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*H*health-care insurance and certificates of need ... Deregulation of public utilities ... Changes in state tax policy ... Workers' compensation ... Increasing regulation of businesses and employers ... E-commerce and e-government.

Today's business executives face mounting regulatory scrutiny at all levels of government.

And more often than not, the stages for dealing with those issues are within state governments. That's not going to change. The federal government continues to shift more and more responsibilities and regulatory oversight to the states.

It's critical that businesses and industries across the country understand the complexities of state laws, regulations and policies affecting them. That means having representatives who understand the eccentricities of government, who constantly monitor the making of laws and regulations, and who maintain close contact with the people who make and enforce them.

To achieve those goals, businesses need a law firm rooted in the state's history. A law firm that is familiar with the state's opinion leaders. A law firm that gets results. McBrayer, McGinnis, Leslie & Kirkland is that law firm.



From left to right: Stephen C. Cawood, Teresa Abell, James G. Amato, Sean M. Cutter, Brent L. Caldwell, Lisa English Hinkle, W. Brent Rice, W. Terry McBrayer, John T. McCarthy, Emma Brewer and Chris Nolan.

INTERSECTING LAW AND BUSINESS

At the intersection where law and business interests meet is the firm of McBrayer, McGinnis, Leslie & Kirkland.

MML&K has a team of attorneys, a full-time government relations director, and a staff that focus on local, state and federal governments. MML&K assists corporate management by keeping track of a growing number of state laws, regulations and local ordinances.

The groundwork for lawmaking goes on year-round. Even when the legislature is not in session, legislative committees, state cabinets, regulatory bodies and other governmental commissions are making important decisions that affect businesses. In fact, much of the work takes place in interim committees between sessions of the legislature.

With Kentucky offices in Frankfort, Lexington and Greenup, MML&K closely monitors the progress of legislation, regulations and trends in state and local government. Members of MML&K have served in elective and appointed positions at all levels of government. They understand government because they have served in it. On behalf of its clients, MML&K attorneys routinely appear before legislative committees, state commissions and all state regulatory bodies.

McBrayer, McGinnis, Leslie & Kirkland also is the exclusive Kentucky representative of the State Capital Law Firm Group. This international organization features a network of respected law firms in each state capital of the United States and more than 60 foreign countries. The firms are linked together to exchange information on new trends.

MML&K's affiliation with the State Capital Law Firm Group gives it unique access to information and developments in areas of law throughout the United States and the world. That allows member firms to stay abreast of legal and regulatory developments. It's a resource MML&K brings exclusively to its clients.*

Some of the areas where MML&K provides representation to clients in government relations include:

- Appearances before city councils, county fiscal courts, planning boards and other political subdivisions;
- Legislative/executive lobbying; and
- Litigation that may arise from burdensome regulatory actions.

* Member firms of the State Capital Law Firm Group practice independently and are not in a relationship for the joint practice of law.



Leading MML&K's government relations team are W. Terry McBrayer and John T. McCarthy, who together have experience in all levels of state government and public affairs.

W. TERRY McBRAYER is a graduate of Morehead State University and the University of Louisville School of Law. Mr. McBrayer has held numerous leadership positions in state government, including state representative, speaker pro tempore and majority leader of the Kentucky House of Representatives. He also has served as commissioner of the Kentucky Commerce Department, chairman of the Kentucky Board of Tax Appeals and chief executive officer to a former governor. In 1995, Mr. McBrayer was chairman of the Kentucky Democratic Party. In that capacity, Mr. McBrayer led the successful election campaign of Kentucky Governor Paul Patton. A respected figure in national legal and political circles, Mr. McBrayer is past chairman of the State Capital Law Firm Group.

JOHN T. MCCARTHY, MML&K's team director of government relations, is a graduate of Centre College, where he majored in government and economics. Before joining MML&K, Mr. McCarthy was the regional legislative affairs manager for Humana Inc. He coordinated its government affairs program, grassroots organization and political action committee. Prior to Humana, he served as the state government relations manager for Columbia/HCA. Mr. McCarthy also is an experienced campaigner, having successfully managed the election of Kentucky's 2nd District Congressman Ron Lewis in 1994. He served as the political director for Sonny Bono's U.S. Senate campaign in 1994 and later held the same role for the Republican Party of Kentucky. Mr. McCarthy directs the lobbying of the legislative and executive branches of government, and the monitoring of legislation and regulations for clients.

W. BRENT RICE is a graduate of the University of Louisville School of Law. Since 1992, Mr. Rice has served as counsel to the Kentucky Economic Development Finance Authority. He presently concentrates his practice in public utility law, government relations and real estate development.

BRENT L. CALDWELL joined MML&K after a distinguished career as a prosecutor on the county and state levels. He is a graduate of the University of Louisville School of Law. Mr. Caldwell served as Caldwell County attorney and for seven years was a deputy attorney general. With MML&K, his law practice concentrates in civil and criminal litigation, administrative law, insurance defense, and government relations.

JAMES G. AMATO is a graduate of the University of Kentucky College of Law and was the mayor of Lexington from 1978 to 1982. In addition, Mr. Amato served at different times as city prosecutor, municipal court judge and executive director of Kentucky's Court Reform Program. In state government, he has served as chairman/commissioner of the Alcoholic Beverage Control Department and as chairman of Urban Development in the Kentucky Economic Development Commission. His practice is concentrated in government relations, land-use planning and zoning, real estate development, and administrative law.

STEPHEN C. CAWOOD is a graduate of the University of Kentucky College of Law. A former member of the Kentucky House of Representatives, Mr. Cawood concentrates in environmental, mineral, natural resources and general litigation. He is a graduate of the Southwestern League Foundation Oil and Gas Course and serves on the National Conference of Commissioners on Uniform State Laws.

LISA ENGLISH HINKLE joined MML&K after working with the Federal Trade Commission's Atlanta Regional Office. A graduate of the University of Kentucky College of Law, Ms. Hinkle is a member of the American Academy of Hospital Attorneys and the National Health Lawyers Association. Her primary focus is in health care, including business organization, Medicare and Medicaid issues, certificate of need and licensure issues, state regulatory issues, and civil litigation.

SEAN M. CUTTER is a graduate of Centre College, where he majored in government. He joined MML&K after three years of work with The Council of State Governments, a non-profit public policy think tank. Mr. Cutter's work includes lobbying and monitoring legislation, regulations, and state and federal ethics rules.

CHRIS NOLAN, assistant director of government relations, was a journalism and political science major at the University of Kentucky. Mr. Nolan joins MML&K as a communications specialist after working as editor of *Kentucky Roll Call & Gazette*. He has served as a regular television political commentator and was an analyst on KET's election night television coverage. His work focuses on lobbying, monitoring legislation and regulations, research, and communications.

EMMA BREWER joined MML&K after working for 14 years as the customer service and operations manager for a wholesale distributing company in Tennessee. Ms. Brewer currently serves as assistant to the government relations director and assistant director in day-to-day operations. She also prepares and updates all legislative and executive branch ethics reports that are required under state law.

PROTECTING YOUR INTERESTS

The MML&K team knows state and local government. As states increasingly become the center for regulating the activities of businesses and professions, it is important to have experienced people who can guide you through the confusing maze of state government regulation.

MML&K — a firm steeped in Kentucky's history and familiar with its centers of influence — has a proven track record in garnering results for clients.

Current MML&K Government Relations Clients

Advanced Data Processing, Inc.	Kentucky Defense Counsel, Inc.
AmeriHealth Mercy Managed Care	Kentucky Society of Anesthesiologists
BellSouth Telecommunications, Inc.	Kentucky West Virginia Gas Co.
Brown & Williamson Tobacco Co.	Merck, Inc.
Burley Auction Warehousemen Assn.	Merck-Medco Managed Care, LLC
Churchill Downs, Inc.	Nextel Partners, Inc.
Corrections Corporation of America	Outback Steakhouse, Inc.
Deloitte & Touche	Papa John's Pizza, Inc.
EMC Corporation	Powertel, Inc.
eGovNet	Procter & Gamble
Humana Inc.	Southern Wine & Spirits
Kentucky-American Water Co.	State Farm Insurance Companies
Kentucky Broadcasters Assn.	Unisys Corporation
Kentucky County Attorneys Assn.	U. S. Enrichment

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