</td>
</tr>
<tr>
<td></td>
<td>George Rousos</td>
</tr>
<tr>
<td></td>
<td>Joan LaPlante</td>
</tr>
<tr>
<td></td>
<td>Russel MacCleery</td>
</tr>
<tr>
<td></td>
<td>NYNEX</td>
</tr>
<tr>
<td></td>
<td>MMS/Medical Mgmt.</td>
</tr>
<tr>
<td></td>
<td>Stuart Trachy</td>
</tr>
<tr>
<td></td>
<td>Blanco Professional Assoc.</td>
</tr>
<tr>
<td>New Mexico</td>
<td>Ramada</td>
</tr>
<tr>
<td></td>
<td>Public Service Co. of NM</td>
</tr>
<tr>
<td>New York</td>
<td>Sterling Forest Corp.</td>
</tr>
<tr>
<td></td>
<td>Society of Plastics Industry</td>
</tr>
<tr>
<td></td>
<td>U.S. Generating Company</td>
</tr>
<tr>
<td></td>
<td>Anheuser-Busch Companies</td>
</tr>
<tr>
<td></td>
<td>Cahill, Wolgram &amp; Associates</td>
</tr>
<tr>
<td></td>
<td>Dubois &amp; Associates</td>
</tr>
<tr>
<td></td>
<td>NY State Builders</td>
</tr>
<tr>
<td></td>
<td>Service Station and Repair Shops &amp; Association</td>
</tr>
<tr>
<td></td>
<td>Sandz Corporation</td>
</tr>
<tr>
<td></td>
<td>Community Banks Association</td>
</tr>
<tr>
<td></td>
<td>Assoc. of Messenger Services</td>
</tr>
<tr>
<td></td>
<td>NY State Union of Operating Engineers</td>
</tr>
<tr>
<td></td>
<td>Harter Secrest</td>
</tr>
<tr>
<td></td>
<td>Hirman, Straub</td>
</tr>
<tr>
<td></td>
<td>NY State Home Builders</td>
</tr>
<tr>
<td></td>
<td>Coppola Ryan</td>
</tr>
<tr>
<td></td>
<td>Philip Morris U.S.A.</td>
</tr>
<tr>
<td></td>
<td>Upjohn Company</td>
</tr>
<tr>
<td>North Carolina</td>
<td>Burroughs Wellcome</td>
</tr>
<tr>
<td></td>
<td>Sandz Corporation</td>
</tr>
<tr>
<td></td>
<td>Weyerhauser Company</td>
</tr>
<tr>
<td></td>
<td>Duke Power Company</td>
</tr>
<tr>
<td></td>
<td>RJ Reynolds Tobacco Co.</td>
</tr>
<tr>
<td></td>
<td>CT &amp; T</td>
</tr>
<tr>
<td></td>
<td>GTE Telephone</td>
</tr>
<tr>
<td>West Virginia</td>
<td>State Auto Insurance</td>
</tr>
<tr>
<td>Oregon</td>
<td>US West</td>
</tr>
<tr>
<td></td>
<td>Oregon Bankers</td>
</tr>
<tr>
<td></td>
<td>Weyerhauser Company</td>
</tr>
<tr>
<td></td>
<td>Dave Barrows</td>
</tr>
<tr>
<td></td>
<td>OR Homebuilders</td>
</tr>
<tr>
<td>South Dakota</td>
<td>Industry and Commerce of SD</td>
</tr>
<tr>
<td></td>
<td>Montana-Dakota Utility</td>
</tr>
<tr>
<td>Tennessee</td>
<td>South Central Bell</td>
</tr>
<tr>
<td></td>
<td>Rhone-Poulenc Rorer</td>
</tr>
<tr>
<td>Utah</td>
<td>Quester Corp.</td>
</tr>
<tr>
<td></td>
<td>Chevron Corporation</td>
</tr>
<tr>
<td></td>
<td>John Gallalpaga</td>
</tr>
<tr>
<td></td>
<td>Key Banks</td>
</tr>
<tr>
<td></td>
<td>Charter Medical Corp.</td>
</tr>
<tr>
<td></td>
<td>Golden Rule Insurance Co.</td>
</tr>
<tr>
<td>Vermont</td>
<td>RJ Reynolds Tobacco Co.</td>
</tr>
<tr>
<td>Virginia</td>
<td>Golden Rule Insurance Co.</td>
</tr>
<tr>
<td></td>
<td>C &amp; P Telephone</td>
</tr>
<tr>
<td></td>
<td>IBM</td>
</tr>
<tr>
<td>West Virginia</td>
<td>State Auto Insurance</td>
</tr>
<tr>
<td>Wyoming</td>
<td>FMC Corporation</td>
</tr>
<tr>
<td></td>
<td>Kennecott Energy Company</td>
</tr>
<tr>
<td></td>
<td>Montana-Dakota Utility</td>
</tr>
<tr>
<td></td>
<td>Thunder Basin Coal Company</td>
</tr>
<tr>
<td></td>
<td>Pacific Power</td>
</tr>
<tr>
<td>Other Supporters</td>
<td>Century Telephone</td>
</tr>
<tr>
<td></td>
<td>OH Trucking Assn.</td>
</tr>
<tr>
<td></td>
<td>Waste Management</td>
</tr>
<tr>
<td></td>
<td>Beneficial</td>
</tr>
<tr>
<td></td>
<td>Philip Morris U.S.A.</td>
</tr>
<tr>
<td></td>
<td>Ohio Bell</td>
</tr>
<tr>
<td></td>
<td>OH Bank PAC-State</td>
</tr>
</tbody>
</table>
Investing in America’s Future

Jefferson Club
Allegheny Foundation • BellSouth Corporation • Coastal Corporation • E&M Charities • John M. Olin Foundation • Koch Industries
Lynde and Harry Bradley Foundation • Pharmaceutical Research & Manufacturers of America
Philip Morris U.S.A. • The Promus Companies • R.J. Reynolds Tobacco Company

Madison Club
American Home Products • Castle Rock Foundation • Glaxo Inc. • GTE Corporation
J.M. Foundation • Nationwide Insurance Companies • Shell Oil Company Foundation • United Parcel Service

Lincoln Club
Amway Corporation • Ameritech Foundation • Argosy Gaming Company • Chevron Corporation • Foxwoods Resort Casino
HealthSouth • Houston Industries, Inc. • Pfizer Inc. • Texaco Inc.

Franklin Club
Amoco Foundation • Astra/Merck • Household International • Ryder System, Inc. • Southern Pacific Transportation Company

Washington Club
BI Incorporated • Coors Brewing Company • Distilled Spirits Council of the U.S. • Procter & Gamble Fund

Members and Contributors

Accredited Surety & Casualty
Company, Inc.

ALCOA Foundation

Alabama Power Company

Alliance for Responsible
Atmospheric Policy

AlliedSignal Automotive

Allwest, Inc.

America West Airlines

American Chambers Life Insurance

American Association of Christian Schools

American Automobile Manufacturers
Association

American Ecology Corporation

American Electric Power

American Express Company

American Petroleum Institute

American Plastics Council

American Republic Insurance Company

American Shooting Sports Council

American Tort Reform Association

American Waterworks Company

Ameritech Indiana

Amex Life Assurance Company

Amusement and Music
Operators Association

Amwest Surety Insurance Company

Anheuser-Busch Companies

Animal Health Institute

Anschutz Foundation

ARCO

Armstrong Foundation

ASAARCO Inc.

Arthur Andersen & Co.

Ashland Oil, Inc.

Associated Builders and Contractors

Associated Bond & Insurance Agency

Association of American Railroads

Association of Christian
Schools International

Association for Commercial Real Estate

Association of American Physicians
and Surgeons, Inc.

Association of Health Insurance Agents

AT&T

BP America, Inc.

Baltimore Gas and Electric Company

Beer Institute

Bell Atlantic

Bell Atlantic, NJ

Bell Atlantic, PA

Boehringer Ingelheim Pharmaceuticals, Inc.

Boyd Gaming Corporation

Bristol-Myers Squibb Company

Browning-Ferris Industries

Burger King Corporation

Burroughs Wellcome Company

Caltex/Omstar

CARE C.P.A.

Carlton, Fields, Ward, Emanuel,
Smith & Cutler

Center for Economic & Energy
Development

Central Reserve Life Insurance Company

Central & South West Services

Chemical Banking Corporation

Christian Coalition

Chlorine Coordinating Council of CMA

CIBA-GEIGY Corporation

Citizens Insurance Company

Coalition for Auto Repair Equality

Coca-Cola Company

Coeur d’Alene Mines Corporation

Conservative Legal Defense
and Education Fund

Colorado Cable TV Association

Consolidated Freightways, Inc.

Consumers Power

Corrections Corporation of America

Council for Affordable Health Insurance

Covington & Burling

Crown Central Petroleum Corporation

CSX Transportation, Inc.

Del Webb Corporation

Detroit Edison Foundation

Digital Equipment Corporation

Douglass Financial Corporation

Dow Coming Corporation

DowElanco

Drummond Company, Inc.

Duke Power Company

DuPont Merck Pharmaceuticals

Durham Transportation

Economy Plumbing Inc.

EDS Corporation

Electronic Industries Association

El Lilly and Company

Enron Corporation

Execlone

Exxon Company, U.S.A.

Fieldstead & Company

Farmers Group, Inc.
# ALEC's Private Sector Members

<table>
<thead>
<tr>
<th>Florida Gas Transmission Company</th>
<th>Medical Association of Georgia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Florida Power Corporation</td>
<td>Mega Life and Health Insurance Company</td>
</tr>
<tr>
<td>FMC Foundation</td>
<td>Merck &amp; Co., Inc.</td>
</tr>
<tr>
<td>Ford Motor Company</td>
<td>Michigan Consolidated Gas Company</td>
</tr>
<tr>
<td>Freeport-McMoRan Inc.</td>
<td>Michigan Insurance Federation</td>
</tr>
<tr>
<td>Frito-Lay, Inc.</td>
<td>Miles Inc.</td>
</tr>
<tr>
<td>Gates Corporation</td>
<td>Miller Brewing Company</td>
</tr>
<tr>
<td>GE Capital Corporation</td>
<td>Milliken &amp; Company</td>
</tr>
<tr>
<td>GEICO</td>
<td>Mobil Oil Corporation</td>
</tr>
<tr>
<td>Genentech, Inc.</td>
<td>Monsanto Company</td>
</tr>
<tr>
<td>General Mills Restaurants, Inc.</td>
<td>Mylan Laboratories, Inc.</td>
</tr>
<tr>
<td>General Motors Company</td>
<td>National Agriculture Chemicals Association</td>
</tr>
<tr>
<td>Georgia-Pacific Corporation</td>
<td>National Association of Home Builders</td>
</tr>
<tr>
<td>Gerber Products Company</td>
<td>National Association of Independent Insurers</td>
</tr>
<tr>
<td>Golden Rule Insurance Company</td>
<td>National Association of Realtors</td>
</tr>
<tr>
<td>Gun Owners of America</td>
<td>National Association for the Self-Employed</td>
</tr>
<tr>
<td>Hancor, Inc.</td>
<td>National Business Association</td>
</tr>
<tr>
<td>Hanover Insurance Company</td>
<td>National Council for Private School Accreditation</td>
</tr>
<tr>
<td>Harbert Corporation</td>
<td>National Court Reporters Association</td>
</tr>
<tr>
<td>Health Insurance Association of America</td>
<td>National Federation of Independent Business</td>
</tr>
<tr>
<td>Heublein, Inc.</td>
<td>National Health Insurance Company</td>
</tr>
<tr>
<td>Hiram Walker &amp; Sons, Inc.</td>
<td>National Independent Private Schools Association</td>
</tr>
<tr>
<td>Hollywood Casino Corporation</td>
<td>National Multi Housing Council</td>
</tr>
<tr>
<td>Hoechst-Roussel Pharmaceutical Corporation</td>
<td>National Pharmaceutical Alliance</td>
</tr>
<tr>
<td>Hoffman-La Roche Inc.</td>
<td>National Rifle Association</td>
</tr>
<tr>
<td>Hutchinson Technology</td>
<td>National School Bus Service</td>
</tr>
<tr>
<td>IBM</td>
<td>National Staff Leasing Association</td>
</tr>
<tr>
<td>Independence Mining Company</td>
<td>Newmont Mining Company</td>
</tr>
<tr>
<td>International Council of Shopping Centers</td>
<td>Nevada Mining Association</td>
</tr>
<tr>
<td>International Fidelity Insurance Company</td>
<td>Nonprescription Drug</td>
</tr>
<tr>
<td>Iowa Life and Health Insurance Association</td>
<td>Manufacturers Association</td>
</tr>
<tr>
<td>Iowa Utility Association</td>
<td>Northern Telecom</td>
</tr>
<tr>
<td>Iowans for Tax Relief</td>
<td>Northrup Grumman Data Systems</td>
</tr>
<tr>
<td>Itby Construction Company</td>
<td>Nuclear Energy Institute</td>
</tr>
<tr>
<td>J.B. Reynolds Foundation</td>
<td>NYNEX Corporation</td>
</tr>
<tr>
<td>JCPenney Company, Inc.</td>
<td>Orange &amp; Rockland Utilities</td>
</tr>
<tr>
<td>Jeld-WEN, Inc.</td>
<td>OxyChem</td>
</tr>
<tr>
<td>Johnson &amp; Johnson</td>
<td>OXY USA Inc.</td>
</tr>
<tr>
<td>Joseph E. Seagram &amp; Sons, Inc.</td>
<td>Pacific Telesis Group</td>
</tr>
<tr>
<td>Kansas City Southern Industries, Inc.</td>
<td>Parke-Davis</td>
</tr>
<tr>
<td>Kellogg Company</td>
<td>Pennsylvania Electric Company</td>
</tr>
<tr>
<td>Kraft General Foods, Inc.</td>
<td>Pennzoil Company</td>
</tr>
<tr>
<td>Laidlaw Environmental Services Inc.</td>
<td>Pepsi-Cola Company</td>
</tr>
<tr>
<td>Laidlaw Transit, Inc.</td>
<td>PFL Life Insurance Company</td>
</tr>
<tr>
<td>Lederle Laboratories</td>
<td>Phillips Petroleum Company</td>
</tr>
<tr>
<td>Liberty Mutual Insurance Company</td>
<td>Pioneer Financial Services</td>
</tr>
<tr>
<td>LTC, Inc.</td>
<td>PNC Mortgage Corp of America</td>
</tr>
<tr>
<td>MAPCO Inc.</td>
<td>Professional Bail Agents of the U.S.</td>
</tr>
<tr>
<td>Marathon Petroleum Company</td>
<td>Public Service Electric and Gas</td>
</tr>
<tr>
<td>Marion Merrell Dow, Inc.</td>
<td>Quaker Oats Company</td>
</tr>
<tr>
<td>Mary Kay Cosmetics</td>
<td>Quit oxide Corporation</td>
</tr>
<tr>
<td>Maximas</td>
<td>Rhone-Poulenc Ag. Company</td>
</tr>
<tr>
<td>Mayflower Contract Services, Inc.</td>
<td>Rhone-Poulenc Rorer Inc.</td>
</tr>
<tr>
<td>McClure and Girard</td>
<td></td>
</tr>
<tr>
<td>McDonald's Corporation</td>
<td></td>
</tr>
<tr>
<td>Roadway Services, Inc.</td>
<td></td>
</tr>
<tr>
<td>Romill Foundation</td>
<td></td>
</tr>
<tr>
<td>Rural/Metro Corporation</td>
<td></td>
</tr>
<tr>
<td>Safety-Kleen Corporation</td>
<td></td>
</tr>
<tr>
<td>Sandoz Corporation</td>
<td></td>
</tr>
<tr>
<td>Santa Fe Pacific Gold Corporation</td>
<td></td>
</tr>
<tr>
<td>Salt River Project</td>
<td></td>
</tr>
<tr>
<td>SCANA Corporation</td>
<td></td>
</tr>
<tr>
<td>Schering-Plough Corporation</td>
<td></td>
</tr>
<tr>
<td>Schwans Sales Enterprises, Inc.</td>
<td></td>
</tr>
<tr>
<td>Shaklee Corporation</td>
<td></td>
</tr>
<tr>
<td>Sierra Health Services</td>
<td></td>
</tr>
<tr>
<td>Sierra Pacific Power Company</td>
<td></td>
</tr>
<tr>
<td>Solvay Pharmaceuticals</td>
<td></td>
</tr>
<tr>
<td>Sony Electronics, Inc.</td>
<td></td>
</tr>
<tr>
<td>Southern Company Services, Inc.</td>
<td></td>
</tr>
<tr>
<td>Southwest Ambulance, Inc.</td>
<td></td>
</tr>
<tr>
<td>Southwestern Bell Corporation</td>
<td></td>
</tr>
<tr>
<td>Southwire Company</td>
<td></td>
</tr>
<tr>
<td>Sprint/United Telephone (NJ)</td>
<td></td>
</tr>
<tr>
<td>State Farm Insurance Companies</td>
<td></td>
</tr>
<tr>
<td>Steel Recycling Institute</td>
<td></td>
</tr>
<tr>
<td>Sun Company</td>
<td></td>
</tr>
<tr>
<td>Sunmark Foundation</td>
<td></td>
</tr>
<tr>
<td>Syntex Corporation</td>
<td></td>
</tr>
<tr>
<td>Tampa Electric</td>
<td></td>
</tr>
<tr>
<td>Tennenco Gas</td>
<td></td>
</tr>
<tr>
<td>Texas Medical Association</td>
<td></td>
</tr>
<tr>
<td>The Dial Corp.</td>
<td></td>
</tr>
<tr>
<td>The First Church of Christ</td>
<td></td>
</tr>
<tr>
<td>The Grover Hermann Foundation</td>
<td></td>
</tr>
<tr>
<td>The Promus Companies</td>
<td></td>
</tr>
<tr>
<td>The Seniors Coalition</td>
<td></td>
</tr>
<tr>
<td>The Upjohn Company</td>
<td></td>
</tr>
<tr>
<td>Time Insurance Company</td>
<td></td>
</tr>
<tr>
<td>Torchmark Corporation</td>
<td></td>
</tr>
<tr>
<td>TRW Inc.</td>
<td></td>
</tr>
<tr>
<td>Underwriters Surety, Inc.</td>
<td></td>
</tr>
<tr>
<td>United Services Automobile Association</td>
<td></td>
</tr>
<tr>
<td>U.S. English, Inc.</td>
<td></td>
</tr>
<tr>
<td>U.S. Steel Group</td>
<td></td>
</tr>
<tr>
<td>US West</td>
<td></td>
</tr>
<tr>
<td>UtiliCorp United Inc.</td>
<td></td>
</tr>
<tr>
<td>Vulcan Materials Company</td>
<td></td>
</tr>
<tr>
<td>Vancom, Inc.</td>
<td></td>
</tr>
<tr>
<td>Walgreen Company</td>
<td></td>
</tr>
<tr>
<td>Wal-Mart Stores</td>
<td></td>
</tr>
<tr>
<td>Washington Water Power</td>
<td></td>
</tr>
<tr>
<td>Waste Management Incorporated of Alabama</td>
<td></td>
</tr>
<tr>
<td>Wausau Insurance Companies</td>
<td></td>
</tr>
<tr>
<td>Western States Petroleum Association</td>
<td></td>
</tr>
<tr>
<td>Windway Foundation</td>
<td></td>
</tr>
<tr>
<td>WMX Technologies, Inc.</td>
<td></td>
</tr>
<tr>
<td>Zeneca, Inc.</td>
<td></td>
</tr>
</tbody>
</table>

As of July 1994
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-effect 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