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TO
Mr. Peter
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July 10, 1991

Mr. Kurt L. Malmgren
Sr. V.P., State Activities
Tobacco Institute
1875 Eye Street, NW
Washington DC 20006

Dear Mr. Malmgren:

**"It is and always has been an American zeal to be first
in anything we do and to win and to win and to win."
Vince Lombardi**

Throughout my career, I have found many of the thoughts and convictions of Vince Lombardi to be both insightful and motivational. One of the greatest football coaches in history, Lombardi knew how to compete and, most of all, he knew how to **win!** He recognized the inescapable fact that the human potential has no limiting boundaries.

As a dynamic, positive force for economic growth and change, ALEC continues to learn and to share a great deal about competition and human potential. One hundred percent of our energy and effort goes into **winning** the public policy debate and championing a free market economy ... a pro-business, pro-growth, pro-freedom, limited government agenda. And, **winning** is what ALEC is all about!

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Winning is the operative word. It is an experience you can appreciate because **winning** the public policy debate will continue to have a tremendous positive effect on the "bottom line" of your company. **Winning** is an attitude uniquely common to the American spirit, to each of us as individuals, and to ALEC as a team. At ALEC, we bring together, in an intellectually and challenging environment, state legislators and corporate and business executives, wherein we provide the mixture of determination, dedication, preparation, and teamwork --- those elements so necessary to **winning!**

Whether the ALEC event is an Annual Meeting, a Presidential and Cabinet Briefing, the National Orientation Conference, the all important Task Force Meetings, the National Leadership Summits, or the Issues Workshops, ALEC assemblies provide the information, the ideas, the motivation and the opportunity that fosters the ALEC "can do", **winning** attitude.

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The success we presently enjoy ... the key legislation that has been enacted and the important dialogue that has begun, are just that -- a beginning. To keep **winning**, to keep America moving forward in a free market economy, pro-growth, pro-business, pro-freedom direction, ALEC needs your enthusiastic support and personal commitment.

"The object is to win - to beat the other guy. It's a reality of life that men are competitive and the most competitive games draw the most competitive men. That's why they are there - to compete. They know the rules and the objectives when they get in the game. The objective is to win - fairly, squarely, decently, by the rules - but to win!"

It is my hope and trust that you have not only experienced firsthand the **winning** tradition of ALEC, but that you will help us extend the effort to others in a similar, meaningful and tangible way as well, for example:

Introducing me to a friend or colleague whose company is not an ALEC member so that together we can encourage them to join and support ALEC;

Providing the financial support required to offer the best and most comprehensive programs for ALEC legislative members including Workshop sponsorship at the 1991 ALEC Annual Meeting, scholarship assistance for ALEC Legislative members needing support to attend the Annual Meeting, and active membership on ALEC Task Forces;

*Communicating your interests, concerns, and goals so that ALEC can offer you the support needed to reach that important goal --- **winning!***

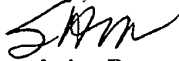
The state capitols of America are the battlefields where the competition in the public policy debate is most intense ... where the decisions having the greatest impact on the potential for success of your organization are being decided everyday. Through education, open dialogue, and tremendous intellectual development, ALEC is setting the agenda and changing the terms of the debate in the state capitols of America. ALEC is your invitation to not merely be a spectator, but to come out of the stands, onto the field, and to play an active role in our determined effort to **win**.

"I firmly believe that any person's finest hour --- his greatest fulfillment to all he holds dear --- is that moment when he has worked his heart out in a good cause and lies exhausted on the field of battle --- Victorious!"

To illustrate how effective ALEC has become I have enclosed a copy of a special report... "*Burgeoning Conservative Think Tanks*", published by the liberal oriented **National Committee for Responsive Philanthropy**. When you win unsolicited praises from your opponents, you know you have arrived! ALEC is now center stage, at the cutting edge of the public policy debate now being waged in state capitols across the country.

Can ALEC count on you? I know we can, and to that end, I, or Garland McCoy, will be calling you within the next few weeks to discuss how we can continue to work together for our mutual benefit. You have often heard us say---"Come to where the action is; come to ALEC." True as that continues to be, I would like to offer this additional invitation as well, "**Come to where the winning is; come to ALEC!**"

Sincerely,



Samuel A. Brunelli
Executive Director

Enclosure