



**DRAWING A LINE  
IN THE SAND**

Commandancy of the Alamo  
Bexar, Tex. 24th, 1836

To the People of Texas & all Americans in the world Fellow  
Citizens & Compatriots

I am besieged by a thousand or more of the Mexicans under Santa Anna. I have sustained a continual bombardment & cannonade for 24 hours & have not lost a man. The enemy has demanded a surrender at discretion, otherwise the garrison are to be put to the sword if the fort is taken. I have answered the demand with a cannon shot, and our flag still waves proudly from the walls. I shall never surrender nor retreat.

Then, I call on you in the name of Liberty, of patriotism, & of everything dear to the American character, to come to our aid with all dispatch. The enemy is receiving reinforcements daily & will no doubt increase to three or four thousand in four or five days. If this call is neglected, I am determined to sustain myself as long as possible & die like a soldier who never forgets what is due to his own honor & that of his country.

Victory or Death  
William Barret Travis  
Lt. Col. Comdt.

P. S. The Lord is on our side. When the enemy appeared in sight we had not three bushels of corn. We have since found in deserted houses 80 or 90 bushels & got into the walls 20 or 30 head of Beeves.

Travis

# DRAWING A LINE IN THE SAND

STANDING ON PRINCIPLES

# FROM THE PRESIDENT AND CHAIRMAN

THE CONSEQUENCES AND OPPORTUNITIES OF DRAWING A LINE IN THE SAND

*"There have been many ideas of what Texas is, what it should become, and we are not all in agreement. But I'd like to ask each of you what it is you value so highly that you are willing to fight and possibly die for. We will call that Texas."*

*~William B. Travis*

Colonel William Barret Travis had known for several days that his situation inside the old Spanish mission called the Alamo had become hopeless. In the sunrise hours of March 6, 1836, General Antonio Lopez de Santa Anna, commanding the Mexican Army, attacked the mission compound in San Antonio de Bexar with as many as 2,500 soldiers. Within two hours, the 189 Texan defenders were overwhelmed and killed.

Who were these people—willing to risk everything in the name of liberty? They were Texas heroes willing to draw a line in the sand, facing impossible odds, yet never wavering from their

principles, and in the end making the ultimate sacrifice in the name of freedom.

Travis, along with legendary Texas heroes such as Jim Bowie, renowned knife fighter; David Crockett, famed frontiersman and former congressman from Tennessee; and the many other brave defenders of the Alamo, drew a line in the sand and swore "Victory or Death."

These Texas pioneers and freedom fighters gave their lives so that future generations of Texans might have liberty and freedom.

The battle of the Alamo remains an inspiring moment in Texas history. The conviction of these

Texas heroes, and their determination to fight to the end for the principles they held dear, have rallied Americans on battlefields over the globe—fighting for the freedoms established in our Constitution and fought for so valiantly inside the adobe walls of the Alamo. "Remember the Alamo!"

As Texans, we have great pride and passion for liberty and freedom, and we *do* remember the Alamo. We will never forget the lessons learned from those hallowed grounds—the Shrine of Texas Liberty. As individuals, we have our own stories of principle and dedication to ideals—our own lines drawn in the sand. We must never surrender or retreat from the principles that have made our state and nation what they are today—beacons of liberty and entrepreneurial spirit.

For the past 19 years, the Texas Public Policy Foundation has been drawing a line in the sand, standing firm on conservative principles to help shape policy that doesn't lose sight of our Texas heroes' vision of a government that is limited in scope and that promotes freedom, liberty, and prosperity for all.

Our work obviously paid off in 2008, as Texas' fiscal prudence has proven to be our deliverance

from the financial ruin facing other areas of the country. Texas leads the U.S. in exports, job creation, and the number of Fortune 500 companies, and experienced a 2.1% economic growth rate in 2008, compared with the national rate of -1.4%. An astounding 70% of the jobs created in the U.S. from November 2007 to November 2008 were in Texas—approximately 221,200 jobs. Texas' many successes have resulted from a commitment to fiscal discipline and a free market, limited government approach to policy.

The Foundation has also drawn the line against the federal government's spending spree. We recognize that our prosperity and national greatness are built on our free market values. The Foundation is committed to preserving Texas' entrepreneurial spirit and competitive economic climate—drawing people and businesses to live and prosper in the Lone Star State.

In 2008, there have also been challenges brought on by a weakening economy and uncharted approach to government intervention in the free markets. We rallied to the cause, bringing in nationally-acclaimed experts such as Dr. Arthur Laffer to discuss with our Texas leadership the

## OUR MISSION

THE TEXAS PUBLIC POLICY FOUNDATION IS A 501(C)3 NON-PROFIT, NON-PARTISAN RESEARCH INSTITUTE THAT WAS ESTABLISHED IN 1989 TO IMPROVE TEXAS BY GENERATING ACADEMICALLY SOUND INFORMATION ABOUT STATE PROBLEMS AND RECOMMENDING EFFICIENT, EFFECTIVE SOLUTIONS.

OUR MISSION IS TO PROVIDE OPINION LEADERS, POLICYMAKERS, THE MEDIA, AND THE GENERAL PUBLIC WITH THE INTELLECTUAL AMMUNITION TO CONSTRUCT A BETTER TOMORROW FOR TEXAS AND THE NATION.

importance of toeing the line and staying steadfast to the conservative principles that have made Texas a beacon of hope and opportunity for all other states to emulate.

In addition to our successes, the past year brought great sorrow as well with the death of

our longtime board member, Houston developer Michael Stevens. Michael was not only a great presence for us here at the Foundation, he was a man of unwavering principle and a formidable player in the conservative movement in Houston and all of Texas. Michael was a modern Texas hero, and we will miss his service and leadership. Indeed, we would all hope to leave such a legacy behind.

In 2008, two of our colleagues moved into new opportunities within the public policy arena. Mary Katherine Stout served the Foundation as vice president of policy and director of the Center for Health Care since 2003. In July, Gov. Rick Perry selected Mary Katherine to serve as his director of budget, planning, and policy. Kudos to the Governor for choosing someone with such impeccable principle and passionate belief in liberty

### *In Memoriam*



MICHAEL S. STEVENS  
1949-2008

*"You will remember this battle! Each minute! Each second! Until the day that you die! But that is for tomorrow, gentlemen. For today, Remember The Alamo!"*

*~ Sam Houston*

and freedom. Both the Governor and the state will be well served by her talent and intellect. In a move a bit farther from home, education policy analyst Jamie Story crossed the Pacific Ocean to serve as president of our sister think tank in Hawaii—the Grassroot Institute. We wish them well in their ongoing quests for greater freedom and liberty.

These departures brought the opportunity to welcome Justin Keener as our new vice president of policy and communications. His mixture of policy and communications experience will help us carry the message of free markets and limited government to policymakers and 23 million fellow Texans.

With these challenges and changes in the political landscape, it is more important than ever that we mirror the conviction and determination of the heroes of the Alamo, in fighting for Texas and

the freedom and liberty they fought for to the end.

Of course, we cannot win without your support. We remain humbled and inspired by your unwavering dedication and generosity. Together, in the proud Texas tradition, we will fight on for a freer, more prosperous Texas.



Brooke L. Rollins  
PRESIDENT & CEO



Dr. Wendy Lee Gramm  
CHAIRMAN

## STANDING ON CONSERVATIVE PRINCIPLES

*"We view ourselves on the eve of battle. We are nerved for the contest, and must conquer or perish. It is vain to look for present aid: none is at hand. We must now act or abandon all hope! Rally to the standard, and be no longer the scoff of mercenary tongues! Be men, be free men, that your children may bless their father's name."*

*~ Sam Houston*

In 2008, the Texas Public Policy Foundation led the charge in the ongoing battle to curb runaway government spending and shine a brighter light on how tax money is appropriated. With a changing political landscape in Washington, there arose an even greater need for vigilance in the face of unfettered spending of taxpayers' money and mounting government debt.

Here in Texas, we lead by example. Under the visionary leadership of Gov. Rick Perry and Texas Comptroller Susan Combs, the Foundation worked towards bringing fiscal sanity and greater transparency to government spending with the creation of an online searchable database of all state agency expenditures. In July 2008, the Foundation launched TexasBudgetSource.com, a one-stop source that brings together important

information for taxpayers on *where* and *how* tax dollars are being spent. With links to Texas school district check registers and city and county budgets, TexasBudgetSource.com provides fiscal discipline and accountability to taxpayers and sets a shining example for the country of the importance of transparency and oversight when it comes to government spending. In fact, as a result of Texas' leadership in this area, 45 other states have now implemented their own transparency measures.

The Foundation's Center for Fiscal Policy also established a series of working groups during the interim to educate and inform legislators, agency directors, and staff of upcoming fiscal issues. The groups discussed the importance of maintaining Texas' economic advantage by standing our ground on the conservative principles that have kept Texas



◀ Foundation President Brooke Rollins shares a laugh with Dr. Arthur Laffer and Gov. Rick Perry before the start of a Foundation event in Austin.

one of the strongest, most prosperous places for people to live and work.

As other states across the country began to crumble under the weight of a faltering national economy, the Lone Star State shone brightly as one of the few states still a stronghold for economic success.

With so much of the national spotlight on misguided policies of bailouts, increased spending, and tax hikes, the Foundation closely examined Texas' economy and the principled ideas that have made it such a beacon of success.

The Foundation hosted a sold-out luncheon

featuring Gov. Rick Perry and internationally renowned economist and "Father of Supply-Side Economics" Dr. Arthur Laffer, who argued for the economic policies that put Texas on top of the former economic heavyweight, California.

In conjunction with the event, the Foundation released a report authored by Laffer, Arduin & Moore Econometrics, *Competitive States: Texas v. California—Economic Growth Prospects for the 21st Century*. The report proved that Texas is a knockout winner due to its commitment to low taxes and limited government.

# FREEDOM & PROSPERITY

KEEPING TEXAS COMPETITIVE



« Dr. Arthur Laffer discusses how economic policies have helped Texas keep a strong competitive advantage.

meetings—to educate policymakers, businesses, and the public on the importance of maintaining Texas' competitive advantage by encouraging free market competition and less government interference via heavy taxation and regulation.

## ECONOMIC FREEDOM

Prosperity flourishes when government resists the urge to reach too deeply into the pocketbooks of consumers and businesses. With a keen understanding of the direct link between economic

freedom and prosperity, the Center for Economic Freedom worked diligently—holding more than 230 substantive

« A Foundation report authored by renowned economist Dr. Arthur Laffer, "Competitive States: Texas v. California" explains why Texas' economic policy makes it the knockout winner over California.

Freedom continued to produce detailed research, host a sold-out policy primer—featuring House Regulated Industries Chairman Phil King—and conduct media interviews to extol the success of electricity deregulation in Texas.

The Center for Economic Freedom played a major role in repealing the outdated Telecommunications Infrastructure Fund tax—saving Texas consumers \$210 million per year. Bill Peacock, the Center's director, spoke at a press conference with Lt. Gov. David Dewhurst celebrating the end of the tax.



« State Rep. Linda Harper Brown, State Rep. Carl Isett, and the Hon. Joe Nixon participate in a press conference hosted by the Foundation to discuss Texas' competitive economic environment.

and other state leaders to develop plans to help fight the unjust government takings of private property. The Center also provided comprehensive research on eminent domain to members of the House Land and Resource Management Committee, to be used in their interim report and to help fight the eminent domain battle in places like El Paso.

Indeed, this issue remains core to preserving the freedoms and liberties granted to us by our founders. More work remains, but we are marching in the right direction.

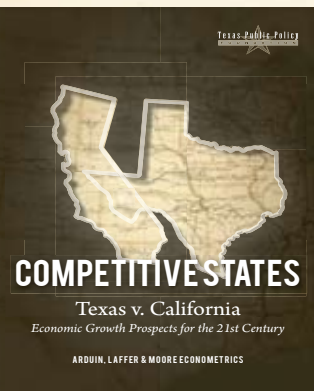
Like the Foundation itself, the Center is known for its attention to detail. During a hearing in which a Center analyst testified before the Sunset Advisory Commission on the Texas Department of Insurance, Chairman Carl Isett said that the Foundation's work in this area was the most comprehensive they had seen.

## PRIVATE PROPERTY RIGHTS

On the front lines of preserving private property rights in Texas, much was accomplished during the 80th session of the Texas Legislature in 2007. But there was still much work to be done in 2008. The Center for Economic Freedom continued to address the need for stronger legislation that protects the fundamental right to own property. The Center's director met with U.S. Sen. Kay Bailey Hutchison



« Bill Peacock, director of the Center for Economic Freedom, speaks at a press conference with Lt. Gov. David Dewhurst celebrating the end of the outdated Telecommunications Infrastructure Fund tax.



# OPPORTUNITY

CREATING SUCCESS THROUGH CHOICE



« State Sen. Florence Shapiro, chairman of the Senate Education Committee, participates on a panel hosted by the Foundation on education policy reforms.

Center's work during the interim. Our work on charter schools has since reaped significant dividends. As a result of our research and supportive editorial in *The Wall Street Journal*, the 81st session brought legislation to the table that would lift the cap on the number of charter schools in Texas. Using new outreach

initiatives that have included tours and case studies of successful charters in legislators' districts, the Center has been particularly effective at building relationships with legislative offices on both sides of the aisle, and at forming a united front in the battle to reform education and provide greater opportunities for all Texas children.

At the Governor's request, Brooke Dollens Terry, education policy analyst, testified before the Governor's Competitiveness Council on education reform recommendations. The Center for Education Policy conducted 172 legislative briefings to inform education

## OPPORTUNITY IN EDUCATION

Parents make many choices for their children—helping them to grow, succeed, and reach their full potential. Therefore, what could be more important than providing parents and children a choice in their educational opportunities? Choices in education give children a chance to succeed. Under this guiding principle, the Foundation's Center for Education Policy was at the forefront of the debate on charter schools. With nearly 17,000 children currently on charter school waiting lists, the need for lifting the cap on the number of charters allowed to operate in Texas was the focus of the

stakeholders on the importance of market-based reforms, choice, accountability, and transparency in our education system. Children are the key to Texas' future success as an economic leader. We must give them the choice and opportunity to meet the challenge.

## HEALTH CARE: FREEDOM TO CHOOSE

In the midst of efforts to expand government programs, the Foundation's Center for Health Care Policy suggested a different path with more individual control and ownership. In particular, the Foundation's research supported efforts to free the health care marketplace—allowing Texans more options to receive care in convenience clinics emerging around the country, as well as purchase health insurance without costly new mandated coverage. The Center hosted a Health Care Policy Summit for



» Isabel Oregon and Courtney Phillips of the Broad Foundation with Foundation education policy analyst Brooke Dollens Terry following an education policy primer on teacher incentive pay held at the Foundation offices.

legislators and staff. More than 60 legislative offices were represented at the day-long event, which featured round-table discussions with state and national health care experts on health insurance and provider regulations.

The Center also hosted a special presentation and discussion on Medicaid and Medicare with an administrator from the Center for Medicare and Medicaid Services at the U.S. Department of Health and Human Services. This was part of an effort to curb the Medicare cost explosion and explore market-based solutions that provide all Texans with access to quality, affordable health coverage.

« U.S. Congressman Pete Sessions (TX); Kalese Hammonds, policy analyst, Center for Health Care Policy; State Rep. Jim Jackson; former State Rep. Bill Keffer; Tamela Southan, president of Dallas Association of Health Underwriters; and Beth Ashmore, former president of the National Association of Health Underwriters at a health care discussion in Dallas.



# JUSTICE

RESTORING VICTIMS—REFORMING OFFENDERS

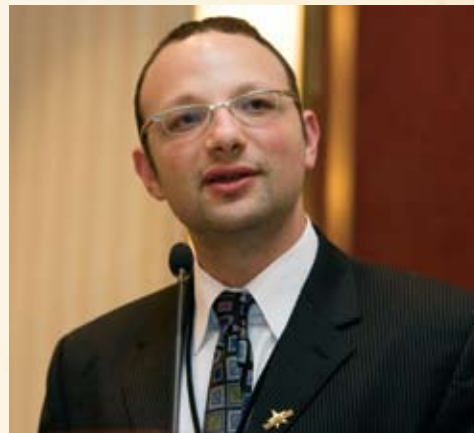


« Chairman Jerry Madden, House Corrections Committee (80th Session) discusses criminal justice reforms and alternatives with an attendee at an in-house policy primer on juvenile justice.

of TPPF to promoting conservative ideals such as fiscal transparency and accountability, free market principles, and sound strategies that support the family and other vital contributors to successful societies extends beyond academic research and position papers. I commend the Texas Public

Policy Foundation for its exemplary track record of educating the public and elected officials alike by facilitating dialogue among stakeholders ... and informing the civic discourse which concerns communities larger even than Texas."

» Marc Levin, director of the Foundation's Center for Effective Justice, moderates a panel at the Sixth Annual Policy Orientation.



## EFFECTIVE JUSTICE

The Foundation also stood up to government's voracious appetite for taxpayer dollars in the criminal justice system. The Foundation's Center for Effective Justice was instrumental in providing the intellectual ammunition needed by policymakers and the Sunset Commission in determining the most cost-effective means of protecting the public, reforming juvenile offenders, and bringing restitution to crime victims.

Chairman Jerry Madden of the 80th Session's House Corrections Committee said of the Foundation's work on criminal justice, "The commitment

# FREE MARKETS

PRESERVING OUR TEXAS TREASURES

## ENERGY & ENVIRONMENT

Preserving Texas' vast natural resources requires a natural resource policy based on free market principles in the environmental and natural resource debate. Environmental mandates at the state and federal level are rapidly becoming increasingly onerous, with little proven scientific justification. As governments move toward "one-size-fits-all" regulations that will cripple productivity and raise prices for taxpayers, the Foundation has taken a stand by creating the Center for Natural Resources under the direction of the former chair of the Texas Commission on Environmental Quality, Kathleen Hartnett White.

Through sound academic research, educational events, and briefings with policymakers, the Center brings increased visibility and rising prominence to the energy and environment debate—providing a principled voice of sanity on issues ranging from climate change to environmental constraints on domestic oil production to water rights and more.

## HIGHER EDUCATION REFORM

The Foundation's Center for Higher Education also worked to provide reasonable, effective



» Ken Blackwell, former Ohio Secretary of State and *New York Sun* writer, talks with Foundation supporter Kyle Stallings and Kathleen Hartnett White, director of the Center for Natural Resources, at a Midland event in September.

recommendations to the crisis in the state's system of higher education. In January, the Texas Higher Education Coordinating Board adopted rules that streamline the process of starting for-profit colleges and universities in Texas. Numerous modifications are incorporated in this expedited regulatory procedure to obtain permission from the state to award degrees and expand existing degree programs. These reforms will inject more choice and competition into the area of higher education, providing greater opportunities and efficiencies to the most important customers—students.



# SENDING A MESSAGE

COMMUNICATING CONSERVATIVE PRINCIPLES



Gov. Rick Perry discusses the higher education landscape in Texas with former U.S. House Majority Leader Dick Armye at the Higher Education Summit in May.

To further promote higher education reform in Texas, the Foundation hosted a Higher Education Summit for university regents—attracting 75 attendees, including 43 of the 54 regents from the major state university system's board of regents. The Summit featured remarks by Gov. Perry and former U.S. House Majority Leader Dick Armye. From this Summit, seven reform strategies were developed to address the issues of soaring tuition, decreased emphasis on undergraduate instruction, a disproportionate share of funding for research over instruction, and the accreditation oligopoly.

## COMMUNICATIONS & OUTREACH

The message of freedom was delivered to the Legislature, media, and community through an outreach strategy that produced record results by every standard of measurement. The Foundation had an all-time record 1,265 media mentions in 2008—topping 2007's record by 37 percent. Quotes and commentaries appeared in print publications with total circulation of 59.4 million—another all-time record—and a total readership of 144.6 million people. The Foundation's work on the issues was cited by the Associated Press, featured on the front page of DrudgeReport.com, and published in a wide variety of major U.S. newspapers and magazines, including *The Wall Street Journal*, *Los Angeles Times*, *Sacramento Bee*, *Miami Herald*, *Arizona Republic*, and *The Economist*. Our message carried across the oceans to major international newspapers, including the *Daily Telegraph* (UK), *Guardian* (UK), *International Herald Tribune*, and *Taiwan News*.

New media have also been highly successful in disseminating our conservative principles

to a broader audience. The Foundation's weekly podcast series was downloaded 220,000 times in 2008.

Taking the message beyond the halls of government, the Foundation extended its ideals, principles, and solutions to Texas cities and towns in all corners of the Lone Star State through conferences, roundtables, speaker presentations, and other events. The Sixth Annual Policy Orientation for the Texas Legislature was another sell-out event and has earned its reputation as the premier policy symposium in the state.

All told, the Foundation's events, including the Second Annual Capital Campus-Texas and the many in-house and traveling policy primers, brought together more than 1,000 attendees to listen, learn, and work towards conservative

solutions to the state's key policy issues. Foundation events bring people together to engage in the debate and help carry the mantle of limited government and freedom forward for future generations.

In 2008, the line-up of speakers and experts who took part in the debate included some of the most recognized names in the conservative movement. Foundation events featured speakers such as renowned economist Dr. Arthur Laffer of "Laffer Curve" fame, South Carolina Gov. Mark Sanford, 2008 presidential candidate and Fox News host Mike Huckabee, former Ohio Sec. of State Ken Blackwell, former U.S. Sen. Phil Gramm, Congressmen Jeb Hensarling (TX) and Mike Pence (IN), Gov. Rick Perry, and Texas Attorney General Greg Abbott.



# EVENTS & OUTREACH

BRINGING PEOPLE AND POLICY TOGETHER

*"If anyone wishes to depart under the white flag of surrender, you may do so now. You have that right. But if you wish to stay here with me in the Alamo, we will sell our lives dearly." ~William B. Travis*



« Texas Comptroller Susan Combs discusses budgeting principles during her participation on a panel at the Policy Orientation.



« Texas Attorney General Greg Abbott greets attendees before delivering the opening keynote address at the Sixth Annual Policy Orientation.



« Opposite page, clockwise from left: State Rep. Larry Taylor participates on a panel at the Sixth Annual Policy Orientation for the Texas Legislature; John Graham of the Pacific Research Institute asks a question of the panel; South Carolina Gov. Mark Sanford speaks with Foundation board member Michael S. Stevens and former U.S. Sen. Phil Gramm during a VIP reception as part of the Policy Orientation; Steve Moore, editorial writer for *The Wall Street Journal*, provides introductory remarks at the luncheon keynote presentation.

# INVESTING IN FREEDOM

PEOPLE STANDING ON PRINCIPLES



« Foundation Chairman Dr. Wendy Lee Gramm provides introductory remarks before a sold-out audience at the start of a Foundation event at the Four Seasons Hotel in Austin.

Texans, and they demand that our leaders continue to draw a line in the sand against influences not in our best interests.

To further engage in our work, donors attended our many events both in Austin and around the state, including our popular educational programs.

In addition to our premier Annual Policy Orientation for the Texas Legislature, our Policy Primers and policy-focused fundraising events have become the heart of our outreach efforts. The goal of these events is to educate policymakers, the media, and other key stakeholders on the most important issues facing Texans. Whether we've brought together acclaimed economists and our own Gov. Rick Perry to release relevant research, or convened a policy discussion by leaders of Congress' influential Republican Study Committee, donor contributions allow us to spread our message across the state and nation. We travelled to Dallas, Houston, El Paso, San

Throughout the year, donors to the Texas Public Policy Foundation voiced their allegiance to our great state with significant contributions to move our work forward. They know that Texas' successes—such as low unemployment, a robust economy, and vital growth in new businesses and families—are a result of Texas' commitment to low taxes and a free market economy. They understand how significantly our work impacts policymakers as they debate the issues that affect over 23.5 million



« Congressman Jeb Hensarling (TX), donor and event host Jerry Fullinwider, former U.S. Sen. Phil Gramm, and Congressman Mike Pence (IN) in Dallas.



« Foundation President Brooke Rollins with 2008 presidential candidate and former Arkansas Gov. Mike Huckabee at a Foundation event in San Antonio.

Antonio, Corpus Christi, Midland, Washington, Arizona, and other cities to further our message.

Even while facing the uncertainty of the next year's economy, dedicated Foundation supporters made significant investments in our work in 2008. Our \$2.82 million budget goal was surpassed by 13 percent and accounted for a 33 percent increase over 2007's budget.

This allowed for an uninterrupted focus on producing the highest-quality research, significant media

distribution, personal meetings with legislators, testimony before key committees, the launching of new websites, the expansion of new media efforts, and more.

Of course, we take this trust very seriously and, in preparation for 2009, tightened our already-conservative budget even further. In fact, many of you pledged an investment for 2009, allowing us to plan our strategy knowing we had the full support of our dedicated donor base.

## Protecting Your Investment

Your investment is safe with us. Our board takes a principled approach to investment just as it does to public policy, and it has updated our monetary policy to ensure our Stability Fund is as liquid and safe as possible. The majority of our Stability Fund is invested in government-backed securities, rather than the stock market. Our approach safeguarded your investment in the Foundation during the current economic downturn. Thus, the Foundation's work will move forward even in the face of difficult economic times. This is our way of ensuring our ability to carry on the fight for liberty in Texas, with your help.

# FINANCES

## RESPONSIBLE STEWARDSHIP

Last year, the Texas Public Policy Foundation enjoyed strong financial health—even in an uncertain economic climate. Total revenue for 2008 was \$3,181,436—a 33 percent increase over 2007's total revenue.

This financial strength is due to the unwavering commitment and generosity of our supporters and responsible decision-making by Foundation leadership. Our Board chose to keep our reserves in the safest possible location—and decided against investing our reserve funding (the result of seven years of hard work and penny-pinching) in the stock market. This proved a very far-sighted decision that has kept our financial health strong.

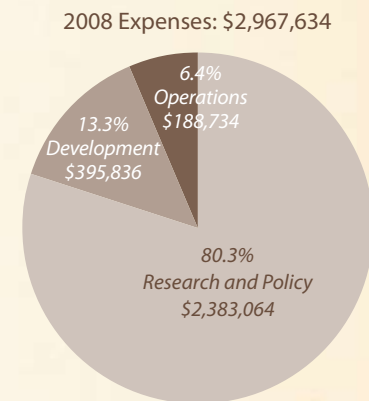
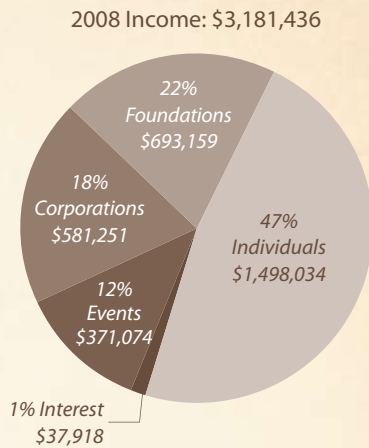
Rest assured, the Foundation will continue to be a careful steward of your hard-earned dollars, as we not only preach fiscal responsibility but practice it.

<u>Assets</u>	
Cash & Receivables	\$ 2,028,545
Property & Equipment	\$ 17,344
Prepaid Expenses	\$ 61,379
Total Assets	<u>\$ 2,107,269</u>

<u>Liabilities</u>	
Current Liabilities	\$ 58,768
Deferred Revenue	\$ 411,859
Total Liabilities	\$ 470,627

<u>Net Assets</u>	
Equity Prior Years	\$ 1,422,840
Equity 2008	\$ 213,802
Total Net Assets	<u>\$ 1,636,642</u>

Total Net Assets & Liabilities	<u>\$ 2,107,269</u>
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—All financial data subject to review by independent audit.

## GIVING BACK

Foundation staff give back to the community by personally contributing to the Project Backpack charity, which collects school supply donations for low income students. The Foundation staff came through with 2,000 supplies collected, just in time for the start of the school year.



≈ Foundation friends, supporters, and staff celebrate with President Brooke Rollins as she receives the State Policy Network's 2008 Thomas Roe Award for Leadership, the top honor for free-market think tank leadership. From left: Dr. James and Cecelia Leininger, Mary Katherine Stout, Shari Hanrahan, James Quintero, Greg Sindelar, Scott Specht, Brooke Rollins, Justin Keener, Kalese Hammonds, Michael Quinn Sullivan, the Hon. Talmadge Heflin, and Marc Levin.

The brave freedom fighters of the Alamo never lost sight of the importance of standing on principle—even in the face of insurmountable challenges. In the end, they paid the ultimate price so that future generations might have liberty and freedom.

Together, we salute our Texas heroes and continue to fight for a state where freedom, opportunity, liberty, and prosperity continue to flourish.

As Texans, we remember the Alamo. We learn from the past and look to the future—standing on principles, drawing a line in the sand.

## Board of Directors

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- Jeff Sandefer
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IN MEMORIAM  
Michael S. Stevens

# TEXAS PUBLIC POLICY FOUNDATION STAFF

DRAWING A LINE IN THE SAND



FRONT ROW: JUSTIN KEENER, SALLY LAY, SHARI HANRAHAN, ANDREA WHITMAN, KATHLEEN HARTNETT WHITE, GREG SINDELAR  
SECOND ROW: MIKE JOYCE, BROOKE DOLLENS TERRY, BROOKE ROLLINS, CHRIS ROBERTSON  
THIRD ROW: NANCY DRUART, TALMADGE HEFLIN, SARAH FRENCH, MARC LEVIN  
FOURTH ROW: JAMES QUINTERO, JOE NIXON, SCOTT SPECHT, DAVID GUENTHNER  
NOT PICTURED: BILL PEACOCK, ARLENE WOHLGEMUTH



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