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Thomas J. Cooper
(202) 962-4857

April 6, 1995

By Hand Delivery

N. Bradley Litchfield, Esq.
Associate General Counsel
Federal Election Commission
999 E Street, N.W.
Washington, DC 20463

Supplement to
AOR 1995-11

APR 6 1 06 PM '95

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FEDERAL ELECTION
COMMISSION
OFFICE OF THE SECRETARY

Dear Mr. Litchfield:

This letter is in response to your inquiry of April 5, 1995 in which you inquired as to the line of business of the Hawthorn Group ("Hawthorn").

Hawthorn is an international public affairs company. I have enclosed a copy of their current brochure.

As we have previously indicated, Hawthorn is a limited liability company organized under Virginia law and is not a corporation for the purposes of the Federal Election Campaign Act or its implementing regulations and is not subject to 11 C.F.R. 110.1(e).

Please call me if you have additional questions.

Thank you for your continuing interest in this matter.

Sincerely,




Thomas J. Cooper

Enclosure



THE HAWTHORN GROUP, L.C.





THE HAWTHORN GROUP, L.C. is an international public affairs company of senior political communications specialists. They concentrate on solving public policy, marketing and general communications problems for corporations, associations, governments and not-for-profit organizations.

THE HAWTHORN GROUP brings together professionals who have been involved in some of the most important, exciting and pioneering campaigns—political and public affairs—in the last two decades. The formation of THE HAWTHORN GROUP in 1991 also reunited a group of Principals who have spent much of the last 20 years working together.

Specializing in grassroots communications, THE HAWTHORN GROUP provides a full range of services — strategic counsel, project management and communications services — to a wide spectrum of clients, domestic and international. The firm's current clients have total annual revenues of more than \$100 billion.

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ROLE

Decision makers -- and those who influence them -- act in their own best interest. Businesses must find common ground between decision makers' (and influencers') interests and priorities and their business interests. Public officials will not do what they believe the public does not want. On controversial issues, they will do only what public opinion deems acceptable. They seek "safe harbors." The causes which win are those which create such harbors and, through careful focus of public opinion, build and sustain support for them.

In an increasingly competitive world, more interests than ever face the challenge of creating and sustaining a shared public interest. The role of THE HAWTHORN GROUP is to help clients meet that challenge by:

- understanding, thoroughly, the client's purpose, problem and often conflicting needs;
- assessing the competitive environment;
- developing and evaluating all the strategic and tactical options, concentrating on those unique to the client's advantage;
- crafting a plan that is comprehensive in scope, specific in detail, suitable to the political environment and the client's current situation and long-term interests;
- and providing thoughtful, timely counsel.

Once this is accomplished, THE HAWTHORN GROUP works with the client to monitor and, as required, to manage the implementation and modification of the plan.

Public opinion in this country is everything . . . He who molds public sentiment goes deeper than he who enacts statutes or pronounces decisions. He makes statutes and decisions possible or impossible to be executed.

—Abraham Lincoln



Purpose

In any campaign, domestic or international, business or political, the purpose of the effort is to *do*, not just to *be*.

THE HAWTHORN GROUP learned long ago that:

- the only organization that *counts* is one which performs *reliably*,
- the only organization that is *affordable* is one that performs *efficiently*,
- the only organization that is truly *useful* is one which performs *effectively*, and
- the only organization which can be *successful* is one which is *credible*.

These are the tests by which THE HAWTHORN GROUP expects its work to be measured.

Through sophisticated research techniques and the careful measurement of message effectiveness, target responses and system performance, THE HAWTHORN GROUP builds organizations that perform *reliably, efficiently, effectively, and credibly*.

Glendower: *I can call
spirits from the vasty deep.*

Hotspur: Why, so can I,

or so can any man;

But will they come when

you do call for them?

—Henry IV, Part I



Services

1. Strategic Counsel

THE HAWTHORN GROUP is usually called upon to help clients solve communications problems, most often in the area of public affairs, but often dealing with employee communications, community relations and marketing, as well.

The typical initial role for THE HAWTHORN GROUP is to help *evaluate the communications environment*, which usually includes:

- the situation's status;
- the forces at play;
- the dynamics of change;
- the client's purpose, problem and competing interests;
- the strengths/weaknesses of the opposition;
- the opportunities available;
- the limits on resources;
- the legal/corporate constraints;
- the barriers to success;
- the profiles of target audiences;
- the reliability of existing organizations and delivery systems;
- and the saliency of messages.

A strategy is developed;
targets are selected; a theme and
messages are created; programs
are designed; a budget and a
time-line are prepared; and all
are combined into a single,
unified operating plan.



Strategic Counsel, cont'd

Based on that evaluation, THE HAWTHORN GROUP's assignment usually means that:

- a *strategy* is developed;
- *targets* are selected;
- a *theme* and *messages* are created;
- *programs* are designed;
- and a *budget* and a *time line* are prepared.

All are combined into a single, *unified operating plan*.

THE HAWTHORN GROUP often plays an on-going role, providing strategic *evaluation* and *plan modification*.

THE HAWTHORN GROUP also provides other traditional business communications consulting, including communications audits, crisis communications, organization designs and assistance with functionalization.

2. Management Services

THE HAWTHORN GROUP also provides complete project and campaign management services, including set up, staffing, training, financial management, activity reporting, operational coordination and media placement and monitoring.

A campaign on program, on target, on message, on time and on budget, which wins . . . what else matters?

3. Communications Services

In addition to planning and management services, THE HAWTHORN GROUP provides assistance in designing plans and then providing, or selecting other vendors to provide, both standard and specialized communications services, including:

- issues research;
- public opinion research (polls and focus groups);
- legislative and executive intelligence, both federal and state;
- leadership, customer and public targeting;
- data base development;
- direct mail;
- telephone banks;
- coalition building and operations;
- constituent meetings;
- staff/volunteer training;
- media and public relations;
- executive searches and agency reviews;
- event management;
- employee communications; and
- advertising production and placement.

*R*hetoric:

The ability to find, in any given situation, all the available means of persuasion.

-- Aristotle


Prior Experience

Today, THE HAWTHORN GROUP works with a diverse mix of major domestic and international corporate clients. This diversity is typical of its Principals' experience.

Over the last 20 years, Principals in THE HAWTHORN GROUP have worked together in scores of political campaigns in all fifty states, as well as in Canada, Central America, South America, Europe, Africa and Asia. As individuals and at THE HAWTHORN GROUP, their work includes:

- victories in *grassroots lobbying* for AT&T, Citicorp, Blue Cross, McDonnell Douglas, Waste Management, Metropolitan Insurance, United Airlines, the natural gas industry and the Utility Accounting Coalition;
- corporate *public affairs*, communications and marketing work for Chevron, Aetna, Humana, American Forest and Paper Association, Gulf States Utilities, American Medical International, Marion Merrel Dow and Phillips Oil;
- *grassroots counsel* to the Edison Electric Institute, Niagara Mohawk Power Corporation, American Petroleum Institute, Georgia Pacific, American Council of Life Insurance, Business Council of Alabama, National Education Association, Pharmaceutical Manufacturers Association, National Association of Realtors, AFL-CIO and American Trucking Association;
- *public relations counsel* to The Southern Company, Debate America, Georgia Baptist Hospital, National Science Foundation, St. Jude Hospital, New Standards Project and Turner Educational Services, Inc.;

W e have worked together in scores of political campaigns throughout the United States, as well as in Canada, Central America, South America, Europe, Africa and Asia.

- 
- ***U.S. representation*** for the City of Moscow, the Russian and Canadian embassies to the United States, the Electronics Industry Association of Japan, the governments of Albania and Costa Rica and the Trans-Canadian Pipeline;
 - ***international work*** in political campaigns in Botswana, Canada, Costa Rica, Czechoslovakia, Ecuador, Great Britain, Guatemala, Honduras, Ireland, Mexico, Namibia, Nicaragua, Philippines, South Africa, and Venezuela;
 - ***ballot issues*** on "right-to-work" in Missouri, on rate setting for utilities in Michigan, on truck size for Yellow Freight, on operating authority for Middle South Utilities and on tax support for the New Orleans Regional Transit Authority;
 - ***fundraising*** for the American Institute of Architects, the Monetary Policy Forum, Progress PAC, Environmental and Energy Study Institute, and Congressmen David Bonior, Norman Mineta, Stephen Neal, Louis Stokes, Norman Sisisky, William Hughes, David Skaggs, Earl Hilliard and Donald Payne;
 - ***U.S. Senate elections*** for Senators Claiborne Pell, Edward Kennedy, Jay Rockefeller, Richard Bryan, Harry Reid, Russell Long, Joe Biden and Chris Dodd;
 - ***Gubernatorial elections*** for Governors Edwin Edwards, Richard Lamm, John Y. Brown, Jr., Toney Anaya, Joseph P. Teasdale, Dolph Briscoe, Terry Sanford and Rafael Hernandez Colon;
 - ***U.S. House elections*** for Congressmen Nick Rahall, Norm Sisisky, Gerry Studds, Ron Mazzoli, Jerry Litton and Thomas P. "Tip" O'Neill, Jr.
 - ***and municipal elections*** for Anchorage Mayor Tony Knowles, Atlanta Mayor Maynard Jackson, Kansas City Mayor Charles B. Wheeler, Jr. and New Orleans Mayor Moon Landrieu.



Personnel

John Ashford

John Ashford is Chairman and Chief Executive Officer of THE HAWTHORN GROUP, which he founded in 1991.

Now best known as a communications advisor to major Fortune 500 companies, Ashford first came to international prominence as a political consultant for Democratic candidates. Long associated with veteran political consultant Matt Reese, it was Ashford who first took the Reese "instant organization" techniques and adapted them for use in corporate lobbying, marketing and international campaigns.

Ashford first appeared on the political scene in his native Missouri where the *Kansas City Star* called the then 26-year-old campaign manager a "political kingmaker." His work for Reese, which began in the 1970's, included more than 200 candidate and issue campaigns around the world. In 1987, Ashford served on the team that managed the \$35 million sale of Reese Communications to the WPP Group, plc, of London.

Ashford, 45, is a graduate and former trustee of Missouri Valley College. He received his Masters in Public Administration from Harvard University. He is a member of the American Political Science Association, the American Association of Political Consultants, the National Press Club, the Harvard Club, the City Club of Washington, The Missouri Society and the International Churchill Society.

He lives in Alexandria, Virginia, with his wife, Vivian Riefberg, who is a health care management consultant with McKinsey and Company.


Kate Mattos

Kate Mattos is President and Chief Operating Officer of THE HAWTHORN GROUP. A Hawthorn Founder and Principal, she also serves as Director of Client Services for the group.

Before joining THE HAWTHORN GROUP, Mattos served as Director of Public Affairs for the American Federation of Teachers (AFT), where she managed strategic development and implementation of all external communication. She designed and supervised AFT national, state and local campaigns on a variety of issues. She also produced the television program "Focus on Education," a weekly show that aired on PBS stations nationwide.

Earlier, Mattos was Vice President at Hill and Knowlton, working both in H&K's Chicago and Washington offices as a member of the firm's State and Local Government Relations Group. She also served as Vice President at Ogilvy & Mather Public Affairs in Washington, where she specialized in federal issue campaigns.

Early in her career, Mattos worked on Capitol Hill for three members of Congress: Jerry Litton (MO), David Cornwell (IN) and House Agriculture Chairman Kika De La Garza (TX). She also served on the staff of the Democratic National Committee. Mattos is currently on the advisory board of the Public Education Fund Network and is a member of the International Association of Business Communicators and Washington Women in Public Relations.

Mattos is a graduate of the University of Wisconsin. She now lives in Arlington, Virginia.



Michael McAdams

A Washington attorney and lobbyist, Michael McAdams is Senior Vice President of THE HAWTHORN GROUP. A Hawthorn Founder and Principal, he also serves as Director of Operations.

A long-time associate of grassroots "guru" Matt Reese, McAdams also served on the staff of the U.S. Senate, first as press secretary to Senator Joseph Biden and then as counsel to the Senate Judiciary Committee.

In more than ten years at Reese Communications, he worked on a wide range of both domestic and foreign assignments, including candidate, issue and corporate campaigns. During his years there, McAdams served as director of operations, as senior vice president and as a member of the board of directors.

During the course of twenty years in politics, McAdams has been involved in more than 100 campaigns, including former Speaker of the House Tip O'Neill and Senators Biden, Breaux, Culver, Dodd, Glenn, Pell, Reid and Rockefeller. His corporate clients have included AT&T, Blue Cross-Blue Shield, The Natural Gas Supply Association and Philip Morris.

He has most recently served as consultant to the National Democratic Institute for International Affairs where he has worked in elections for Presidents Havel of Czechoslovakia, Chamorro of Nicaragua and Njomo of Namibia. He has also worked with political parties in Botswana, Canada, Ireland, Mexico and South Africa.

A native of Washington, McAdams is a graduate of Notre Dame University and the Georgetown University Law School.



Powell Berger

Powell Berger joined THE HAWTHORN GROUP in 1994 as a Principal and Director of State and Local Services.

From 1991, she served the American Forest and Paper Association (formerly The American Paper Institute) as Associate Director and, then, as Director of State Government Relations.

Prior to her AF&PA work, Berger was Associate Director for Government Relations at the Flexible Packaging Association. Her earlier government relations work included positions with the Sporting Goods Manufacturing Association and the National Association of Manufacturers.

Her interest in government and politics began when she was appointed as Mississippi's first female U.S. Senate Page. She later served as a Senate Republican Cloakroom Assistant.

A native of Mississippi, Berger studied history and political science at Emory University in Atlanta. She now resides in Northern Virginia with her young son, Owen.



Jack Buechner

A former HAWTHORN GROUP Principal, Jack W. Buechner, now at Manatt Phelps, continues to serve THG as Senior Legislative Counsel. Buechner is a former member of the United States House of Representatives from St. Louis County and former President of the International Republican Institute (IRI).

During his two-year tenure at the IRI, Buechner tripled the budget of the democracy-building organization, opened offices in six countries while conducting operations in 26 countries on five continents, including most of eastern Europe and the former Soviet Union. He developed government and market economy training programs for political leaders in 20 countries.

Buechner represented St. Louis County in the U.S. Congress from 1986 to 1991, serving in the House Leadership as Deputy Minority Whip and Vice Chairman of the Republican Study Committee. He was a member of both the Committee on Science, Space and Technology and the Committee on the Budget. From 1972 to 1982, he served in the Missouri House of Representatives. Following the 1994 election, he served on the Transition Committee for Speaker Newt Gingrich.

An attorney, Buechner founded the firm Buechner, McCarthy, Leonard, Kaemmerer, Owen & Laderman which specialized in telecommunications, real estate and labor law. A graduate of Benedictine College, he received his J.D. from St. Louis University.

He and his wife, Nancy Chanitz Buechner, are the parents of a son, Charlie. They live in McLean, Virginia.



Robert Cobb

After many years in business, politics and public affairs, Bob Cobb helped found THE HAWTHORN GROUP. He now serves as Senior Associate for Field Services at THG.

Cobb came to Washington in 1987, to serve as Director of Corporate Development for Reese Communications Companies. Before moving to Washington, Cobb served for eight years as a consultant for the Reese firm. He was project director on several campaigns, among them the successful campaign for Gulf States Utilities, a campaign that, according to the CEO, "saved the company from certain bankruptcy." Other assignments for Cobb included the National Association of Realtors, the City of Detroit and the re-election of Louisiana Governor Edwin Edwards.

In 1979, Cobb successfully managed the campaign for John Y. Brown, Jr., for Governor of Kentucky. He then served as State Democratic Chairman. In 1980, he coordinated the state-wide campaign for President Jimmy Carter.

In addition to his position as State Chairman, Cobb also served as President of the Kentucky Jaycees and served two years on the staff of the United States Jaycees in Tulsa, Oklahoma, as Director of Organizational Development. He served as Director of the Kentucky Chamber of Commerce and was a driving force behind the initiation of a Kentucky Department of Commerce program to attract business from both Europe and Japan.

The parents of four grown children, Cobb and his wife, Sue, live in Washington, DC.



Christiana Figueres

Long active in the politics and government of her native Costa Rica, Christiana Figueres serves as Senior Counsel for International Relations at THE HAWTHORN GROUP.

In addition to serving THE HAWTHORN GROUP, she works as a management organization consultant, serving lobbying and Hispanic clients in the Washington area and is active in the international sustainable development arena.

In the Costa Rican government from 1982 to 1989, Figueres served as Chief of Staff of the Ministry of Agriculture, Director of International Cooperation for the Ministry of Planning and Minister Counselor for the Embassy in Bonn, Germany.

Currently a Ph.D. student in Organizational Development at the Fielding Institute, Figueres received her M.Sc. from the London School of Economics, her B.A. from Swarthmore College and she studied at the Maximilian Universitat in Munich. She is fluent in Spanish, German and English.

She has been recognized with the Great Cross for the Honor of Merit from the German government and has been awarded research grants from the British Council, the Wymyss Foundation, and the Institute of Social and Policy Studies.

Figueres and her husband, Konrad von Ritter, are the parents of two children and live in Washington Grove, Maryland, outside of Washington, D.C., where Konrad works for the World Bank.



Suzanne Hammelman

Joining THE HAWTHORN GROUP as a Principal after twenty years in politics and public affairs, Suzanne Hammelman also serves as Director of Corporate and Association Services for THE HAWTHORN GROUP.

As head of her own firm for seven years, Hammelman worked as a fundraising, marketing and grassroots consultant for a number of trade associations, interest groups, PACs, corporations and Democratic candidates.

Earlier she served for six years as Director of Political Affairs for the National Association of Home Builders where she developed their nationally recognized political action and grassroots program and built their Political Action Committee (PAC) into one of the largest corporate/association PACs in the country.

She later served as Vice President of The Keefe Company in Washington.

Hammelman established the government affairs office for the American Cancer Society and served as a Staff Assistant to Senator Birch Bayh of Indiana.

An Indiana native, Hammelman is a graduate of George Washington University and now lives in Arlington, Virginia.



Marcie Kershenbaum

One of the country's best strategic media planners, Marcie Kershenbaum serves THE HAWTHORN GROUP as Senior Associate for Media Planning.

She previously served as Broadcast Media Supervisor, Media Supervisor and then Associate Media Director for Barkley & Evergreen Advertising, an agency billing more than \$80 million a year.

Her major assignments included Western Auto, Sears Business Centers, NTW - National Tire Wholesale, Southwestern Bell Mobile Systems, Farm & Home Savings and Village Inn Restaurants.

She earlier served as Media Buyer and Planner for Bernstein-Rein Advertising where she worked on the Wal-Mart, McDonalds and United Telecommunications accounts.

A journalism graduate of the University of Kansas, she earned her M.A. in marketing at Webster University in St. Louis, Missouri.

She lives in Kansas City.



Claire Martin

With more than eight years of experience in directing public affairs/issues management programs, Claire Martin is Vice President and Chief Financial Officer at THE HAWTHORN GROUP.

Prior to joining THE HAWTHORN GROUP, Martin was an Associate with The Wexler Group, where she managed NAFTA field operations and grassroots lobbying in 10 target states on behalf of USA*NAFTA.

In 1989, Martin joined the public affairs division of Hill and Knowlton where she developed strategic public affairs programs for corporate, association and international clients, as well as serving as the division supervisor for financial and business administration.

Active in the Bush/Quayle '88 campaign as Field Coordinator in Texas, Martin managed the voter registration and get-out-the-vote effort in east and south Texas. Prior to that she worked at the White House in the Vice President's Advance Office during the Reagan Administration.

Martin currently serves as vice-chair of The Cornerstone Forum, the young members society of The National Building Museum.

Martin graduated from the University of Texas at Austin with a Bachelor of Arts degree in Economics. In 1988 she was listed in Outstanding Young Women of America.



John McGrath, M.D., M.P.A

After an extensive career in medicine and health policy consultation, John McGrath now serves as THE HAWTHORN GROUP's Senior Counsel for Healthcare Policy and Communications.

Dr. McGrath is a Senior Fellow at the Center for the New West in Denver, Colorado. Most recently, he has served as the Executive Director of the Center's Health Policy Council and as the consultant to The Colorado Trust, a philanthropic foundation.

In 1991 and 1992, he served as a health policy advisor to the Clinton/Gore Campaign and was a member of the Health Advisory Group.

He has served as a consultant to the Department of State, the Department of Defense, the Office of the Surgeon General, and as Advisor to the Governor's Panel of Health Advisors in both Colorado and Utah.

A nationally recognized expert on healthcare systems, Dr. McGrath has testified before Congress on more than two dozen occasions, has made more than 125 speeches before national business and health industry groups, appears frequently on national television and has authored dozens of articles, editorials and book chapters.

He received his Doctorate from the University of Chicago and his M.P.A. from Harvard University's John F. Kennedy School of Government. He has held academic appointments at the George Washington University Medical School, Howard University School of Medicine and Walter Reed Army Medical Center.

He served as a Captain in the US Air Force Medical Corps during the Vietnam era.

Dr. McGrath currently lives in New York.



Timothy L. Roper

As THE HAWTHORN GROUP's Senior Creative Counsel, Tim Roper provides nearly twenty years' worth of winning political advertising and creative experience from the Republican side of the aisle.

A Southerner with a Yankee accent, Roper's political career began in earnest when he served in a creative capacity as Direct Mail Coordinator on the President Ford Committee in 1976. Thereafter, he joined National Direct Mail Services, Inc. and became Executive Vice President as his strategic, creative and fundraising skills helped elect seventeen GOP Governors and Senators in the late 1970's and early 1980's.

From 1980 to 1982, Roper served as Finance Director of the California Republican Party. During his tenure, the CRP raised an unprecedented \$12 million for the 1982 elections and \$13 million for the 1984 elections — totals which have never been equaled to this day. In addition, Roper developed a break-through strategy by producing the 1982 "Vote By Mail" absentee ballot drive which enabled George Deukmejian to win the California Governor's race in an upset over his opponent, thereby launching a national change in the use and delivery of political voting systems that continues to this day.

In 1982, Roper helped to form Odell, Roper & Associates, Inc. one of the leading direct mail agencies that specializes in fundraising, voter contact and voter persuasion. OR&A clients have ranged from U.S. Senate and House candidates to the Progressive Conservative Party of Canada, the Presidential campaign of George Bush (1988), projects for Majority Leader Bob Dole, and a large number of civic, cultural, medical and philanthropic clients such as the Police Boys and Girls Clubs, the American Air Museum, the Canadian Diabetes Society, the Financial Post of Canada and the American Medical Association.

A native of Tennessee, Roper lives with his wife and two children in Potomac, Maryland and Chatham, Massachusetts, where he drinks Scotch and fiddles with old Packards.



Pamela Sederholm

With 18 years experience as a public affairs professional for corporations and associations, Pamela Sederholm serves as Senior Associate for Political Education and Corporate Training for THE HAWTHORN GROUP.

When she first came to Washington she helped develop and manage the legislative and political education programs for the Sheet Metal and Air Conditioning Contractors Association.

Working in Dallas and Washington, she established the government affairs department for the Southland Corporation, the world's largest operator and franchisor of convenience stores.

She later served as Executive Director for the National Council of Chain Restaurants and Director of Legislative Services for the American Institute of Architects (AIA), which represents more than 53,000 architects and design professionals, and as Director of Communications and External Affairs for the International Council of Cruise Lines.

In June, 1993, Sederholm was a member of the U.S. delegation which travelled to Russia to provide practical business and political training to more than 150 women from the former Soviet republics.

A native of Brigham City, Utah, Sederholm holds a B.A. in political science from Utah State University. She lives in Alexandria, Virginia.


Debra J. Steffen

Debra Steffen joined the Hawthorn Group in 1993, as Senior Associate for Training and Education. She has provided education and training consulting services to public and private agencies for more than 15 years.

Steffen was most recently Senior Associate with a Maryland consulting group, Shlomo I. Cohen and Associates, Inc., specializing in program development and staff training to agencies and schools that provided services to individuals with special needs. She has more than 15 years of experience in curriculum, motivational systems and educational program development, with expertise in providing these services in the fields of mental health and special education.

Early in her career, Steffen was the director of an Arlington County program, *Specialized Training of People in Behavioral Procedures* program (STOP), which provided education and training consulting services to teachers, direct care workers and parents.

She serves as Vice President of the Supported Employment Enterprise Corporation (SEEC), a Rockville, Maryland based organization dedicated to job training and development for individuals with special needs. Steffen also serves on the Ethics Committee of the Montgomery County Hospice.

Steffen, a Wisconsin native, is a graduate of the University of Wisconsin and American University. She currently resides in Arlington, Virginia.



Donald J. AuCoin

Donald AuCoin, a Senior Account Executive, also serves as Service Manager of THE HAWTHORN GROUP.

He previously worked as an Account Executive for Dentsu Corporation of America, as Vice President of Operations for Targeting Systems, Inc. and as Assistant to the Chairman of Reese Communications Companies, Inc.

A native of Waltham, Massachusetts, AuCoin is a graduate of Georgetown University.

He lives in Washington, D.C., where he is a member and former Executive Director of the Triangle Club.



Laurie Cody

Laurie Cody joined THE HAWTHORN GROUP as a Senior Account Executive after three years working for Representative John Conyer (D-MI) as a professional staff member of the U.S. House Committee on Government Operations where she managed implementation of National Performance Review recommendations.

She previously served for two years as Legislative Assistant and Press Secretary for Representative Charles E. Bennett (D-FL).

Cody was an Account Executive at Hill & Knowlton Public Affairs in Washington and worked for Cable News Network in Washington and as a reporter for WTXL Television in Tallahassee, Florida.

She is a graduate of Florida State University and now lives in Alexandria, Virginia.



Tim Mack

Tim Mack serves as Director of Research Services for THE HAWTHORN GROUP. Previously, he served for five years as Vice President-Research for Reese Communications Companies, Inc.

Prior to that he was a Senior Associate with the Hoving Group. Earlier he served as principal consultant to the U.S. Government Accounting Office, working for the Comptroller General on his Budget Process Task Force.

He also served as a research associate with the National Academy of Sciences and a research assistant at Harvard University's John F. Kennedy School of Government where he authored the book *State and Human Services*, published by the Massachusetts Institute of Technology.

Mack holds a J.D. from Syracuse University and a B.A. from Washington University. He and his wife live in Washington, D.C.


Andrew Brown

Drew Brown is an Account Executive at THE HAWTHORN GROUP.

During the 1992 election, he served on the advance team for Marilyn Quayle, working in 14 states. Earlier, he served for two years as Confidential Assistant to the Treasurer of the United States at the U.S. Department of the Treasury.

During the 1988 campaign, he served first as Executive Assistant to the Comptroller of Bush-Quayle '88 and later as Assistant to the Director of Special Projects for the campaign.

A native of Boston, he received his B.A. degree in history from St. Anselm College in New Hampshire. He now lives in Washington.

Josh Gitelson

Josh Gitelson is an Account Executive for THE HAWTHORN GROUP.

A Journalism and English graduate of the University of Massachusetts at Amherst, Gitelson previously served as an Assistant Account Executive for BMC Strategies in Lexington, Massachusetts and as Public and Media Relations Director for the Johnny Most Tribute Committee in Boston.

He also worked on the sports staff at WBZ-TV in Boston and WWLP-TV in Springfield, Massachusetts and in the Admissions office at the University of Massachusetts.

He lives in Alexandria, Virginia.



E. Parce Dewey

Parce Dewey is Assistant to the Chairman of The Hawthorn Group.

She came to THG from MSI/NEAC in Rockville, Maryland where she worked for two years as a Marketing Associate.

She previously worked in Washington, D.C., as Account Executive for World Com, Director of Media and Public Relations for Access, USA, and as a Public Relations Associate for Whiting and Company and the International Foundation. In Los Angeles she was an Assistant Media Buyer for McCann-Erikson and in France she worked for Voice of America affiliate KLOV.

She attended Agnes Scott College in Atlanta and graduated with honors from Webster University in Geneva, Switzerland. She is a resident of Washington, D.C.

Ginger Poole

Ginger Poole is the Staff Accountant for The Hawthorn Group.

She previously did accounting, concentrating on associations and government contractors, for Don Richards & Associates in Washington, D.C., and on financial analysis for Frank & Co, CPA's, in McLean, Virginia. She also served as Staff Accountant for the Association of Community College Trustees.

Active in local politics, Poole has worked as a precinct chairman and also served on the Fairfax County Republican Committee. She studied business at Northern Virginia Community College.

She, her husband Richard, and their three children live in McLean, Virginia



Sidney A. Dulle, C.P.A.

Sid Dulle serves as Director of Accounting Services and Senior Financial Counsel for THE HAWTHORN GROUP, L.C.

He heads his own Certified Public Accounting firm, Dulle & Associates, in Jefferson City, Missouri. They currently provide accounting and business consulting services for clients in fourteen states, specializing in management advisory services, statewide member organizations, PAC activities and individual tax counsel.

A graduate of Lincoln University and a member of the American Institute of Certified Public Accountants, Dulle serves as Director of Finance for the Missouri State Medical Association and Director of Management Services for the Missouri AFL-CIO. He is a former president of the Jefferson City Rotary Club and Jefferson City Country Club. The father of three children, Dulle lives in Jefferson City.

Kenneth C. Bass III, Esq.

Ken Bass serves as General Counsel for THE HAWTHORN GROUP.

Since 1985 he has been a partner in the Litigation Department and now heads the Appellate Practice Group at Venable, Baetjer, Howard and Civiletti in Washington, D.C. and McLean, Virginia.

He previously served as a partner at Reasoner, Davis & Fox in Washington, as Counsel for Intelligence Policy at the U.S. Department of Justice, as Legislative Assistant to Congressman E.Q. Daddario and as Law Clerk to Supreme Court Justice Hugo L. Black.

Bass received his B.A. degree *summa cum laude* from Duke University, where he was elected to Phi Beta Kappa. He received his law degree from Yale University where he was Order of the Coif and an editor of the Yale Law Journal.