

A report by the

The North Carolina Center for Public Policy Research

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Methodology and Response Rates for the Survey Identifying the Most Influential Lobbyists in the 2003 Legislative Session



The N.C. Center for Public Policy Research conducted its legislative survey during January, February and March of 2004. At that time, all 50 state Senators, 119 Representatives (one Representative died after adjournment), 366 registered lobbyists (including the lead state agency legislative liaisons), and 21 state capital news correspondents were asked to list the 10 most influential lobbyists and/or state agency legislative liaisons during the 2003 session of the North Carolina General Assembly. Those surveyed received a list of all the lobbyists and legislative liaisons registered with the N.C. Secretary of State; one half of the lists were in alphabetical order, while the other half were in reverse alphabetical order.

Ninety-two of the 119 House members (77%) responded to the Center's survey, as did 37 of the 50 Senators (74%), 145 of the 366 lobbyists and lead legislative liaisons based in North Carolina (40%), and 8 of 21 capital news correspondents (38%). The overall response rate was 51%.

At the end of the 2003 session, 567 lobbyists were registered with the Secretary of State, representing 621 different companies or organizations. The Center's calculations of the number of lobbyists count each lobbyist only once, even if they represent more than one client. There were also 78 legislative liaisons, representing 41 different state government agencies and licensing boards, registered with the Secretary of State.

The following pages list the most influential lobbyists during the 2003 North Carolina General Assembly, as ranked by legislators, fellow lobbyists, and capital news correspondents. Where applicable, rankings from previous legislative sessions are included. If the lobbyist is a former legislator or a lawyer, that also is indicated.



	2003-2004	2001-200	1999-200	1997-199	1995-19	96 1993-19	1991-1	1989:19	1987-1988	Former Legislo	ior Lowner
DON BEASON, of the Raleigh lobbying firm, The Capitol Group, representing Affiliated Computer Services Inc., Albemarle Mental Health Centers, AT&T Wireless, BB&T Corp., BellSouth Corporation, Catawba County, Charlotte Regional Partnership, Cingular Wireless, City of Hickory, Colonial Insurance Company, Community Health Centers, Dale Earnhardt Inc., Distilled Spirits Council of the U.S., IBM Corporation, N.C. Railroad Company, Printing Industry of the Carolinas, Progress Energy, and Prudential Financial Inc.	1	2	3	2	3	32	n/a	n/a	n/a	no	no
ZEBULON D. ALLEY, of the Raleigh lobbying firm of Alley Associates, representing Affiliated Computer Services State Healthcare, Alternative Brands Inc., ANDRX Corporation, Deloitte & Touche LLP, Ernst & Young LLP, Grant Thornton, KPMG Peat Marwick LLP, Long Term Care Pharmacy Alliance, N.C. Amusement Machine Association, N.C. Association of Pharmacists, N.C. Citizens for Justice, N.C. Vending Association, PricewaterhouseCoopers, Progress Energy, Southeast Ticketing Association Inc., and Veterans of Foreign Wars.	2		1	1	1	1		1	1	yes	yes
ROGER W. BONE, of the Raleigh lobbying firm of Bone & Associates, representing Carolina Independent Automobile Dealers Association., Coastal Communities Inc., Eli Lilly & Company, Lorillard Tobacco Co., N.C. Amusement Machine Association, N.C. Association, Long Term Care Facilities, N.C. Firemen's Association, N.C. Propane Gas Association, Pet Food Institute, Resident Lenders of N.C., Southeastern Equipment Dealers Association, Sprint, and Universal Leaf Tobacco Company Inc.	3	3	2	3	2	3	4	10	14	yes .	no



FRANKLIN FREEMAN, the Governor's Senior Assistant for Governmental Affairs, representing Governor Mike Easley as lead legislative liaison.	2003.2004	2001.20s	92 1999-20 26	1997:18 7	98 1995:199 48	1993-19 n/a	94 1991-1	1989-1 17989-1	1987-1988 n/a	no roomer	Louyer Louyer yes
ALEXANDER P. "SANDY" SANDS, III, of the Raleigh office of the law firm of Womble, Carlyle, Sandridge & Rice, representing AT&T (DCI Group), Bayer Corporation, Bayer HealthCare LLC, Carolinas Healthcare System, Enterprise Leasing Company-Southeast, General Electric Corporation, John Malloy doing business as The Dogwood Gun Club, Kraft Foods Global Inc. (Altria Corporate Services Inc.), Lexmark International Inc., MBNA America Bank N.A., Miller Brewing Co., N.C. Association of Hearing Care Professionals, Philip Morris USA Inc. (Altria Corporate Services Inc.), Rose Acre Farms Inc., Triangle Transit Authority, and YMCAs of N.C.	5	9	9	16	50 (tie)	n/a	n/a	n/a	n/a	yes	yes
LESLIE BEVACQUA COMAN, representing North Carolina Citizens for Business & Industry.	6	5	7	12	27	31	n/a	n/a	n/a	no	no



B. DAVIS HORNE, JR., of the Raleigh law firm of Smith, Anderson, Blount, Dorsett, Mitchell & Jernigan, representing Abbott Laboratories, Agra Ethanol Products LLC, American Eagle Airlines, AT&T (DCI Group), Community Financial Services Association of America	2003-2004	2001-20 4	999.7 20	1997-19 21	98 1995:10 22	96 1993:10 n/a	94 1991-1	39 ² 32	1987-1988 n/a	Former Legisla no	Lawyer Lawyer yes
(MultiState Associates), Cree Inc., Electronic Data Systems, Liggett Vector Brands Inc., Motion Picture Association of America, National Association of Independent Insurers, North Carolina Medical Society, North Carolina Troopers Association, Progress Energy, Variable Annuity Life Insurance Corporation, Waste Management of North Carolina, and Wyeth.		·	,						·		
W. EUGENE AINSWORTH, representing R. J. Reynolds Tobacco Company.	8	22	33	43	28	n/a	n/a	n/a	n/a	no	yes
JOHN B. MCMILLAN, of the Raleigh law firm of Manning, Fulton & Skinner, representing Allstate Insurance Co., Anheuser-Busch Companies Inc., Bayer Corporation, ElectriCities of NC Inc., Jordan Lumber & Supply Inc., Medical Mutual Insurance Company of N.C., N.C. Association of Realtors Inc., N.C. Citizens for Business and Industry, N.C. Legal Services Planning Council, N.C. Self-Insurance Guaranty Association, and Pharmaceutical Research and Manufacturers of America (PHARMA).	9	8	12	9	9	18	n/a	n/a	n/a	no	yes
KEVIN HOWELL, Legislative Liaison for Governor Mike Easley.	10	40	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	yes
JEFF VAN DYKE, representing BellSouth Corporation.		20	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	no



	2003-2004	2001-200	1999-200	i i	3 1995-1991	2 1993-1998	1991-199	1989-199	1987-1988	Former Legislat	Lanyer
MARVIN D. MUSSELWHITE, JR., of the Raleigh office of the law firm of Poyner & Spruill, representing Carolinas Center for Hospice and End of Life Care Inc., Community Financial Services Association of America (MultiState Associates), CT Communications, ElectriCities of N.C. Inc., Goodyear Tire & Rubber Co. (MultiState Associates), Johnson Controls Inc., Lexmark International Inc., Martin Marietta Materials Inc., Medco Health Solutions Inc., N.C. Association of Non-Profit Homes for the Aging, N.C. Deer/Elk Farmers' Association Ltd., N.C. Enterprise Corporation, N.C. Obstetrical and Gynecological Society, N.C. Orthopaedic Association, N.C. Textile Services Association, SCI North Carolina Funeral Services, UST Public Affairs Inc., and Charles P. Wilkins.	12		11	10	8	8	9	30	n/a	yes	yes
RICHARD M. TAYLOR, JR., representing the North Carolina Academy of Trial Lawyers.	13	28	49	n/a	n/a	n/a	n/a	n/a	n/a	no	yes
JOHN T. BODE, of the Raleigh law firm of Bode, Call & Stroupe, representing Accenture LLP, American College of Radiology - N.C. Chapter, BellSouth Corporation, The Biltmore Company, Catalyst RX,	14	7	5	6	4	13	10	9	18	no	yes

Centex Rooney Construction Co., Independent Insurance Agents of N.C. Inc., N.C. Academy of Physicians Assistants, N.C. Hospital Association, Progress Energy, Wake Forest University

Health Sciences, and the Wine Institute.



	2003-2004	2001-20	02 1999-20	00 1997-19	1995-19	1993-19	1991-1	992-19	90 1987-1988	,	Former Legisla	itor Tannet
JOSEPH D. MCCLEES, of the New Bern lobbying firm of McClees Consulting, representing Affiliated Computer Services State and Local Solutions Inc., American Farmers of the Sea, Conwood Company LP, Infiltrator Systems Inc., National Rifle Association - Institute for Legislative Action, N.C. Check Cashers Assn., N.C. Coalition for the Privatization of Waste Water Evaluation, N.C. Firearms Dealers Group, N.C. Portable Toilet Group, N.C. Pumper Group, N.C. Sporting Dog Association Inc., Personal Watercraft Industry Association, Premier Tech Ltd., Riverplace IV LLC, Smokeless Tobacco Council Inc., Swedish Match North America Inc., and Swisher International Inc.	15		16	25	16	n/a	n/a	n/a	n/a		no	no
PAULA A. WOLF, then representing the Covenant with North Carolina's Children, now in private practice.	16	12	18	n/a	n/a	n/a	n/a	n/a	n/a		no	no
HARRISON J. "HARRY" KAPLAN, representing AdvancePCS, AIM Healthcare Services Inc.,	17	27	35	31	18	21	n/a	n/a	n/a		no	yes

American Heart Association - N.C. Affiliate Inc., Association and Society Insurance Corporation, Aventis Pasteur (MultiState Associates), Carolinas Roofing & Sheet Metal Contractors Inc.

Corporation, Custom Data Processing Inc., FirstCarolinaCare Inc., Keystone Automotive Industries Inc., N.C. Association of Health Plans Inc., N.C. Biosciences Organization, Safran Law Offices, Schering-Plough External Affairs Inc., and Wallace and

Self-Insured Fund, Cascade Auto Glass Inc., CIGNA

Graham PA.



	2003-2004	2001-200	1999-201	1997-190	1995-190	1993-199	94 1991-10	1989-19	1987-1988	Former Leasil	lawyer
J. ALLEN ADAMS, of the Raleigh office of the law firm of Parker, Poe, Adams & Bernstein, representing American Council of Engineering Companies, Association for Home & Hospice Care of N.C., Charlotte Chamber of Commerce, Cheyenne International LLC, GTECH, N.C. Biotechnology Center, N.C. Citizens for Community Action, N.C. Retired Governmental Employees Association, Nextel Communications, Sun Microsystems, and Town of Cary.	18	6	4		5	2	2	3	3	yes	yes
LAWRENCE A. BEWLEY, of the Raleigh lobbying firm of Lawrence Bewley & Associates, representing American Express Company, AT&T (DCI Group), Cash America International Inc., Cost Containment Technologies LLC, JM Family Enterprises Inc., N.C. Association of Nurserymen, N.C. Landscape Association, North Raleigh Optimists Club, Roche, Securities Industry Association, Siemens Energy and Automation Inc., Turfgrass Council of North Carolina, and Yum! Brands Inc.	19	31	36 (tie)	32	13	16	30	n/a	n/a	no	no
P. E. "GENE" UPCHURCH, III, representing Progress Energy.	20	23	21	26	n/a	22	n/a	n/a	n/a	no	no
J. MICHAEL CARPENTER, representing the North Carolina Home Builders Association.	21	37	6	15	11	29	n/a	n/a	n/a	no	yes
PHILLIP J. KIRK, JR., representing North Carolina Citizens for Business and Industry.	22	14	8	5	10	26	n/a	n/a	n/a	yes	no



	2003-2004	2001-200	1999-200	0 1997-199	1995-199	9 1993-199	4 1991-199	1989-199	1987-1988	Former Legislat	or Lawyer
of the Raleigh law firm of Nelson Mullins Riley & Scarborough LLP, representing Alliance for Managed Care, Baxter Healthcare Corporation, CitiGroup, First Carolina Finance Inc., Granville County, Interstate Carriers Exemption Coalition, Metropolitan Life Insurance Company, Mortgage Bankers Association of the Carolinas Inc., Nations Express, N.C. Association of Electric Cooperatives Inc., N.C. Association of Register of Deeds, N.C. Distillers League Inc., N.C. Insurance Guaranty Association, Nucor Corporation, Property Casualty Insurers Association of America, Prudential Financial Inc., Raleigh-Durham Airport Authority, Reinsurance Association of America, Southeast Ticketing Association Inc., Static Control Components Inc., Town of Weldon, US LEC of North Carolina Inc., and Veritec Solutions LLC.	23	24	36 (tie)	49	n/a	37	26 (tie)	n/a	n/a	no	yes
PAUL H. STOCK, representing the North Carolina Bankers Association.	24	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	yes
S. ELLIS HANKINS, representing the N.C. League of Municipalities.	25	44 (tie)	n/a	14	36	6	13	29	n/a	no	yes
JENNIE DORSETT, of the law firm of Jennie Dorsett, Attorney at Law P.A., representing the Boys & Girls Clubs of America, Electricities of N.C. Inc., Friends of Workforce Development Boards, N.C. Association of Health Plans Inc., N.C. Athletic Trainers Association, N.C. Check Cashers Association, N.C. Outdoor Advertising Association, HealthExtras Inc., and Omega Protein Corporation.	26	34	23	45	50 (tie)	n/a	n/a	n/a	n/a	no	yes
FRAN PRESTON, representing the N.C. Retail Merchants Association.	27	21	30	22	n/a	50	25	19	27	no	no



	2003-2004	2001-20	07 1999-30	1997-199	1995-199	1993-199	1991-19	1989-19	1987-1988	Former Legislat	lanyer Lanyer
BETTY TURNER, representing Bank of America.	28	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	no
R. PAUL WILMS, representing the North Carolina Home Builders Association.	29	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	no
MARION A. SUITT, representing GlaxoSmithKline Inc., N.C. Association of Health Plans Inc., N.C. Society of Anesthesiologists, N.C. Society of Eye Physicians & Surgeons, and Prevent Blindness North Carolina.	30	n/a	50	n/a	n/a	n/a	n/a	n/a	n/a	no	no
TONY L. ADAMS, representing the N.C. Outdoor Advertising Association.	31	43	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	no
SAMUEL H. JOHNSON, of the Raleigh law firm of Johnson, Hearn, Vinegar, Gee and Mercer PLLC, representing American Institute of Architects - N.C. Chapter, Carolina/Virginia Dairy Products Association, N.C. Associated Industries, N.C. Association of Certified Public Accountants, N.C. Association of Premium Service Companies, N.C. Automobile Dealers Association, Sara Lee Corporation, and Theater Owners of N.C.	32	30	10	13	14	4	3	2		yes	yes
SAMUEL M. TAYLOR, of the Law Office of Samuel M. Taylor, representing Honda North America Inc. (MultiState Associates), Licensed Professional Counselors Association of N.C., N.C. Association of Launderers & Cleaners, and N.C. Biosciences Organization.	33	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	yes



	2003-2004	2001-200	1999-200	1997-1999	3 1995-199	9 1993-199	1991-199	1989:1999	1987-1988	Former Legisla	lor Lawyer
JACK COZORT, of the Raleigh office of the law firm of Parker, Poe, Adams & Bernstein, representing American Council of Engineering Companies, Association for Home & Hospice Care of N.C., Charlotte Chamber of Commerce, Cheyenne International LLC, Conference of Superior Court Judges, Environmental Systems Products, GTECH, N.C. Biotechnology Center, N.C. Retired Governmental Employees Association, Nextel Communications, Springboard Telecom Inc., Sun Microsystems, Town of Cary, Town of Clayton, and US LEC of North Carolina Inc.	34	17	24	n/a	n/a	n/a	n/a	n/a	n/a	no	yes
KEN MELTON, then of Alley Associates, now the Legislative Affairs Director of the North Carolina Department of Revenue.	35	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	no
JOHN A. BUSSIAN, III, of the Bussian Law Firm PLLC, representing the North Carolina Press Association.	36	n/a	32	n/a	n/a	n/a	n/a	n/a	n/a	no	yes
JOHN W. MCALISTER, representing Duke Energy Corporation.	37	39	44	n/a	n/a	n/a	n/a	n/a	n/a	no	no
ROBERT LAMMÉ, Director of Government Relations for the North Carolina Department of Health and Human Services.	38	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	no



	2003-2004	2001-20	1999-70	1997-19	1995-19	96 1993-19	1991-1	1989-19	1987-1988	Former Legish	lowner Lawner
WILLIAM G. SCOGGIN, of the law firm of Kennedy, Covington, Lobdell & Hickman LLP, representing American Insurance Association, Centex Homes, Correctional Properties Trust, ING America Insurance Holdings Inc., Manufacturers' Agents National Association, MCI WorldCom, Mecklenburg County, Microsoft Corporation, N.C. Public Employee Deferred Compensation Plan Board of Trustees, Novo Nordisk Pharmaceuticals Industries Inc., Personal Legal Plans Inc., Pfizer Inc., Public Storage Inc., Sepracor Inc., The Taubman Company, and Wachovia Corporation.	39	35	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	yes
R. MARK FLEMING, representing the University of North Carolina.	40	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	no
HUGH H. TILSON, JR., representing the N.C. Hospital Association.	41	33	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	yes
RICHARD H. CARLTON, of the Raleigh law firm of Carlton and Alexander PLLC, representing American Express Company, JM Family Enterprises Inc., Le Bleu Corporation, Merck & Company Inc., N.C. Association of Nurserymen, N.C. Financial Services Assn., N.C. Independent Finance Association, N.C. Landscape Association, N.C. Outdoor Advertising Association, Securities Industry Association, and the Turfgrass Council of North Carolina.	42	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	yes
DEBRA L. DERR, representing BellSouth Corporation.	43	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	no



	2003-2004	2001-20	1999-1	.000 1997-19	1995-19	1993-19	1991-1	992 1989-19	1987.1988	Forme Legi	slator Lawyer
DANIEL GERLACH, the Senior Policy Advisor for Fiscal Affairs for Governor Mike Easley.	44	11	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	no
CHRISTOPHER A. VALAURI, respresenting the N.C. Beer & Wine Wholesalers' Association.	45	26	n/a	27	35	49	22	31	n/a	no	no
LEON M. "CHIP" KILLIAN, III, of the Raleigh law firm of Nelson Mullins Riley & Scarborough LLP, representing Alliance for Managed Care, Baxter Healthcare Corporation, Blue Ridge Parkway Foundation, Granville County, Haywood County, Interstate Carriers Exemption Coalition, Mortgage Bankers Association of the Carolinas Inc., N.C. Association of Electric Cooperatives Inc., N.C. Association of Register of Deeds, N.C. Distillers League Inc., N.C. Insurance Guaranty Association, Nucor Corporation, Prudential Financial Inc., Raleigh-Durham Airport Authority, Reinsurance Association of America, Southeast Ticketing Association Inc., Static Control Components Inc., Town of Weldon, US LEC of North Carolina Inc., and Veritec Solutions LLC.	46	32	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no.	yes
RANDOLPH E. CLOUD, of the firm Randolph E. Cloud and Associates, representing the	47 ·	29	27	n/a	n/a	n/a	n/a	n/a	n/a	no	no

Justice, N.C. Council of Community Programs, N.C. High School Athletic Association, N.C. Locksmiths Association, N.C. Psychological Association Inc., and Pharmaceutical Research and Manufacturers of America (PHARMA).

American Lung Association of N.C., American Massage
Therapy Association - N.C. Chapter, Coalition For Patient
Rights, Families Against Mandatory Minimums, N.C.
Association for Behavioral Health Care, N.C. Citizens for



	2003-2004	2001-20	02 1999-3	1997-19	1995-19	96 1993-19	1991-1	1989-1	1987-1988	Former Legisl	hor Lawyer
THOMAS A. MORROW, representing Sprint Corporation.	48	n/a	46	41	17	35	23	n/a	n/a	no	no
LINDA S. SUGGS, representing the North Carolina Department of Public Instruction and the State Board of Education as the Legislative Director of the State Board of Education.	49	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	no	no
CHARLES B. NEELY, JR., of the Policies of the law firm of Maunin Taylor P. A	50	16	n/a	n/a	n/a	n/a	n/a	n/a	n/a	yes	yes

of the Raleigh office of the law firm of Maupin Taylor P.A., representing Accenture LLP, Alcoa, Centex Rooney Construction Company, CSX Transportation Inc., N.C. Hospital Association, N.C. Landscape Architects, New Hanover Rent-A-Car Inc., and Parkdale Mills Inc. Volunteer Chairman, Citizens United Against the Lottery.

Rankings of The Most Influential Lobbyists in the 2003 North Carolina General Assembly, in Alphabetical Order



Lobbyist	2003 Ranking	Lobbyist	2003 Ranking
Adams, J. Allen	18	Kirk, Phillip J., Jr.	22
Adams, Tony L.	31	Lammé, Robert	38
Ainsworth, W. Eugene	8	McAlister, John W.	37
Alley, Zebulon D.	2	McClees, Joseph D.	15
Beason, Don	1	McMillan, John B.	9
Bewley, Lawrence A.	19	Melton, Ken	35
Bode, John T.	14	Morrow, Thomas A.	48
Bone, Roger W.	3	Musselwhite, Marvin D., Jr.	12
Bussian, John A., III	36	Neely, Charles B., Jr.	50
Carlton, Richard H.	42	Preston, Fran	27
Carpenter, J. Michael	21	Sands, Alexander P. "Sandy,"	III 5
Cloud, Randolph E.	47	Scoggin, William G.	39
Coman, Leslie Bevacqua	6	Stock, Paul H.	24
Cozort, Jack L.	34	Suggs, Linda S.	49
Derr, Debra L.	43	Suitt, Marion A.	30
Dorsett, Jennie	26	Taylor, Richard M., Jr.	13
Fleming, R. Mark	40	Taylor, Samuel M.	33
Freeman, Franklin	4	Teague, George M.	23
Gerlach, Daniel	44	Tilson, Hugh H.	41
Hankins, S. Ellis	25	Turner, Betty	28
Horne, B. Davis, Jr.	7	Upchurch, P. E. "Gene," III	20
Howell, Kevin	10	Valauri, Christopher A.	45
Johnson, Samuel H.	32	Van Dyke, Jeff	11
Kaplan, Harrison J. "Harry"	17	Wilms, R. Paul	29
Killian, Leon M. "Chip," III	46	Wolf, Paula A.	16



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The North Carolina Center for Public Policy Research is an independent, nonprofit organization dedicated to the goals of a better informed public and more effective, accountable, and responsive government. The Center identifies public policy issues facing North Carolina and enriches the dialogue among citizens, the media, and policymakers. Based on its research, the Center makes recommendations for improving the way government serves the people of this state. In all its efforts, the Center values reliable and objective research as a basis for analyzing public policy, independence from partisan bias and political ideology, the richness of the state's diverse population, and a belief in the importance of citizen involvement in public life.

The Center was formed in 1977 by a diverse group of private citizens for the purpose of gathering, analyzing, and disseminating information concerning North Carolina's institutions of government. It is a nonpartisan organization guided by a self-electing Board of Directors and has individual and corporate members across the state.

Center projects include the issuance of special reports on major policy questions; the publication of a magazine called North Carolina Insight; joint productions of public affairs programs with WPTF-AM radio, the N.C. Radio News Network, and Time Warner Cable TV; and the regular participation of members of the staff and the Board in public affairs programs around the state. An attempt is made in the various projects undertaken by the Center to synthesize the thoroughness of scholarly research with the readability of good journalism. Each Center publication represents an effort to amplify conflicting ideas on the subject under study and to reach conclusions based on sound rationalization of these competing ideas.

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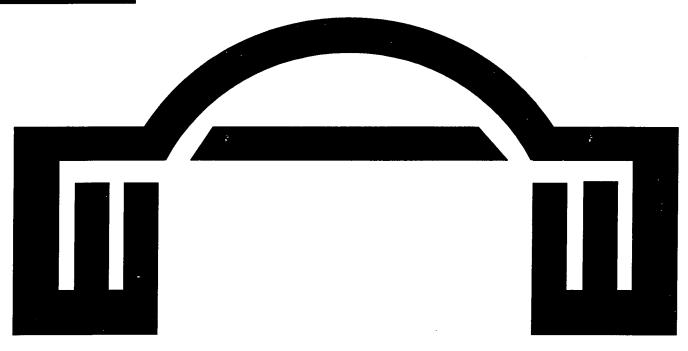
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Rankings of the Most Influential Lobbyists 2003 North Carolina General Assembly General Assembly



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