



ALEC.ORG



# ALEC Annual Report







LIMITED GOVERNMENT • FREE MARKETS • FEDERALISM

# Opportunity in the States

More than any year in recent memory, 2021 demonstrated how everyday Americans are directly impacted by policies at the state and local level. When questions arose about when indoor dining would reopen, whether police forces would receive the support of the communities around them or how much input parents should have in their children's education, the answers to those uncertainties primarily came from local representation. Members of those communities depended on their elected officials to find the best possible solutions for their challenges.

This past year, state leaders across the country tackled issues on education and school choice, tax reform, e-commerce, energy, supply chain shortages, inflation, international trade, criminal justice reform and more—issues that were too big and too important to get wrong.

In 2021, the American Legislative Exchange Council worked tirelessly alongside lawmakers from all 50 states to help find solutions to the biggest challenges facing Americans in the wake of the pandemic. We have and continue to provide resources and create opportunities that allow lawmakers to work collaboratively with their peers and empower them with the tools needed to develop state-based solutions their constituents so desperately need.

Our Annual Meeting in Salt Lake City and our States and Nation Policy Summit in San Diego were tremendous successes, as we welcomed national leaders such as Florida Governor Ron DeSantis and South Dakota Governor Kristi Noem, as well as representatives from the Wounded Warrior Project, providing legislators with the connections necessary to support our veterans as they return home. With the leadership of ALEC supporters such as economist Stephen Moore, we worked with the “Save Our Country” coalition, which helped defeat proposals from the Biden administration that would have exacerbated the overbearing regulatory environment that has already led to record inflation, not to mention sluggish wage and job growth.

ALEC is here to foster and find solutions that impact the realities of everyday life in America. We work to create an environment that sparks innovative thought and infuses new energy in a world that is forever changing. The states will always be the laboratories of democracy, and in 2022, ALEC will continue serving as a home for state legislators looking for public policies that support limited government, free markets and federalism.



A handwritten signature in blue ink that reads "Lisa B. Nelson".

Lisa B. Nelson  
Chief Executive Officer  
American Legislative Exchange Council



## Common Goals

In Ronald Reagan's autobiography, "An American Life," the former U.S. President wrote that "governments don't produce economic growth. People do." Thirty years later, in a day where many of the nation's leaders have gladly embraced federal centralization as a comprehensive solution to today's challenges, ALEC resolutely stands by the belief it shared with President Reagan three decades ago: real-world solutions begin with individual citizens and local leaders—with people.

In 2021, the contrast between centralized authority and individual autonomy was on display like never before. While many in Washington seemed to believe that top-down solutions were the key to helping our country recover from a pandemic, ALEC never stopped advocating for the right of individual states to safeguard their communities in manners and forms most appropriate to them.

At ALEC, we believe that governments and societies are made up of individuals who are best suited to build a better future for themselves, their children and their country. This past year, more Americans began to realize that too. Parents of all political persuasions demanded that they—not government school boards—be the decision-makers of their children's education. Voters elected candidates who recognized that economic growth cannot coexist with civil unrest.

As we move into 2022 and beyond, ALEC will continue to address these issues—education, energy, economic opportunity, public safety—in a way that unifies voters of all stripes, finding solutions to our shared problems and challenges.

*"The U.S. – Taiwan partnership holds enormous opportunities for growth. I deeply appreciate ALEC's continued friendship with Taiwan which is consistent with our shared values and common interests. I am confident that together, we will always stand stronger to defend democracy and freedom around the world."*



Tsai Ing-wen  
President of Taiwan

*"The United States of America, despite what some folks might say, is still the nation where dreams come true. It is still the freest nation on earth. It is still the land of opportunity. But the United States can only remain the freest nation—can only remain the land of opportunity—if we have elected officials who understand the motto of this organization. That motto is limited government and free markets."*



Mark Robinson  
Lieutenant Governor of North Carolina



*Freedom is never more than one generation away from extinction.*

*Ronald Reagan*

– Ronald Reagan

40<sup>th</sup> President of the United States  
1981-1989

*“There’s a lot of work to be done to defend federalism... When you stand for freedom, when you stand for those core values that make America unique, there’s a lot of folks that are going to come after you. It requires people to have courage when you’re in this area. We will not back down.”*



Ron DeSantis  
Governor of Florida

*“You can either light the candle or curse the darkness. But you chose to light the candle to find the solutions. To curse the darkness is to be a victim... and that’s not who we are as Americans. ALEC, thank you for providing us with possible answers to the solution.”*



Winsome Sears  
Lieutenant Governor of Virginia

## Year in Review >>

ALEC has a proven track record of creating collaboration between the leaders who have the power to create change and the ideas needed to empower action.

By working with representatives at every level of government and inviting private sector voices into the discussion, ALEC has been able to produce remarkable, bipartisan collaboration that is rare in today's world. And in 2021—when most of the country was at a standstill—ALEC continued to promote that cooperation through our 48<sup>th</sup> Annual Meeting and the States and Nation Policy Summit.

At the 48<sup>th</sup> ALEC Annual Meeting, attendees heard from speakers such as Florida Governor Ron DeSantis and Utah Governor Spencer Cox. Over 1,500 participants came to Salt Lake City, Utah in a blowout attendance that shattered past participation records at ALEC events. In Utah, these attendees came together to engage in the marketplace of ideas and discuss policy solutions from across the United States.

In similar fashion, at the 2021 States and Nation Policy Summit, South Dakota Governor Kristi Noem, former House Speaker Newt Gingrich and Virginia Lieutenant Governor Winsome Sears spoke to audiences about leadership, statesmanship and the power of state and local government. Attendees worked together to evaluate model policy in support of limited government, free markets and federalism.

Because of our ability to bring people and ideas together, ALEC has been recognized as one of the nation's most influential organizations. ALEC members represent more than 60 million Americans and 30 million jobs, and we celebrate the diversity of thought found in our members. If you joined us this past year, thank you for being a part of that conversation.



*Tax and Fiscal Roundtable Discussion at the 48<sup>th</sup> ALEC Annual Meeting*



*ALEC CEO Lisa Nelson with Representative Daniel Perez, Florida Governor Ron DeSantis and Dr. Arthur B. Laffer*



*ALEC continues to reach for new heights and will never be complacent.*



– Senate President Stuart Adams, Utah



2021 ALEC Annual Meeting, Salt Lake City



*"I deeply appreciate ALEC's continued friendship towards Taiwan which is consistent with our shared values and common interests. I am confident that together we will always stand stronger to defend democracy and freedom around the world."*



Hsiao Bi-khim  
Taiwan Ambassador to the US

*"We can work together to bring more awareness to the needs of our wounded service members, connecting warriors to the resources that they need and championing policies that positively impact those who serve and their family members."*



Jose Ramos  
Vice President, Wounded Warrior Project

*"ALEC has been a foundation of what good policy, federalism and free markets are and has been for decades."*

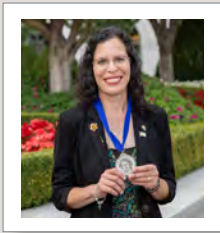


Kristi Noem  
Governor of South Dakota



## Iron Lady Award

The ALEC Women's Caucus is a forum for women legislators to discuss issues and message strategies—to hear from other successful women leaders in business and government and to develop a network to address challenges in life and in legislatures around the country.



*Senator Patricia Rucker  
West Virginia*

The Iron Lady reception is held each year at the ALEC Annual Meeting in honor of former Prime Minister Margaret Thatcher. The reception recognizes outstanding women leaders who have advanced the causes of limited government, free markets and federalism. We want to congratulate Senator Patricia Rucker of West Virginia, the 2021 recipient of the Iron Lady Award, for doing just that. We believe America is made stronger by the participation of women like her in leading their communities forward.

## Jefferson Awards



*Senate President Stuart Adams  
Utah*

- 2021 ALEC National Chairman – Utah Senate President, Stuart Adams
- Private Sector State Chair of the Year – Matt Hickam, Kansas
- Public Sector State Chair of the Year – Senator Julie Daniels, Oklahoma
- Legislator of the Year– Speaker of the House, Rob Vescovo, Missouri
- Legislator of the Year – Senator Caryn Tyson, Kansas
- Spirit of ALEC Award – Representative Annie McDaniel, South Carolina
- Spirit of ALEC Award – Senator Mary Kiffmeyer, Minnesota
- Lifetime Achievement Award – Senator Ed Emery, Missouri
- Volunteer of the Year – Aundrea Peterson, Deputy Chief of Staff, Senate President Stuart Adams, Utah





ALEC | ACCE Women's Caucus Presents



## Iron Lady Award

“Look at a day when you are supremely satisfied at the end. It's not a day when you lounge around doing nothing; it's when you've had everything to do, and you've done it.”

*Margaret Thatcher*

– Margaret Thatcher

Prime Minister of the United Kingdom  
1979-1990

“Government is best which governs the least, because its people discipline themselves.”

*Th. Jefferson*

– Thomas Jefferson

3<sup>rd</sup> President of the United States  
1801-1809

ALEC  
Jefferson  
Award





## ALEC State Legislator of the Month

The efforts of state elected officials often go unseen on a national level. This past year, ALEC had the opportunity to work alongside a number of exemplary state legislators and highlight their work—and the issues closest to them—to the ALEC family. It is through the work of these lawmakers and others like them that the ideas of federalism, free markets, and limited government become realities across the states.



*Rep. John Andrews  
Maine*



*Rep. Phil Christofanelli  
Missouri*



*Rep. Becky Currie  
Mississippi*



*Senate President Stuart Adams  
Utah*

## Behind the Scenes

We believe it is critical to invest in those advancing our mission of limited government, free markets and federalism. We are dedicated to creating an environment that delivers both personal and professional growth opportunities. Together, we work with our stakeholders to provide a community that ensures a robust exchange of ideas in an environment that promotes development and leads to success. Our true success is defined by our arduous effort and unwavering commitment to advocate for economic prosperity, liberty and well-being for all.

As an organization, we continue to look at opportunities to expand our outreach and advance our mission. With the support of the ALEC team, the ALEC internship program and Alumni continue to devote themselves to identifying solutions and sharing ideas on public policy across the states and educating all on the success of those ideas.

The ALEC internship program is a great opportunity to work with state legislators from across the political spectrum in an effort to advance proven, data-driven solutions within the states. In 2021, ALEC hosted over 25 interns throughout the year from diverse backgrounds from across the country.

*"As an organization, we strive for a better America that does not limit opportunities, but creates an environment that allows all to flourish and succeed."*

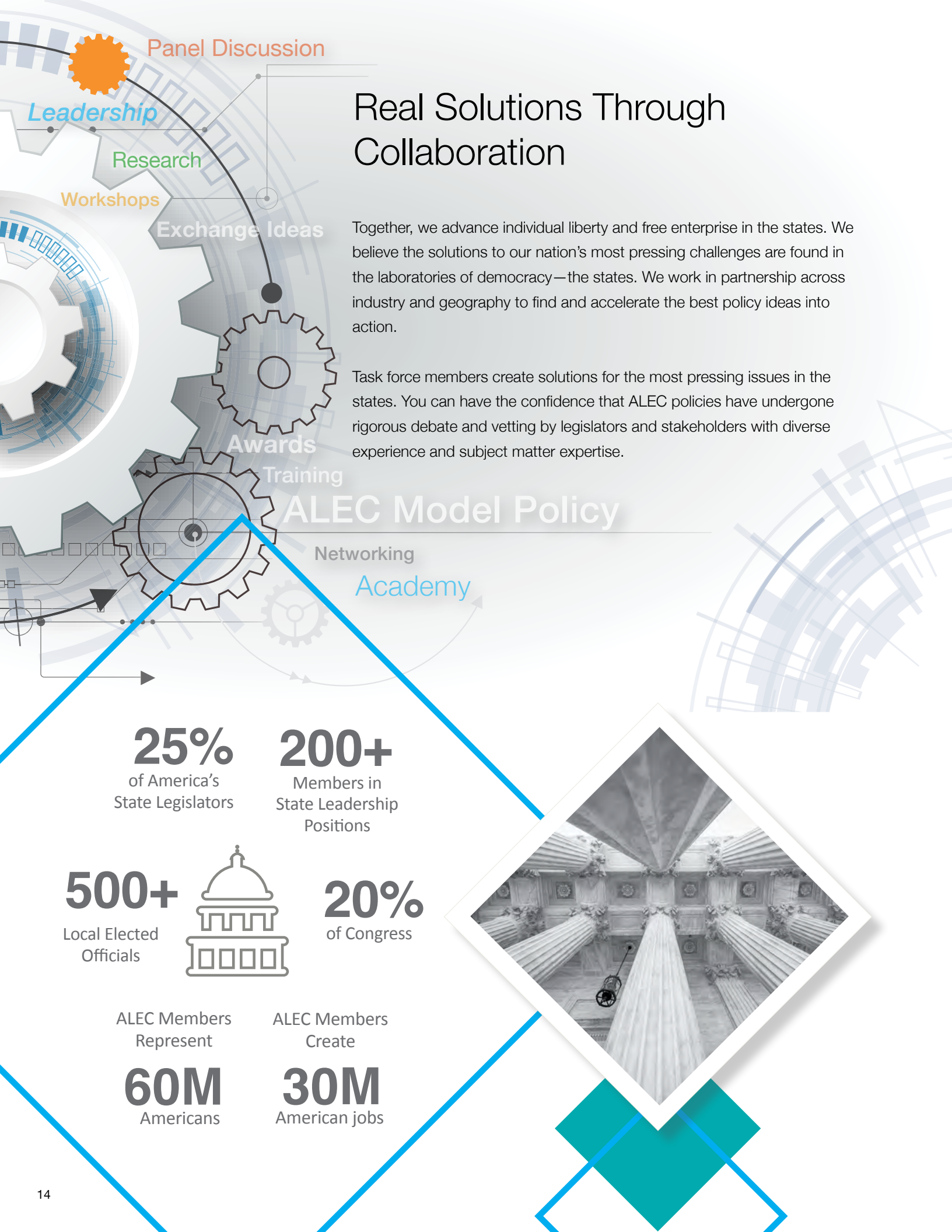


– Lisa Bowen

Chief Financial Officer,  
Executive Vice President of  
Operations and Administration  
American Legislative  
Exchange Council



ALEC staff and interns, 2021 Annual Meeting, Salt Lake City, Utah



Panel Discussion

Leadership

Research

Workshops

Exchange Ideas

Awards

Training

ALEC Model Policy

Networking

Academy

# Real Solutions Through Collaboration

Together, we advance individual liberty and free enterprise in the states. We believe the solutions to our nation's most pressing challenges are found in the laboratories of democracy—the states. We work in partnership across industry and geography to find and accelerate the best policy ideas into action.

Task force members create solutions for the most pressing issues in the states. You can have the confidence that ALEC policies have undergone rigorous debate and vetting by legislators and stakeholders with diverse experience and subject matter expertise.

**25%**  
of America's  
State Legislators

**200+**  
Members in  
State Leadership  
Positions

**500+**  
Local Elected  
Officials



**20%**  
of Congress

ALEC Members  
Represent





**60M**  
Americans

ALEC Members  
Create

**30M**  
American jobs



## CENTERS – *where research is done*

-  CENTER FOR INNOVATION AND TECHNOLOGY
-  CENTER TO PROTECT FREE SPEECH
-  CENTER TO RESTORE THE BALANCE OF GOVERNMENT
-  CENTER FOR STATE FISCAL REFORM

## TASK FORCES - *where policies are debated*

-  CIVIL JUSTICE
-  CRIMINAL JUSTICE
-  COMMERCE, INSURANCE AND ECONOMIC DEVELOPMENT
-  COMMUNICATIONS AND TECHNOLOGY
-  EDUCATION AND WORKFORCE DEVELOPMENT
-  ENERGY, ENVIRONMENT AND AGRICULTURE
-  HEALTH AND HUMAN SERVICES
-  HOMELAND SECURITY
-  INTERNATIONAL RELATIONS AND FEDERALISM
-  TAX AND FISCAL POLICY

### ALEC Annual Meeting

Every summer, ALEC hosts one of the largest national convenings of problem solvers and decision-makers. Nearly 1,600 state legislators, policy experts and their families gather for three days of learning and debate.

### States & Nation Policy Summit

In advance of legislative sessions, ALEC hosts the States & Nation Policy Summit each winter. The three-day conference helps legislators set priorities for the year ahead with a focus on individual liberty and free enterprise.

### Academies & Issue Briefings

Throughout the year, ALEC hosts policy academies, as well as state and regional briefings and trainings to help legislators gain in-depth expertise on relevant free market issues.



## Staying Ahead of the Curve

The ALEC Center for Innovation and Technology provides state lawmakers with guides, data, research and a structure to imagine and create a plan of action for how innovation can benefit their states. The Innovation Roundtable continues to provide an ongoing and growing sense of community around relevant innovation topics for state legislators and state think tanks. Particularly, ALEC has begun a broadband implantation working group to provide guidance and support for legislators who are receiving a flood of federal dollars to use for delivering broadband in their towns, counties and states.



## Protecting Freedom of Speech

Our Center to Protect Free Speech educates legislators and concerned citizens regarding the importance of free speech, promotes policies that ensure the ability for all to speak freely and equips the public with the resources necessary to preserve and protect the free speech rights of all people. In 2021, ALEC filed an amicus brief with the Supreme Court of the United States in *Americans For Prosperity Foundation v. Becerra*. In a major victory for ALEC and our allies, the court ruled 6-3 that California's nonprofit donor disclosure requirements were a violation of the First Amendment.





## Maintaining the Balance of Government

Federalism is a sure way to advance freedom domestically. ALEC recognizes that real solutions come from America's 50 laboratories of democracy and hosted Article V events featuring state sovereignty leaders from across the political spectrum to underscore that federalism has no party affiliation. ALEC defends the Electoral College to ensure smaller states have a national voice and views the states as the optimal environmental and economic stewards of select federal lands. The path to secure access to the critical minerals needed to grow innovation and jobs in America is through the states. ALEC will continue to be at the forefront of protecting freedom domestically and highlighting abuses overseas.



## Evaluating Growth of the Economy

Our Center for State Fiscal Reform released its second edition of *Grading America's 50 Governors: The Laffer-ALEC Report on Economic Freedom*. The Center also released new editions of *Rich States, Poor States; Other Post-Employment Benefit Liabilities; Unaccountable and Unaffordable* and *State Bonded Obligations*.

In addition, the Center for State Fiscal Reform created a new website ([FiscalRules.org](http://FiscalRules.org)) focused on tax and expenditure limits (TELs). The Fiscal Rules website details how TELs work and allows users to see how strong fiscal rules could impact their state taxes and spending.



*"At ALEC, providing trusted educational resources and policy best practices is job number one. The hardworking members of our policy team wake up every day to advance and defend quintessential American ideals through our robust research and analysis."*



– Jonathan Williams  
Executive Vice President,  
Policy and Chief Economist  
American Legislative  
Exchange Council



## Cultivating Solutions in Civil Justice

In 2021, 31 states passed a version of the ALEC model policy *Liability Protection for Employers in a Declared Disaster or Public Emergency Act*, and a total of 25 states have introduced a version of the model policy. Consistent with the ALEC model *Resolution in Support of Nonprofit Donor Privacy*, many states in 2021, including Iowa, South Dakota, Tennessee and Texas, enacted laws protecting the First Amendment rights of donors to nonprofit organizations from being subject to disclosure. This includes protecting information such as the names and home addresses of individuals who donate to nonprofit organizations.

*"It is hard to believe how controversial the issue of donor privacy has become. Individuals, whoever they are and wherever they lie on the political spectrum, are entitled to freely assemble, speak, and support what they believe. We should remember that transparency is reserved for government and that privacy is guaranteed for the people."*

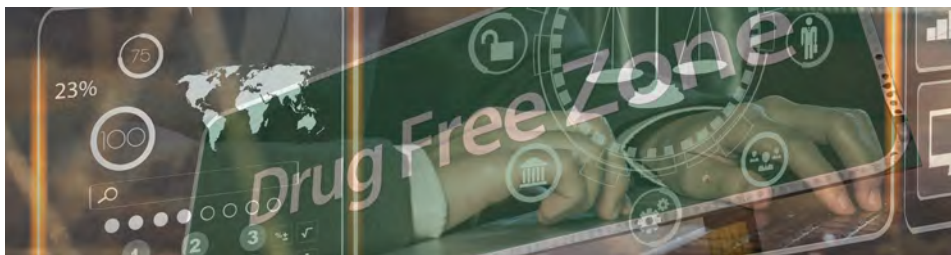


– Nino Marchese  
Director, Civil Justice and  
Criminal Justice  
American Legislative  
Exchange Council



## Reforming the Criminal Justice System

In 2021, states continued to focus on criminal justice reform proposals. Both Arizona and Maine successfully enacted civil asset forfeiture reform with Maine being the fourth state in the nation to abolish civil asset forfeiture entirely. Connecticut enacted sentencing and drug-free zoning reform modeled after the ALEC model policy *Resolution on Drug-Free Zones*, as well as juvenile justice reform modeled after the ALEC model policy *Resolution in Support of Establishing a Minimum Age of Delinquency Adjudication of at Least 10-Years-Old*.





## Identifying Business Solutions

Drawing inspiration from the ALEC model policy *Interstate-Mobility and Universal-Recognition Occupational Licensing Act*, more than a dozen states introduced universal recognition legislation in 2021. Mississippi, Wyoming, South Dakota and Oklahoma's bills were signed into law.

The COVID-19 pandemic has highlighted the need for regulatory reform, especially as it relates to worker choice through occupational licensing reform, public sector union reform and independent contractor classification protection. With many states considering such reform, this has been a major focus for the CIED Task Force for much of 2021 and will continue to be in 2022.



## Shaping Cutting Edge Technology

In 2021, the Communications and Technology Task Force closely followed myriad proposed policies to regulate the technology industry. The proposals ranged from efforts to control social media content moderation practices, regulate how electronic device manufacturers control app distribution and requiring online marketplaces to keep detailed and highly sensitive information about sellers on their platforms. The task force is at the center of many issues states are facing, from broadband deployment and closing the digital divide to public access to social media platforms. The task force hosts fascinating discussions about emerging technologies and practical solutions to today's technology problems.



*"True Americans strive to leave behind a better America than the one they found, and that includes a more prosperous, resilient and dynamic economy. By supporting reforms that remove unnecessary barriers, promote innovation and support the free market, members of the Commerce, Insurance and Economic Development Task Force foster flourishing state economies for their children and Americans to come."*



– Gretchen Baldau  
Director, Commerce, Insurance  
and Economic Development  
American Legislative  
Exchange Council



*"Momentum in support of increasing parental rights, making K-12 curriculum transparent and affording greater educational opportunity to all American students has never been greater. Members of the Education and Workforce Development Task Force are leading the way by focusing policy solutions on students and families, not bureaucracies."*



– Andrew Handel  
Director, Education and  
Workforce Development

American Legislative  
Exchange Council

*"ALEC's members consistently demonstrate the true nature of environmentalism and conservation while also preserving our modern society. It is an honor and a pleasure to help advance their important work, for the benefit of both their constituents and mankind as a whole."*



– Joe Trotter  
Director, Energy, Environment  
and Agriculture

American Legislative  
Exchange Council

## Opening the Door to the Classroom

We are in the midst of a reckoning in American education. As students and teachers were forced into a remote learning environment, parents were provided insights into how and what their children were being taught. This created an increased demand for transparency and choice in education. This year alone, 18 states have created or expanded programs to enhance education freedom and parental choice. In 2021, thanks to efforts led by ALEC board member and West Virginia State Senator Patricia Rucker, West Virginia made history by passing the most expansive and inclusive education freedom policy in the country with HB 2013, a policy which expands the state's education savings account (ESA) program to potentially include all students in the state by 2026. The bill closely follows the recommendations of the ALEC model policy *Education Savings Account Act*.



## Fueling Solutions

In April, we released the first installment of the *ALEC Energy Affordability Report*, an educational resource to provide a snapshot of electricity prices and energy policies by state. The report highlights how varying prices across the states are often linked to economic competitiveness and the variety of policy approaches by the states.

The Energy, Environment and Agriculture Task Force also hosted panel discussions on American energy solutions at legislator academies in the Great Lakes and Northeast regions.





## Changing the Healthcare Landscape

In 2021, the Health and Human Services Task Force placed particular emphasis on engaging in the debate on proposed changes to Medicare and Medicaid as well as the regulation of prescription drug prices. The Task Force held its annual Life Sciences Academy in La Jolla, California in September, where legislators from across the nation discussed policy solutions to issues such as genomics, drug pricing, supply chain management and patient access.



## Protecting America

The COVID-19 pandemic showcased the need for emergency power reform in the states—a major point of emphasis for ALEC and our members in 2021. The Homeland Security Task Force also led timely discussions with state legislators on cybersecurity for critical infrastructure. The task force continues to educate members on the risk of attack, the vulnerabilities of state networks, best practices for securing networks and making them more resilient and regulatory barriers preventing the private sector from doing the same.



*"Health care is a basic need for all of our citizens. How our health care markets function, how we pay for health care and making health care safe and accessible for everyone is a critical issue policymakers must address."*



— Brooklyn Roberts  
Senior Director, Health and Human Services  
American Legislative Exchange Council

*"Discussions at the Homeland Security Task Force have never been more relevant than now. The Task Force looks at border security, how a current lack of security impacts communities across the country, cybersecurity, misinformation, emergency management authorities and more."*



— Jonathon Hauenschild  
Director, Homeland Security  
American Legislative Exchange Council



*"Working with ALEC's lawmaker members on international relations and federalism is an honor and a joy! State legislators recognize the impact that events overseas can have on their constituents' lives and possess an inherent and inspiring belief in federalism."*



— Karla Jones  
Senior Director, International  
Relations and Federalism

American Legislative  
Exchange Council

## Promoting Democracy at Home and Abroad

Taiwan President Tsai Ing-wen was presented with ALEC's International Pioneer Award at the December 2020 States and Nation Policy Summit, setting the stage for a 2021 focused on freedom around the world and in the states.

More than 200 state lawmakers signed a letter to the Administration calling for the speedy negotiation of a US-Taiwan trade agreement to underscore Taiwanese sovereignty, and Taiwan's Ambassador Hsiao's Annual Meeting democracy-focused speech was downloaded more than half a million times worldwide.



## Tax and Fiscal Policy

*"As Washington proposed big government 'solutions' like IRS expansion and federal bailouts of state budgets, ALEC state legislators were the voice of fiscal sanity for our nation."*



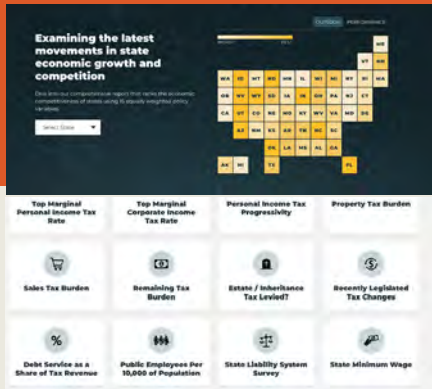
— Lee Schalk  
Vice President, Policy  
American Legislative  
Exchange Council

## Protecting the Taxpayer

In response to financial surveillance provisions being discussed in Washington, D.C., ALEC members passed a model resolution urging Congress to protect consumers from harmful IRS rules. The resolution was approved unanimously by two ALEC task forces—the Tax and Fiscal Policy Task Force and the Commerce, Insurance and Economic Development Task Force—during special expedited meetings of state lawmakers and stakeholders in October.



# Website Development & Outreach



[www.richstatespoorstates.org](http://www.richstatespoorstates.org)



[www.fiscalrules.org](http://www.fiscalrules.org)



[www.rankmygovernor.org](http://www.rankmygovernor.org)

ALEC research is interactive and accessible. See how your state ranks for economic outlook and adjust policies to see how reforms would affect your ranking. Run an online simulation to see how a well-designed fiscal rule could slow tax and spending growth in your state. Learn how your governor stacks up and submit a rating of your own. Across these microsites, ALEC resources are at your fingertips.

## ACCE American City County Exchange

### Engaging Local Elected Officials

The American City County Exchange is America's only non-partisan forum for local government officials who believe taxpayers should come first in every decision. Always putting their neighbor and constituents first, ACCE members learn from other local decision-makers and industry experts about issues, processes and problem-solving strategies for the key issues in their communities when provided with important policy education, local decision-makers become more informed and better equipped to serve the needs of their communities.

At ACCE, we believe the solutions to our communities' most pressing challenges are found through collaboration with like-minded peers from across the states. ACCE recruits innovative leaders who share a commitment to individual liberty and free enterprise. ACCE works in partnership with the American Legislative Exchange Council, the nation's largest organization of liberty-minded state legislators.

*"ALEC and ACCE provide a launching pad for research and solid foundational principles that legislators and local government leaders use to ensure economic security for hardworking taxpayers."*



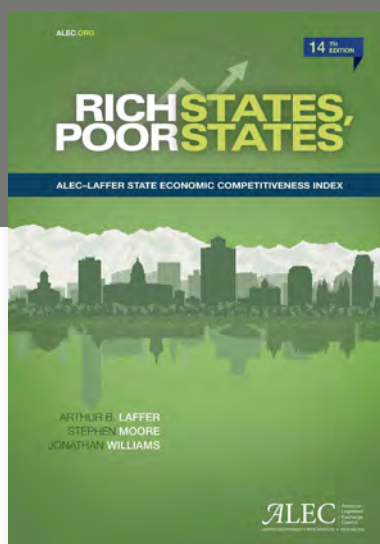
— Lori Saine  
Chairperson  
American City County  
Exchange

# Publications & Studies



## Grading America's 50 Governors: Laffer-ALEC Report on Economic Freedom

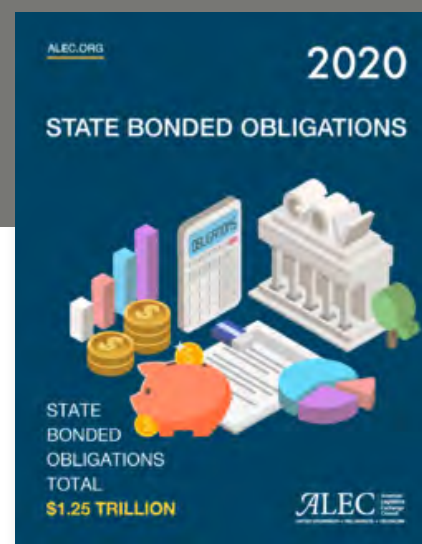
States have long been incubators of policy innovation. In that context, governors, even those overseeing historically disadvantaged states or cooperating with unwilling legislatures, have numerous tools at hand, including the power to propose positive economic policies, veto poor ones and exercise the power of the podium. *The 2021 Laffer-ALEC Report on Economic Freedom* assigns multiple rankings, subdivided into metric categories, to each of our nation's governors. All of these overarching categorical rankings are then combined to compute an overall ranking of 1 to 50 for each governor.



## Rich States, Poor States, 14<sup>th</sup> Edition

*Rich States, Poor States* and its economic outlook ranking is a forecast based on a state's current standing in 15 equally-weighted policy variables. Generally speaking, states that spend less—especially on income transfer programs—and states that tax less—particularly on productive activities such as working or investing—experience higher growth rates than states that tax and spend more.

The new edition finds that even through the pandemic, states with policies such as low or no income taxes and worker freedom are better positioned for wage growth, job creation and domestic in-migration. The new rankings also reveal that, as proven by new 2020 Census data, Americans “voted with their feet” by moving from high-tax to low-tax states.



## State Bonded Obligations

State governments borrow for myriad reasons and issue various types of bonded obligations. Today, their total bonded liabilities exceed \$1.25 trillion, representing just over \$3,800 per person nationally. *State Bonded Obligations 2020* surveys the financial documents for state bonds of all 50 states. This report analyzes the types of bonds issued, debt payment schedules as well as total liabilities and liabilities per capita. This report uses data as recent as December of 2020. The differences between states offer important insights into state approaches to managing these obligations.



## Unaccountable and Unaffordable

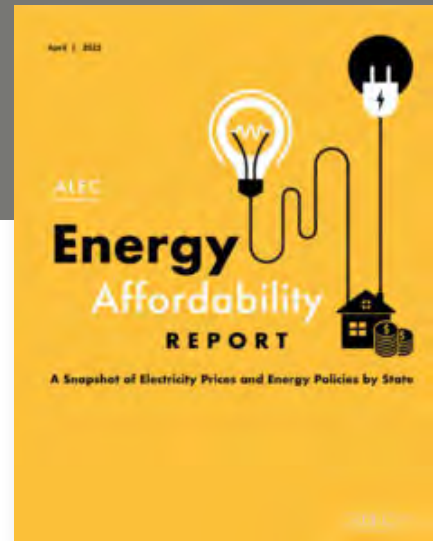
Our latest edition of this report finds that unfunded state pension liabilities total \$5.82 trillion or \$17,748 for every man, woman and child in the United States. State governments are obligated, often by contract and state constitutional law, to make these pension payments regardless of economic conditions. As these pension payments continue to grow, revenue that would have gone to essential services like public safety and education, or tax relief, goes to paying off these liabilities instead.



## Other Post-Employment Benefit Liabilities

While not as well-known as public pension plans, state governments also offer retired public employees other post-employment benefits (OPEB). These benefits include health insurance, life insurance, Medicare supplement insurance and other benefits as well.

As part of the ongoing ALEC series on state debt, this report highlights the dangers of unfunded OPEB liabilities, shows the various ways state governments accumulate OPEB liabilities and illustrates how rapidly those liabilities can grow. This report serves as a guide for state policymakers to reduce unfunded liabilities, improve their fiscal policy and, ultimately, improve their states' economic outlook and competitiveness.



## Energy Affordability Report: A Snapshot of Electricity Prices and Energy Policies by State

Energy, and electricity specifically, is essential for success in virtually every aspect of our daily lives. Electricity prices vary greatly by demand sector and generation source across all 50 states and the District of Columbia. These differences are often linked to the varying policy approaches by states as they balance the needs of consumers with the push to tackle the environmental challenges of today.

While some states have relied on free market principles and innovation to confront problems associated with climate change, others have pursued a more heavy-handed approach through the implementation of standards, mandates and pricing mechanisms for specific types of technologies.

# Media Outreach & Coverage

ALEC reached more people than ever before by growing its participation in established media outlets and by continuing to develop new ones.

Several TV and radio outlets featured ALEC speakers in the past year. The topics they covered included ALEC publications, unemployment, stimulus, minimum wage, economic policy and free-market policies in the states. ALEC-written opinion editorials were published 72 times in 2021, with an audience size of approximately 64.3 million readers.

In addition to appearing in media outlets, ALEC continued to grow its own voice by bringing insight, perspective and educational topics to state legislators through the podcast series, “Across the States.” Since January 2021, Across the States averages an audience of almost 4,000 listeners per episode. The last year has brought about a noticeable increase in the show’s popularity. In fact, this jump for Across the States far outpaced the national increase in podcasting listening of 189% during the coronavirus pandemic.



Positive or Neutral

**6,000**

Online Mentions



Mentions Reached

**109.3M**

US Readers



Broadcast

**35**

Interviews



Newspaper Article

**390**

Mentions



Radio Station

**447**

Mentions



Television Station

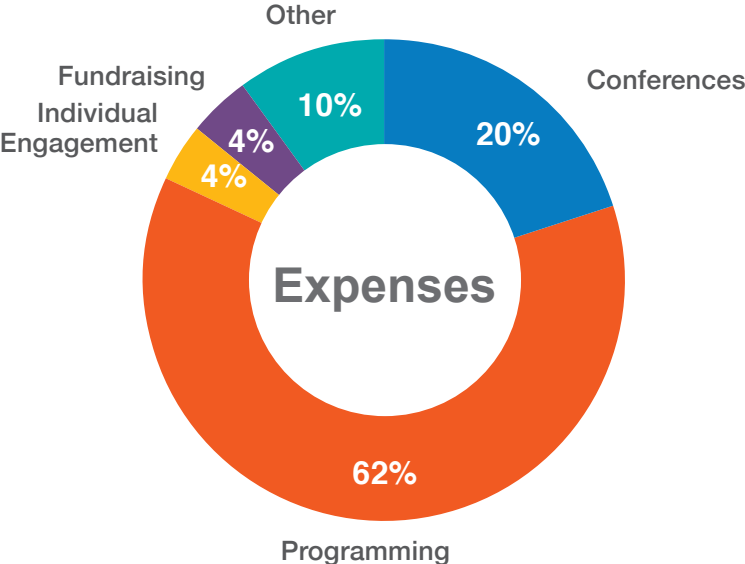
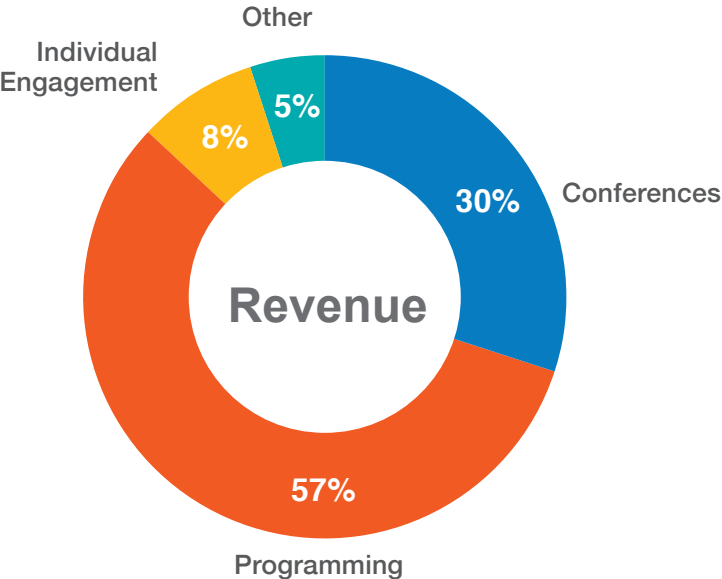
**70**

Mentions



# Financial Outlook

ALEC donors and members support the operations and growth of the nation’s premier legislative organization promoting free market policy in the states. ALEC accomplishes its mission by educating legislators and individuals about sound policy and by providing them with a platform for collaboration with other stakeholders.



Total Support

\$9.6M



Revenue

Conferences	30%
Programming	57%
Individual Engagement	8%
Other	5%
TOTAL:100%	



Expenses

Conferences	20%
Programming	62%
Individual Engagement	4%
Fundraising	4%
Other	10%
TOTAL:100%	

# Leadership

A dedicated team of state legislative leaders from across the country serves as the governing board of ALEC. They are among the vanguard for freedom who dedicate their time and resources to promote limited government, free markets and federalism.

## 2021 EXECUTIVE COMMITTEE



Senate President  
Stuart Adams  
Utah Senate



Senate President  
Karen Fann  
Arizona Senate



Representative  
Justin Hill  
Missouri House of  
Representatives



Speaker  
Philip Gunn  
Mississippi House of  
Representatives



Representative  
Phil King  
Texas House of  
Representatives

## 2021 ALEC LEADERSHIP



Lisa B. Nelson  
Chief Executive Officer



Bill Ashworth  
Vice President,  
Public Affairs and  
Engagement



Lisa Bowen  
Chief Financial Officer,  
Executive Vice  
President of  
Operations and  
Administration



Michael Bowman  
Senior Fellow



Bartlett Cleland  
Counsel and Chief  
Strategy and  
Innovation Officer



Courtney Cook  
Vice President,  
Events



Bill Meierling  
CMO, Executive  
Vice President,  
External Relations  
and Strategic  
Partnerships



Lee Schalk  
Vice President,  
Policy



Marie Vulaj  
Vice President,  
Partnerships and  
Engagement



Jonathan Williams  
Executive Vice  
President, Policy  
and ALEC Chief  
Economist

## Board Directors

Senate President Stuart Adams, Utah  
Senator Jim Buck, Indiana  
Delegate Kathy Byron, Virginia  
Senator Julie Daniels, Oklahoma  
Representative Jim Dotson, Arkansas  
Senate President Karen Fann, Arizona  
Representative Seth Grove, Pennsylvania  
Speaker Philip Gunn, Mississippi  
Senator Josh Harkins, Mississippi  
Representative Justin Hill, Missouri  
Senator Brian Kelsey, Tennessee  
Representative Phil King, Texas  
Representative Dan Laursen, Wyoming  
Senator Vince Leach, Arizona  
Representative Susan Lynn, Tennessee  
Senate President Ty Masterson, Kansas  
Representative Daniel Perez, Florida  
Senator Patricia Rucker, West Virginia  
Representative Jason Saine, North Carolina  
Representative Bill Seitz, Ohio  
Representative Garry Smith, South Carolina  
Senator Trey Stewart, Maine  
Speaker Pro Tempore John Wills, Iowa

## Private Enterprise Advisory Council

Sarah Armstrong, U.S. Chamber of Commerce  
Bill Carmichael, American Bail Coalition  
Steve DelBianco, NetChoice  
Marianne Eterno, Guarantee Trust Life Insurance Company  
Paul Fitzpatrick, 1792 Exchange  
Tim Goodrich, National Federation of Independent Business, NFIB  
Ken Greene, Asian American Hotel Owners Association, AAHOA  
Mike Kiely, United Parcel Service, UPS  
Don Lee, K12  
Ken McKay, PhRMA  
Steve Moore, FreedomWorks  
Mike Morgan, Koch Industries  
Katie Sinquefield, Sinquefield Charitable Foundation  
Jonathan Small, Oklahoma Council of Public Affairs  
Dan Smith, Altria  
Keith Smith, National Association of Manufacturers, NAM  
Jim Smith, Blueprint Nebraska  
Roland Spies, State Farm  
Leah Vukmir, National Taxpayers Union, NTU

## About ALEC

The American Legislative Exchange Council is America's largest nonpartisan, voluntary membership organization of state legislators dedicated to the principles of limited government, free markets and federalism. Comprised of nearly one-quarter of the country's state legislators and stakeholders from across the policy spectrum, ALEC members represent more than 60 million Americans and provide jobs to more than 30 million people in the United States.

All Americans deserve an efficient, effective and accountable government that puts the people in control. ALEC provides a forum for experts to discuss business and economic issues facing the states. The ALEC model policy library is home to dynamic and innovative ideas that reduce the cost of everyday life and ensure economic freedom. ALEC ideas and publications are the product of countless hours of research, debate and discussion and serve as a toolkit for anyone who wants to reduce the size, reach and cost of government while increasing its effectiveness. ALEC is proud to offer real solutions to the top issues facing the states, and the strength of the ALEC family is proof that good ideas are better when shared.

ALEC is a forum for stakeholders to exchange ideas and develop real, state-based solutions to encourage growth, preserve economic security and protect hardworking taxpayers. ALEC members understand the importance of hearing from all sides of an issue and value public-private partnership in policy discussions. Job creators and state legislators alike come to ALEC to offer important policy perspectives to ensure economic security and opportunity in their communities.

By joining ALEC, state legislators gain the competitive advantage of shared knowledge and experience, as they are able to learn from one another about what policies have succeeded or failed in the states. Similarly, business leaders and policy experts are able to discuss the real world implications of potential policies with state legislators who best know their communities and economic landscapes.

At ALEC, ideas drive the discussion. Innovation and technology are at the forefront of members' conversations, and ALEC is home to experts who stay ahead of the issues and who provide continuing education to members about changing issues and their impact on Americans.



