

FINAL

Contact: Mo Taggart
703/684-7848
Beep 800/946-4646
pin # 1115689
Jo-Anne Coe
703/845-1714

SENATOR DOLE SCHEDULE -- DECEMBER 8-9, 1994 -- COLORADO**THURSDAY, DECEMBER 8, 1994**

2:25 pm DEPART Capitol for National Airport
Driver: Wilbert

2:40 pm ARRIVE airport and proceed to departing aircraft
FBO: Signature
703/419-8440

2:45 pm DEPART Washington for Denver, CO
FBO: AMR Combs
Aircraft: Citation III (Circuit City)
Tail number: N500AE
Flight time: 4 hours
Pilots: Alec Kempe
Manny Fornasier
Seats: 8
Meal: Snack
Manifest: Senator Dole
Jo-Anne Coe
Mark Miller
Jim Whittinghill
Neal McCoy
Contact: Steve Cannon
Bobbi Kirk
804/527-4000 ext. 6851

TIME CHANGE: - 2 hours

4:45 pm ARRIVE Denver, CO
FBO: AMR Combs
303/398-5600
Met by: Mike Glassner

THURSDAY, DECEMBER 8, 1994**PAGE 2**

4:50 pm DEPART airport for Westin Hotel

Driver: Provided by Better America Foundation
 Drive time: 20 minutes
 Location: 1672 Lawrence Street

5:10 pm ARRIVE Westin Hotel

303/572-9100
 303/572-7288 fax

PRIVATE

5:25 pm DEPART hotel room for Better America Foundation meeting

Location: Lawrence Room

5:30 pm- ATTEND Better America Foundation Meeting

6:30 pm

Location: Lawrence Room

Attendance: 55

Event runs: 5:30 - 6:30 pm

Press: Closed

Facility: Theater style

Podium and mic

Dole table: Phil Anschutz

Lew Coleman, Bank America

Dennis Washington, Washington Companies

Jim Hardyman, Textron

Rob Krebs, Santa Fe Pacific

Andy Anderson, Scarle

Boone Pickens, MESA

Tom Wheeler, Mass Mutual

John Snowe, CSX

Bob Magness, TCI

Format: 5:30 pm Jim Whittinghill gives Foundation Update

5:40 pm Bill McInturff gives Polling Update

6:05 pm Alex Castellanos gives Media Update

6:30 pm Meeting adjourns

Contact: Royal Roth

202/543-7100

THURSDAY, DECEMBER 8, 1994**PAGE 3**

6:30 pm- ATTEND Better America Foundation Cocktail Reception
 7:00 pm

Location: Daniels Room
 Attendance: 55
 Event runs: 6:30 - 7:00 pm
 Press: Closed
 Facility: None
 Format: Mix and mingle
 Photographer present
 Contact: Royal Roth
 202/543-7100

7:00 pm- ATTEND/SPEAK Better America Foundation Dinner
 9:00 pm

Location: Fisher Room
 Attendance: 55
 Event runs: 7:00 - 9:00 pm
 Press: Closed
 Facility: Rounds of 8
 Podium and mic
 Format: 7:05 pm Phil Anschutz gives welcome remarks
 7:10 pm Dinner served
 8:10 pm Phil Anschutz gives remarks and
 introduces Senator Dole
 8:15 pm Senator Dole gives remarks
 8:30 pm Q & A
 9:00 pm Dinner concludes
 Contact: Royal Roth
 202/543-7100

9:00 pm DEPART Dinner for hotel room

RON---Denver, CO
 303/572-9100
 303/572-7288 fax

FRIDAY, DECEMBER 9, 1994**PAGE 4**

7:55 am DEPART Westin Hotel for Hyatt Regency Hotel

Driver: Provided by Better America Foundation
 Drive time: 5 minutes
 Location: 1750 Welton Street

8:00 am ARRIVE Hyatt Regency Hotel/Anaconda Tower
 303/295-1234
 303/292-2472 fax

8:00 am- ATTEND Meeting with Bill Owens, Treasurer elect, Att. Gen., Gail Norton,
 8:15 am Secretary State Elect, Vicki Buckley, Senate President, Tom Norton and
 Speaker of the House, Chuck Berry, Natalie Meyer and Congressman Dan
 Schaefer

Location: Room 210 - B

8:15 am- ATTEND/SPEAK Colorado Republican Party Fundraising Breakfast

9:00 am Location: Room 215 - Anaconda Tower
 Attendance: 35
 Event runs: 8:00 - 9:00 am
 Press: Closed
 Facility: 2 large conference tables
 No podium
 Format: Vice Cham., Barbara McTurk gives welcome and
 introduces Senator Brown
 Senator Brown gives remarks and introduces
 Senator Dole
 Senator Dole gives remarks
 Contact: Brian Berry
 512/338-4068

9:15 am- Press Avail with Senator Hank Brown and elected State Officials

9:30 am Location: Room 210 - B

9:30 am DEPART Hyatt Regency for airport

Driver: Provided by Better America Foundation
 Drive time: 20 minutes

9:50 am ARRIVE airport and proceed to departing aircraft

FBO: AMR Combs
 303/398-5600

FRIDAY, DECEMBER 9, 1994**PAGE 5**

9:55 am DEPART Denver for Washington

FBO: Signature
Aircraft: Citation III (Circuit City)
Tail number: N500AE
Flight time: 3 hours
Pilots: Alec Kempe
Manny Fornasier
Seats: 8
Meal: Lunch
Manifest: Senator Dole
Jo-Anne Coe
Mark Miller
Jim Whittinghill
Neal McCoy
Steve Cannon
Contact: Steve Cannon
Bobbi Kirk
804/527-4000 ext. 6851

TIME CHANGE: + 2 hours

2:55 pm ARRIVE Washington/National

FBO: Signature
703/419-8440

3:00 pm DEPART airport for Capitol

Driver: Wilbert

3:15 pm ARRIVE Capitol

SCHEDULE

BAF EVENTS

as of: 12/06/94

**Attendee List
Denver, Colorado
December 8, 1994**

Mr. V.N. Anderson (Andy)
President - U.S. Operations
Searle
Chicago, Illinois

Mr. Philip F. Anschutz (Phil)
Chairman
The Anschutz Corporation
Denver, Colorado

The Honorable William Barr (Bill)
Senior Vice President and General Counsel
GTF Corporation
Stamford, Connecticut

Mr. Bjorn K. Borgen (Erik)
President
Founders Asset Management, Inc.
Denver, Colorado

Senator Hank Brown
United States Senate
Colorado

Mr. Duane L. Burnham (Duane)
Chairman and C.E.O.
Abbott Laboratories
North Chicago, Illinois

Mr. Alex Castellanos (Alex)
National Media, Inc.
Alexandria, Virginia

Mr. Kirk L. Clinkenbeard (Kirk)
MacAndrews & Forbes Holdings, Inc.
Washington, DC

Mrs. Jo-Anne L. Coe (Jo-Anne)
President and Executive Director
Campaign America
Washington, DC

Mr. Lewis W. Coleman (Lew)
Vice Chairman
BankAmerica Corporation
San Francisco, California

Mr. Herbert F. Collins (Herb)
Chairman
Boston Capital Partners
Boston, Massachusetts

Mr. Bruce L. Crackett (Bruce)
President and C.E.O.
COMSAT Corporation
Bethesda, Maryland

Mr. William Diefenderfer, III (Bill)
Partner
Wunder, Diefenderfer, Cannon & Thelen
Washington, DC

Mr. Cortlandt S. Dietler (Cort)
Chairman and C.E.O.
Associated Natural Gas
Denver, Colorado

Mr. Gerard D. DiMarco (Gerry)
Managing Partner
DiMarco & Riley
Rochester, New York

Senator Bob Dole
Republican Leader
United States Senate
Washington, DC

Mr. Charles Gates (Charlie)
Chairman and C.E.O.
The Gates Corporation
Denver, Colorado

Mr. Thomas Gosnell (Tom)
Rochester, New York

Mr. Barry H. Gottehrer (Barry)
Sr. V.P. - Government Relations
Mass. Mutual Life Insurance Co.
Springfield, Massachusetts

Mr. Richard C. Green (Rick)
Chairman and C.E.O.
Utilicorp United
Kansas City, Missouri

Mr. Raymond Harbert, III (Raymond)
President and C.E.O.
Harbert Corporation
Birmingham, Alabama

Mr. James F. Hardymon (Jim)
Chairman and C.E.O.
Textron Inc.
Providence, Rhode Island

Mr. Robert W. Helm (Bob)
Corp. V.P. - Gov't. Relations
Northrop Grumman Corporation
Arlington, Virginia

Mr. Wallace J. Hilliard (Wally)
President
American Medical Security
Green Bay, Wisconsin

Mr. James M. Hoak (Jim)
Chairman and C.E.O.
Crown Media, Inc.
Dallas, Texas

Mr. Forrest E. Hoglund (Forrest)
Chairman, President and C.E.O.
Enron Oil & Gas Company
Houston, Texas

Ms. Mary L. Howell (Mary)
Senior Vice President Government and International Relations
Textron, Inc.
Washington, DC

Mr. Tod R. Hullin (Tod)
Senior Vice President - Communications and Public Affairs
Time Warner Inc.
New York, New York

Mr. Belton K. Johnson (B.K.)
Founder and Chairman
B.K. Johnson Interests
San Antonio, Texas

Mr. Charles S. Johnson, Jr. (Brook)
Chairman and C.F.O.
C.S. Brooks Corp.
Greenwich, Connecticut

Mr. Marvin D. Johnson (Swede)
Vice President - Public Affairs
Coors Brewing Company
Golden, Colorado

Mr. Glenn Jones (Glenn)
Chairman and C.E.O.
Jones Intercable, Inc..
Denver, Colorado

Mr. Edward C. Kratovil (Ted)
Senior Vice President
UST, Inc.
Greenwich, Connecticut

Mr. Robert D. Krebs (Rob)
Chairman, President & C.E.O.
Santa Fe Pacific
Schaumburg, Illinois

Mr. Andrew Littlefair (Andrew)
Vice President - Public Affairs
Mesa Inc.
Dallas, Texas

Mr. Charles Lyons (Charlie)
President
COMSAT Video Enterprises, Inc.
Bethesda, Maryland

Mr. Bob Magness (Bob)
Chairman
Tele-Communications, Inc.
Englewood, Colorado

Ms. Sandra Mathy (Sandy)
Vice President of HMO Partnerships
American Medical Security
Green Bay, Wisconsin

Mr. Neal S. McCoy (Neal)
Managing Partner
Skadden, Arps, Slate, Meagher & Flom
Washington, DC

Mr. Bill McInturff (Bill)
Co-Founder
Public Opinion Strategies
Alexandria, Virginia

Mr. M.B. Oglesby, Jr. (B)
Senior Vice President
RJR Nabisco
Washington, DC

Mr. Karl J. Ottosen (Karl)
Contran Corporation
Washington, DC

Mr. T. Boone Pickens (Boone)
Chairman and C.E.O.
MESA Inc.
Dallas, Texas

Mr. Ryal Poppa (Ryal)
Chairman and C.E.O.
Storage Technologies Corporation
Louisville, Colorado

Mr. Vincent Reusing (Vince)
Senior Vice President for External Relations
Metropolitan Life Insurance Company
New York, New York and Washington, DC

Mr. R.K. Richey (Ron)
Chairman
Torchmark Corporation
Birmingham, Alabama

Mr. Robert M Smith (Bob)
President and C.O.O.
American Barrick Resources
Toronto, Canada and Elko, Nevada

Mr. John W. Snow (John)
Chairman, President and C.E.O.
CSX Corporation
Richmond, Virginia

Mr. W. Thomas Stephens (Tom)
Chairman, President and C.F.O.
Manville Corporation
Denver, Colorado

Mr. Timothy J. Travis (Tim)
President
Eaton Metal Products Corp.
Denver, Colorado

Mr. David Tucker (Dave)
General Manager
American Locomotive Marketing - General Electric Transportation Systems
Erie, Pennsylvania

Mr. Dennis Washington (Dennis)
Founder
Washington Companies
Missoula, Montana

Mr. Thomas B. Wheeler (Tom)
President & C.F.O.
Massachusetts Mutual Life Insurance Co.
Springfield, Massachusetts

Mr. James Whittinghill (Whit)
Executive Director
Better America Foundation
Washington, DC

Mr. John D. Zeglis (John)
Senior Vice President and General Counsel
AT&T
Basking Ridge, New Jersey

THE
BETTER AMERICA
FOUNDATION
DINNER

THE WESTIN HOTEL - TABOR CENTER
DENVER, COLORADO

DECEMBER 8, 1994

ATTENDEE BIOGRAPHIES

Mr. V.N. Anderson (Andy)

President - U.S. Operations

Scarle

Chicago, Illinois

Andy has served in his current post since December, 1991. A native Kansan and graduate of Fort Hays State University, he has been the recipient of many industry awards. Andy's career in pharmaceutical sales spans 25 years. He currently serves on the Board of Directors of the American Foundation for Pharmaceutical Education, the Associate Members Board of the National Wholesale Druggists Association and on the University of Texas Pharmacy Advisory Council.

Mr. Philip F. Anschutz (Phil)

Chairman

The Anschutz Corporation

Denver, Colorado

Phil is a graduate of the University of Kansas. He founded the Anschutz Corporation in 1965. The company's major business interests are in the fields of natural resources, railroads, real estate and communications. He currently serves on the board of the American Museum of Natural History in New York, the National Associates Board of the Smithsonian Institute, the National Petroleum Council and is an honorary trustee of the Kennedy Center all in Washington, DC. He is also a director of The Anschutz Foundation.

The Honorable William Barr (Bill)

Senior Vice President and General Counsel

GTE Corporation

Stamford, Connecticut

Bill served as the 77th Attorney General of the United States during the administration of George Bush. Prior to his appointment, he was Deputy Attorney General serving as the Chief Operating Officer supervising the Justice Department's day-to-day operations. Following his government service, he rejoined the law firm of Shaw, Pittman, Potts & Trowbridge. This past July, he joined GTE in his current position. He received his JD with highest honors graduating second in a class of 297 from George Washington University.

Mr. Bjorn K. Borgen (Erik)

President
Founders Asset Management, Inc.
Denver, Colorado

Erik is the President and owner of Founders Funds Inc. a \$2.5 billion mutual fund company. Erik is an American success story. After immigrating to the U.S. from his native Norway, Erik graduated from the University of Wisconsin and received his MBA from Harvard. He has also become a naturalized American citizen. He currently serves on the boards of various educational and non-profit sports organizations.

Senator Hank Brown

United States Senate
Colorado

Senator Brown, now senior Senator from Colorado, was elected to the U. S. Senate in 1990 after serving five terms in the U.S. House of Representatives. A graduate of the University of Colorado, he was student body President and a star football player. After serving as a Naval aviator during the Vietnam War, Senator Brown returned to Colorado to continue his public service and was elected to the Colorado State Senate. He currently serves on the Budget, Foreign Relations and Judiciary Committees.

Mr. Duane L. Burnham (Duane)

Chairman and C.E.O
Abbott Laboratories
North Chicago, Illinois

Duane holds bachelor's and master's degrees from the University of Minnesota. He has been with Abbott Labs since 1982 rising to his current position in 1990. He also sits on the company's board of directors. Other board memberships include the Sara Lee Corporation, the Federal Reserve Bank of Chicago, Northwestern University, Evanston, Illinois Hospital, Chicago's Museum of Science and Industry, Lyric Opera and the Chicago Council of Foreign Relations. Duane is also a member of the Business Roundtable.

Mr. Alex Castellanos (Alex)

Principal
National Media, Inc.
Alexandria, Virginia

Alex is one of the Republican party's new generation of TV advertising consultants. Fortune magazine has singled him out as a "new style media master." Campaign and Elections magazine has named him one of the rising stars of the Republican party. His client list is a who's who of the Republican party. Alex was also a member of both Bob Dole and George Bush's media teams for their Presidential campaigns. Since 1982, Alex has created over 500 spots for Republican candidates running for President, U.S. Senate, Congress and Governor. Alex was born in Havana, Cuba and graduated from the University of North Carolina as a Morehead Scholar.

Mrs. Jo-Anne L. Coe (Jo-Anne)

President and Executive Director
Campaign America
Washington, DC

Jo-Anne has been an aide to Senator Bob Dole for over 25 years. She has served in various capacities in all three of his national campaigns (1976, 1980 and 1988) and all of his Senate campaigns. After Senator Dole was elected Majority Leader of the U.S. Senate in 1984, he named Jo-Anne the first woman to be Secretary of the Senate, the highest ranking elected official in the Senate. After Senator Dole's 1988 Presidential campaign, Jo-Anne was named to her current position. Under her leadership, Campaign America has become the third largest PAC in the country.

Mr. Lewis W. Coleman (Lew)

Vice Chairman
BankAmerica Corporation
San Francisco, California

Lew was appointed to his current position in 1990. In 1993, he was also appointed Chief Financial Officer of the company. Lew manages the company's financial accounting, financial analysis and planning, treasury, corporate development and corporate relations departments. A native of San Francisco, he holds a degree in economics from Stanford University. Prior to coming to BankAmerica in 1986, Lew served as an Executive Vice President at Wells Fargo Bank. He currently serves on the Board of Trustees of the California Academy of Sciences, the Board of Overseers of the Hoover Institution and the Board of Directors of Conservation International, The Japan Society and Chiron Corporation.

Mr. Herbert F. Collins (Herb)

Chairman
Boston Capital Partners
Boston, Massachusetts

A graduate of Harvard University, Herb co-founded Boston Capital in 1974. The company has become a fully integrated and diversified real estate investment firm in affordable housing. Boston Capital's investment portfolio includes holdings in 49 states, Puerto Rico and the U.S. Virgin Islands. Herb has served in a number of government positions: Chairman of the Federal Home Loan Bank Board of Boston, Chairman of the Massachusetts Housing Policy Commission and a National Committeeman for the Kennedy Center in Washington. He presently serves on the board of Boston's I Have a Dream Foundation.

Mr. Bruce L. Crockett (Bruce)

President and C.E.O.
COMSAT Corporation
Bethesda, Maryland

Bruce holds degrees from the University of Rochester, Columbia University and the University of Maryland. He joined COMSAT in 1980 and was named to his current position in February, 1992. The company is a global provider of communications and entertainment products and services. In addition to his service on COMSAT's board of directors, he serves as a director of AUGAT, Inc. and INROADS, Inc. COMSAT also owns the NBA's Denver Nuggets.

Mr. William Diefenderfer, III (Bill)

Partner
Wunder, Diefenderfer, Cannon & Thelen
Washington, DC

Bill has a long history of government service. During the Bush Administration, he served as Deputy Director of the Office of Management and Budget. Prior to that, he served as Chief of Staff/Counsel to the Senate Finance Committee and the Senate Commerce, Science and Transportation Committee. Bill holds degrees from Dickinson College, Duquesne University School of Law and Kings College at the University of London. He has been in his current position since May, 1991.

Mr. Cortlandt S. Dietler (Cort)

Chairman and C.E.O.
Associated Natural Gas
Denver, Colorado

After serving in the U.S. Army in World War II, Cort graduated from the University of Tulsa. Since then he has worked for a number of energy companies including: ARAMCO in Beirut, Lebanon, the Toronto Pipe Line Company, Argo Oil, Western Crude Oil, Continental Ozark and the company he currently heads, Associated Natural Gas. A native of Denver, Cort has long been active in the community. He is a member of the National Petroleum Council and the 25 Year Club of the Petroleum Industry and a director of the American Petroleum Institute and the Rocky Mountain Oil & Gas Association.

Mr. Gerard D. DiMarco (Gerry)

Managing Partner
DiMarco & Riley
Rochester, New York

Gerry has had a varied history of service in civic, business and political affairs. He has been admitted to the bars of the U.S. Supreme Court, U.S. District Court and the New York Supreme Court. Gerry has been an active political fundraiser for Senator Bob Dole, New York Senator Alfonse D'Amato and New York Governor-elect George Pataki. In 1992 Governor Cuomo appointed him to the New York Commission on Cable Television. Gerry has served as Managing Partner at DiMarco & Riley since 1991. Currently, he is playing an active role on Governor-elect Pataki's transition team.

Senator Bob Dole

Republican Leader
United States Senate
Washington, DC

Recognized as one of America's towering political figures, Senator Dole has a distinguished record of public service that spans four decades. A decorated and wounded combat veteran, Bob Dole was raised on the plains of western Kansas. He has been the Senate Majority Leader, the Chairman of the Senate Finance Committee, a two-time candidate for President, his party's nominee for Vice President, a member of the House of Representatives, the Chairman of the Republican Party, a state legislator and a county attorney. In 1992, Senator Dole was re-elected to an unprecedented fifth term in the U.S. Senate. In November of this year, his party reclaimed the majority in the U.S. Senate and in January he will again become the Majority Leader of the U.S. Senate.

Mr. Charles C. Gates (Charlie)

Chairman and C.E.O.
The Gates Corporation
Denver, Colorado

A native Coloradan and a graduate of Stanford University, Charlie has enjoyed a very successful business career. He started with Gates Rubber Company in 1946 and was appointed to his current position in 1982. Charlie currently sits on the boards of BIIP Petroleum, Hamilton Petroleum, Tejas Gas Corp. and the Denver Art Museum Foundation. He has been active with the National Association of Manufacturers, Nature Conservancy and the Colorado Wildlife Heritage Foundation. He also served on the Federal Reserve Bank of Kansas City.

Mr. Thomas H. Gosnell (Tom)

Rochester, New York

Tom joined The Lawyers Co-operative Publishing Company in 1946 and rose through the ranks to become President in 1960 and Chairman and CEO in 1984. In 1989 he retired. Since that time, Tom has continued to enjoy a variety of philanthropic, political, professional and civic activities. Currently Tom is managing several family partnerships and is a private investor.

Mr. Barry H. Gottehrer (Barry)

Sr. V.P. - Government Relations
Mass. Mutual Life Insurance Co.
Springfield, Massachusetts

With degrees from both Brown and Columbia Universities, Barry has experience in a variety of fields. He has worked for such prestigious publications as Newsweek, Sports Magazine and the New York Herald Tribune. He also worked for then New York Mayor John Lindsay and The Madison Square Garden Corporation. In August 1978, Barry moved to his current position. He has been active in civic, political and professional organizations and currently serves on the board of the Ford and Shakespeare Theatres in Washington. He is also the author of three books.

Mr. Richard C. Green, Jr. (Rick)

Chairman, President and C.E.O.
UtiliCorp United
Kansas City, Missouri

Rick represents the fourth generation of his family to lead UtiliCorp and its predecessor company, Missouri Public Service. He has held various positions with the company and was appointed to his present post in 1989. Under his leadership, the company has expanded from a utility serving 200,000 customers in Missouri and Kansas to one that serves more than a million customers in eight states, British Columbia, New Zealand and the United Kingdom. Rick also serves on the board of directors of the Greater Kansas City Chamber of Commerce, Commerce Bank of Kansas City, and the Midwest Research Institute. In addition, he is on the board of trustees of the Center for Strategic and International Studies and the Urban Institute both in Washington.

Mr. Raymond Harbert, III (Raymond)

President and C.E.O.
Harbert Corporation
Birmingham, Alabama

Raymond has spent his business career in the construction industry. After graduating from Auburn University, he started with the construction subsidiary, Harbert International. Subsequently, he has moved to the top of the corporate ladder and has held his present position since 1990. Raymond serves on the board of the Business Council of Alabama, the Auburn Business Advisory Board and is past state chairman of The Young Presidents' Organization (YPO's.)

Mr. James F. Hardyman (Jim)

Chairman and C.E.O.
Textron Inc.
Providence, Rhode Island

A native of Kentucky, Jim received both his bachelor's and master's degrees from the University of Kentucky. After serving two tours with the U.S. Army, he began his business career. He rose to become President of Emerson Electric in St. Louis. In 1989, he moved to Textron and became Chairman and C.E.O. in 1993. In addition to serving on Textron's board, he also serves on the boards of The Fleet Financial Group and the University of Kentucky.

Mr. Robert W. Helm (Bob)

Corporate Vice President - Government Relations
Northrop Grumman Corporation
Arlington, Virginia

In 1989, Bob joined Northrop Grumman after a successful career at Honeywell. Prior to his service there, Bob was Assistant Secretary of Defense (comptroller) in the Reagan Administration, serving as the Pentagon's Chief Financial Officer and principal contact for the defense budget with Congress. He also served as a senior defense analyst for the Senate Budget Committee and Director of Defense Programs for the National Security Council. A native of Wisconsin, Bob holds degrees from the University of Wisconsin and Tufts University.

Mr. Wallace J. Hilliard (Wally)

President
American Medical Security
Green Bay, Wisconsin

After 20 years of successfully building a multi-million dollar insurance company, Wally and his partner, Ron Weyers, decided to start from scratch. In 1988 they founded American Medical Security, the fastest-growing health benefits company in America. Under their direction, AMS has expanded to over \$1 billion in annual premiums in 30 states, employing over 2,000 people. He is a graduate of the University of Wisconsin.

Mr. James M. Hoak (Jim)

Chairman and C.E.O.
Crown Media, Inc.
Dallas, Texas

An Iowa native, Jim holds degrees from Yale and Stanford Universities (where he served as editor of the Stanford Law Review.) Jim has spent his business career as the CEO of media companies he has founded and built. In 1991, after selling Heritage Communications (which he continues to Chair,) he formed Crown Media with Hallmark Cards to buy and operate cable television systems. In addition, he serves as Chairman of Cypress Capital Corporation, a merchant bank fund. Besides serving on Crown's board, he also serves on the board of Pier 1 Imports, Airgas, Inc., Midwest Resources, Inc. and Sun Coast Industries, Inc.

Mr. Forrest E. Hogle (Forrest)

Chairman, President and C.E.O.
Enron Oil & Gas Company
Houston, Texas

A graduate of the University of Kansas, Forrest began his career with Exxon. He went on to serve as President and CEO of Texas Oil and Gas Corporation, one of the fastest growing independent companies at that time. After their merger with CSX, he remained as President until 1987 when he moved to his current position with Enron Oil & Gas, one of the largest independent oil and gas companies in the U.S. in terms of domestic proven reserves. He also serves on the Board of Visitors of the M.D. Anderson Cancer Foundation in Houston and Chairman of the Board of Trustees of the Houston Museum of Natural Science.

Ms. Mary L. Howell

Senior Vice President Government and International Relations
Textron, Inc.
Washington, DC

Business Week recently named Mary one of their "Fifty Women to Watch". Mary has been with Textron since 1980 and serves as a principal officer of the corporation. She has held her current position since 1993. She is a member of numerous Washington-area trade and professional associations and serves on the board of the Business Government Relations Council, the Bryce Harlow Foundation and the advisory board of the Ladies Professional Golf Association. She is a graduate of the University of Massachusetts-Amherst.

Mr. Tod R. Hullin (Tod)

Senior Vice President - Communications and Public Affairs
Time Warner Inc.
New York, New York

A graduate of the University of Washington and a veteran of the U.S. Army, Tod has worldwide responsibility for investor relations, financial communications, government affairs, media relations, internal communications, corporate advertising and corporate identity at Time Warner. Tod served in the Nixon administration from 1969-1974 where he held positions on the White House staff and the Domestic Council. His government service includes serving as Principal Deputy Assistant Secretary for the Defense Department from 1976-1977. Before coming to Time Warner, Tod worked for SmithKline Beecham, Searle Pharmaceuticals and Interstate General Corporation.

Mr. Belton K. Johnson (B.K.)

Founder and Chairman
B.K. Johnson Interests
San Antonio, Texas

Although born in Baltimore, B.K. is about as native a Texan as one can be. A great-grandson of King Ranch founder, Capt. Richard King, he holds degrees from Cornell and Stanford and served in the U.S. Army. His present company is involved in agriculture, commercial real estate and other diversified investments. He currently serves on the boards of AT&T, Tenneco, the National Cowboy Hall of Fame, Southwest Foundation for Biomedical Research, the Better America Foundation and the Texas Research and Technology Foundation. He is a participant in real estate development projects in San Antonio, Corpus Christi and Florida.

Mr. Charles S. Johnson, Jr. (Brook)

Chairman and C.E.O.
C.S. Brooks Corp.
Greenwich, Connecticut

With degrees from the University of North Carolina and the prestigious London School of Economics and Political Science, Brook began his business career with the Fortune 500 company, Collins & Aikman Corp. In 1987 he founded C.S. Brooks Corporation which has become one of the largest home furnishings textile companies in North America. Brook is very active in civic and political affairs and is considered a rising star in the Republican Party. In 1992, Brook was the Republican nominee for the U.S. Senate from Connecticut.

Mr. Marvin D. Johnson (Swede)

Vice President - Public Affairs
Coors Brewing Company
Golden, Colorado

Swede joined Coors Brewing in 1985 after serving as an Administrative Vice President at the University of New Mexico. He also served on the Coors board of directors from 1988-1993. Swede is a graduate of the University of Arizona and has been involved with various educational, civic and philanthropic organizations in Colorado, New Mexico and Arizona. He was responsible for organizing the first conference on state government relations in higher education and is considered a national leader in governmental relations for universities and community organizations.

Mr. Glenn Jones (Glenn)

Chairman and C.E.O.
Jones Intercable, Inc.
Denver, Colorado

Glenn purchased his first cable television system in 1967 with \$400 borrowed against his Volkswagen. Since then, his company has become one of the ten largest cable television operators in the U.S. It has served as the springboard for Glenn's creation of a number of innovative enterprises including the Mind Extension University. In 1964, he put his business career on hold and ran unsuccessfully for a seat in Congress. A native of Pennsylvania, Glenn holds degrees from Allegheny College and the University of Colorado Law School. He currently is a member of the board of directors of the National Cable Television Association.

Mr. Edward C. Kratovil (Ted)

Senior Vice President
UST, Inc.
Greenwich, Connecticut

Ted joined UST in 1985 and was appointed to his current position in 1990. Prior to this Ted spent 15 years with American Can Company (now Travellers, Inc.) in positions of widening responsibility. During that period he took a two year leave of absence to serve as then Senator Lowell Weicker's Chief of Staff in Washington. In 1990, Governor Weicker appointed Ted Chairman of the Connecticut Gaming Policy Board. He currently is a board member of the Dole Foundation for the Employment of People with Disabilities and the Congressional Sportsmen's Foundation both in Washington, DC. Ted is a graduate of Long Island University.

Mr. Robert D. Krebs (Rob)

Chairman, President & C.E.O.
Santa Fe Pacific Corporation
Schaumburg, Illinois

A native of Sacramento, Rob began his career in the railroad industry with Southern Pacific in 1966. He holds degrees from Stanford and Harvard. He joined Santa Fe Pacific in 1982 and was named to his current position in 1991. In addition to Santa Fe's board, Rob serves on the boards of Phelps Dodge, Northern Trust Corp., Carellus Development Corp., Santa Fe Energy Resources, Santa Fe Pacific Gold Corp. and Santa Fe Pacific Pipelines, Inc. He also serves as a Trustee for the Shedd Aquarium, Ravinia Festival, Illinois Literacy Foundation, Northwestern Hospital and Lake Forest College.

Mr. Charles Lyons (Charlie)

President

COMSAT Video Enterprises, Inc.
Bethesda, Maryland

Charlie heads COMSAT Video (CVE,) the operating unit of COMSAT Corporation, that provides instant and scheduled pay-per-view movies and interactive guest services to more than 500,000 hotel rooms nationwide. It also owns the NBA franchise Denver Nuggets. Charlie sits on the NBA's Board of Governors and its Planning and Relocation Committees. Since joining CVE in 1990, he has taken it from loss-making to profitability. He is a graduate of Washington University and has completed executive business programs at the Harvard Business School and Johns Hopkins University.

Mr. Bob Magness (Bob)

Chairman

Tele-Communications, Inc.
Englewood, Colorado

Bob has served as Chairman of TCI since 1973. He served as President from 1956-1973. Bob is considered a pioneer in the cable industry. He started his first cable system in West Texas in 1956. Today, TCI is the largest cable television company in the United States. Bob serves on the board of directors of the National Western Stock Show Association, Liberty Media, Turner Broadcasting and Republic Pictures. He also serves on the board of trustees of the University of Denver, the Denver Art Museum, the Arabian Horse Trust. A native of Oklahoma, he holds a degree from Southwestern State College in Weatherford, Oklahoma.

Ms. Sandra Mathy (Sandy)Vice President of HMO Partnerships
American Medical Security
Green Bay, Wisconsin

After a successful tenure as V.P. of Marketing at AMS, Sandy recently took over the HMO division. She has over 20 years experience in group health insurance, including serving as Administrative Officer in the Commissioner of Insurance's office for the state of Wisconsin. She is a fellow in the Life Management Institute as well as a member of the Corporate Advisory Council for the Wisconsin Institute of Family Medicine. She is a strong advocate for insurance reform, but maintains the new healthcare system should remain locally controlled in a competitive environment.

Mr. Neal S. McCoy (Neal)
Managing Partner
Skadden, Arps, Slate, Meagher & Flom
Washington, DC

Neal is partner in charge of Skadden Arps' Washington, DC office. Earlier this year, he accepted appointment to serve on the board of the Better America Foundation. A graduate of the University of Kansas and Harvard University Law School, Neal has had a successful career representing public companies in mergers and acquisitions, public offerings and other corporate matters. He frequently advises financial institutions on securities activities. He is a frequent lecturer at various seminars and symposiums on mergers and acquisitions and securities law.

Mr. Bill McInturff (Bill)
Partner and Co-Founder
Public Opinion Strategies
Alexandria, Virginia

Public Opinion Strategies is among the country's largest Republican polling firms. In the last two election cycles, POS clients have won 28 of the 64 U.S. House seats lost by the Democrats. They have also completed research for some of the country's largest corporations and associations, including American Airlines, NBC, the NBA, International Paper and the aluminum and computer industries. Bill co-writes a monthly column on trends and political strategy for Campaign magazine, is frequently quoted on Nightline, Inside Politics, C-SPAN and various national news magazines and major newspapers and served as a consultant for CBS News during the 1992 Republican convention.

Mr. M.B. Oglesby, Jr. (B)
Senior Vice President
RJR Nabisco, Inc.
Washington, DC

B has served in his current position at RJR since 1989. He also serves on the boards of the National Association of Manufacturers, National Food Processors Association, National Foreign Trade Council and was Chairman of the Board of the Congressional Institute. He came to RJR after serving as Deputy Chief of Staff to President Reagan and earlier as an Assistant to the President for Legislative Affairs. He has also served as a senior advisor in Illinois state government and Counsel to the House Energy & Commerce Committee.

Mr. T. Boone Pickens (Boone)

Chairman and C.E.O.
MESA Inc.
Dallas, Texas

A graduate of Oklahoma State, Boone started the predecessor company to MESA in 1956, and took it public in 1964. He built it into one of the largest independent producers of natural gas and oil in the U.S. Over the years, MESA has operated in Canada, Australia, the United Kingdom and Africa. From its inception, MESA has been at the forefront of change and innovation. Boone's autobiography spent 15 weeks on the *New York Times* Best Seller List. Long active in political affairs, Boone served as Chairman of the 1987 President's Dinner and the 1992 President's Inaugural Anniversary Gala in Washington. He currently serves as an advisor to the National Campaign for A Drug Free America.

Mr. Ryal Poppa (Ryal)

Chairman and C.E.O.
Storage Technologies Corporation
Louisville, Colorado

A North Dakota native and a graduate of Claremont McKenna College, Ryal has enjoyed a successful business career. In 1985, he joined StorageTek to rebuild the company which had filed for Chapter 11 bankruptcy. In only two years time under his leadership, the company achieved the fastest turnaround in industry history. In 1983 he was appointed by President Reagan to the Committee on the National Medal of Science. He currently serves on the executive committee of the American Electronics Association. In 1991 he was honored as Colorado Business Leader of the Year.

Mr. Vincent Reusing (Vince)

Senior Vice President for External Relations
Metropolitan Life Insurance Company
New York, New York and Washington, DC

Joining MetLife in 1969, Vince has advanced through positions of increasing responsibility and has held his current position since 1988. Prior to joining MetLife, he served as a legislative aide in the Department of Health, Education and Welfare and an aide in the U.S. Senate. He currently chairs a number of insurance industry and business committees. Vince holds a JD degree from Catholic University Law School.

Mr. R.K. Richey (Ron)

Chairman and C.E.O.
Torchmark Corporation
Birmingham, Alabama

After this Kansas native received his degrees from Washburn University and its Law School, Ron began his business career with the Kansas Insurance Department. In 1964, he joined Globe Life and Accident Insurance Company rising to the position of Chairman and CEO. In 1980 the company was purchased by Torchmark. Ron has risen to the top of this company and has held his current position since 1986. He currently serves on the board of the National Cowboy Hall of Fame. On November 8th of this year, Ron's son-in-law, Bill Graves, was elected Governor of the state of Kansas.

Mr. Robert M Smith (Bob)

President and C.O.O.
American Barrick Resources
Toronto, Canada and Elko, Nevada

Bob has enjoyed a distinguished career in the gold mining industry. During his tenure at American Barrick, he has managed the explosive growth of the company. He is a graduate of the University of Toronto and is a past chairman and current director of The Gold Institute. Prior to his tenure at American Barrick, he served as President of Camflo Mines Limited. Bob currently serves as a director of The American Mining Congress and was named Canada's "Mining Man of the Year" in 1993.

Mr. John W. Snow (John)

Chairman, President and C.E.O.
CSX Corporation
Richmond, Virginia

A native of Toledo, Ohio, John holds degrees from the University of Toledo, the University of Virginia and George Washington Law School. He has served in his current position since 1991 and has been with CSX since 1980. Prior to his tenure at CSX, John served in various government positions, including Deputy Undersecretary of Transportation and Administrator of the National Highway Traffic Safety Administration. He currently serves as Chairman of the Business Roundtable and a director on the boards of CSX, NationsBank, Bassett Furniture, Dominion Resources, Textron, The Association of American Railroads, the Better America Foundation and The Johns Hopkins University.

Mr. W. Thomas Stephens (Tom)

Chairman, President and C.E.O.
Manville Corporation
Denver, Colorado

Tom was appointed Chairman of the Manville Corporation in 1990 and Chairman of Riverwood International in 1992. He holds both a bachelor's and master's degree from the University of Arkansas. He has held various management positions with the company. He serves on the boards of the Ball Corporation, The Public Service Company of Colorado and the Denver Art Museum. He is also a member of the Business Roundtable and the Colorado Forum.

Mr. Timothy J. Travis (Tim)

President
Eaton Metal Products Corp.
Denver, Colorado

A native of California, Tim has spent most of his life in Colorado. He served in the U.S. Naval Reserve and the Colorado National Guard. Tim began his career as a welder and crane operator at Eaton Metal Products and has worked his way up the corporate ladder. In 1980, he was named President of the company. An active member of the community, Tim is a member of the Cody Museum, the Denver Museum of Natural History and the Denver Zoological Foundation.

Mr. David B. Tucker (Dave)

General Manager
American Locomotive Marketing - General Electric Transportation Systems
Erie, Pennsylvania

A graduate of Southeastern Massachusetts University, Dave began his career with General Electric and has been with the company ever since. He has held various positions with GE's Transportation business in the areas of Product Service, Service and Maintenance, Marketing and Field Sales, Business Development and Customer Service. He was appointed to his current position in 1992.

Mr. John D. Zeglis

Senior Vice President and General Counsel
American Telephone and Telegraph
Basking Ridge, New Jersey

After receiving his law degree from Harvard -- where he was editor of the Harvard Law Review -- John joined the prestigious Chicago law firm of Sidley & Austin and was made a partner in 1978. In 1984, he went joined AT&T and has been in his current position since 1989. John currently serves as a trustee of the George Washington University and the Brookings Institution in Washington. He is also a director of the Helmerich and Payne Corporation and the Illinois Power Company.

CO GOP MEETING

PRIVATE MEETING WITH KEY COLORADO ELECTED LEADERS

Friday, December 9, 1994
8:00 a.m. to 8:15 a.m.
Room 210-B Hyatt Hotel Anaconda lower
Denver, Colorado

PURPOSE:

To meet briefly with key Colorado elected officials in a private setting, congratulate them on their election victories, and give them a "insiders view" of the current national political scene.

BACKGROUND:

Colorado Republicans had one of their best years ever in 1994. Other than the race for Governor, the GOP showed strength by picking up the office of State Treasurer with the election of State Senator Bill Dwens, and retaining the Secretary of State seat of Natalie Meyer by electing Vikki Buckley. The GOP also re-elected Gale Norton to the post of Attorney General.

The GOP also met its objective in retaining the State Senate and State House. Campaign America contributed to Senate President Tom Norton's majority fund, as well as to House Speaker Chuck Berry's campaign effort to retain the House. Former Dole intern, Bryan Sullivant won his legislative seat.

The GOP controls the State Senate by a margin of 19 to 16. The GOP also controls the House winning a net gain of seven seats for a majority of 41 to 24. The radio ads you did for the House campaigns were very helpful -- as challengers Larry Schwarz, Marilyn Musgrave, and Bryan Sullivant won. Incumbent Reps. Mike Salaz and Jack Taylor also won.

POINTS TO DISCUSS:

- * Current situation in Washington with the new GOP majorities.

POINTS TO AVOID:

- * None in particular.

KEY ATTENDEES:

* Senate President Tom Norton
- Note: Senator Norton wanted a moment or two with you to discuss the issue of federal mandates. He is on the Federal Mandates Task Force of the NCSL. Norton is working on setting up nationwide meeting in the Fall of '95 to discuss the mandate question.

* House Speaker Chuck Berry
* Treasurer-Elect Bill Owens
* Attorney General Gale Norton
* Cong. Dan Schaefer (tentative)
* Secretary of State Natalie Meyer
* Cong. Joel Hefley (tentative)

(Note: Secretary of State-Elect Vikki Buckley cannot attend either event.)

CO GOP BREAKFAST

MAJOR DONOR BREAKFAST FOR THE COLORADO REPUBLICAN PARTY

Friday, December 9, 1994
8:15 a.m. to 9:00 a.m.
Room 215 of the Hyatt Hotel, Anaconda Tower
Denver, Colorado

PURPOSE:

To address the high dollar donors (\$5,000 and above) of the Colorado Republican Party, thank them for their financial commitments, and give them an "insiders briefing" on current developments in Washington.

BACKGROUND:

The breakfast will feature 30 to 40 of the Colorado GOP's top donors. Those attending were drawn from donors to the Colorado GOP, the House and Senate Majority programs, and top RNC donors in the state. The minimum donation to the above donor groups is \$5,000.

State GOP Vice Chairman Barb McTurk will be filling in for GOP chairman Don Bain, who is out of the country. McTurk will welcome everyone and then introduce Senator Brown who will MC the event. Senator Brown will then introduce you for remarks and then open the floor open to Q & A. (This event is closed to the media).

Upon conclusion of the breakfast, you will be escorted down the hall for a news availability. Sen. Brown and our state elected leaders, along with Speaker Berry and Senate President Norton will join you.

POINTS TO STRESS:

- * Thank these high-level donors for their contributions. They were very generous this year and many Republicans were elected in Colorado because of their help.
- * You should laud the State Republican Party under the direction of State Chairman Don Bain, Vice Chairman Barb McTurk, RNC Committeeman Jim Nicholson, and RNC Committeewoman Mary Dambman (daw-man).
- * Those attending would appreciate a update on what's happening in Washington.

POINTS TO AVOID:

- * You may want to avoid mentioning the race for Governor.

KEY ATTENDEES: (Partial list)

- * Sen. Hank Brown
- * Attorney General Gale Norton
- * Treasurer-Elect Bill Owens
- * Cong. Dan Schaefer (tent.)
- * Cong. Joel Hefley (tent.)
- * Jim Nicholson- RNC Committeeman
- * Mary Dambman- RNC Committeewoman
- * Phil Anshutz
- * Dr. Rich Kelly: Billionaire. Owns hotels in Hawaii.
Close to Phil Anshutz.
- * Dick Robinson: Owns Robinson Dairy.
- * John Medved: Denver Auto Dealer.
- * Dell Hawk: Oil and Gas (Public Service Inc.).
- * Melanie Kelly: VP of Total Petroleum.
- * Bill McCallum: Great Western Life Insurance

SPECIAL NOTE:

Senator Gramm visited Denver on December 5 to give a "Campaign '94 Review". The event was sponsored by his Presidential exploratory committee. Gramm's team phoned GOP leaders across the Denver metro area asking them to attend. About 40 showed up. Gramm outlined reasons why he should be elected. I should have more details on this later.

PRESS AVAIL

MEDIA AVAILABILITY WITH DENVER PRESS CORPS

Friday, December 9, 1994
9:15 a.m. to 9:30 a.m.
Room 210-B of the Hyatt Hotel, Anaconda Tower
Denver, Colorado

PURPOSE:

To attend a news availability with key Colorado Republican leaders. To highlight the many successes of the Colorado GOP in the 1994 elections.

BACKGROUND:

You will be the focus for the media availability, but you will also be joined by Senator Hank Brown, Speaker Berry, Senate President Norton, Bill Owens, Gale Norton, and possibly Congressmen Schaefer and Hefley. They will not speak, but will be in the background for the camera shot.

ISSUES TO AVOID:

- * NAFTA. Sen. Brown voted against it. GATT is not very popular in the state.
- * The Benson for Governor campaign.

ISSUES TO STRESS:

- * The big electoral wins for the GOP in Colorado this year:
 - Retained the Attorney General's office with Gale Norton.
 - Retained Secretary of State's seat with Vikki Buckley.
 - Won the Treasurer's seat with Bill Owens
 - Retained control of the State House and Senate
 - Kept all GOP incumbent members of Congress

KEY ATTENDEES:

- * Senator Hank Brown
- * Senate President Tom Norton
- * House Speaker Chuck Berry
- * Treasurer-Elect Bill Owens
- * Attorney General Gale Norton
- * Possible Congressmen Dan Schaefer and Joel Hefley

MISCELLANEOUS



VICTORY REPORT

DON BAIN, CHAIRMAN

BARBARA MCTURK, VICE CHAIRMAN

AMBER BLECKER, SECRETARY

Michael Hesse, Executive Director

Christine Burt
House Majority Coordinator

Kathie Flinger
Turnout '94 Coordinator

Lih-Chin Kao
Data Base Administrator

John Dorrenbacher
Accountant

Kristin French
Communications Director

Martha McMakin
Office Manager

David Donelan
Research Director

Debbie Jensen
Finance Director

Al Meny
Senate Majority Coordinator

1275 Tremont Place Denver, CO 80204 303-698-1776

Political Division

Objective: To assist in the election and reelection of Republican candidates.

Goals

The goals set forth by Don Bain, Barb McTurk, Amber Blecker and Mike Hesse were:

- Maintain control of the Colorado House and Senate.

- Reelect Congressman Scott McInnis in the third Congressional District.

- Begin recruiting possible candidates when term limits take effect.

- Assist candidates seeking statewide office and keep an open line of communication between individual campaigns and State Party.

- Make dialogue between rural counties and State Party more accessible.

Victory

State Party forged a relationship with the leadership of the House and Senate leading to a net gain of seven seats

in the House and holding the three seat majority in the Senate.

The change this year was that seats that favor Democrats were won by Republicans.

In Senate District 5 Gigi Dennis won with 55.8 % to John Ribal's 44.2 %.

Ben Alexander regained a seat that has recently been held by Democrats. Alexander won the seat with 60% of the votes cast.

In House District 55 Joyce Lawrence won with 55.5% of the votes cast. The district favors Democrats by XX%. Other Republicans unseating Democrats in the House include Bill Gwenson, Steve Tool, Larry Schwarz, Bryan Sullivant, and Marilyn Musgrave.

Of the four constitutional offices, Republicans control three seats.

Voters elected Gale Norton - Attorney General, Bill Owens - State Treasurer and Vikki Buckley - Secretary of State. The last time that Colorado Republicans held three

of the four offices was in 1970.

Third Congressional

Congressman Scott McInnis was reelected in a landslide. McInnis received 70% of the vote compared to his opponent's 30%.

The Third Congressional District is the largest in Colorado and is in the top five largest in the country.

Open communication

State Party installed an 800 number for people living outside the Denver Metro area. Candidates also made use of the number to call State Party with questions or for advice.

Statistical Analysis

State Party completed a new type of statistical modeling this year. When decisions were being made as to what House and Senate races would be "targeted."

Senate Campaign Report

- * To assist all Senate campaigns
- * Target the key races for special assistance
- * Maintain the majority in the Senate
- * Re-elect all Incumbents
- * Pick up one additional seat

The Senate Republicans had a 19-16 advantage in the Senate. There were ten Republican seats up for election and 6 Democrat seats up. The following Republicans were up for election in 1994:

| | | |
|-----------------|--------------------|-----------|
| Don Ament | Senate District 1 | Incumbent |
| Richard Decker | Senate District 2 | |
| Gigi Dennis | Senate District 5 | |
| Ben Alexander | Senate District 6 | |
| Titile Bishop | Senate District 7 | Incumbent |
| Charles Duke | Senate District 9 | |
| Jeff Wells | Senate District 11 | Incumbent |
| Sally Hopper | Senate District 13 | Incumbent |
| Jim Roberts | Senate District 15 | Incumbent |
| Tom Norton | Senate District 16 | Incumbent |
| Barry Arrington | Senate District 20 | |
| Bill Schroeder | Senate District 22 | Incumbent |
| Dick Mutzebaugh | Senate District 30 | Incumbent |
| Frank McGregor | Senate District 32 | |
| Harvey Swan | Senate District 33 | |
| Hugo Tuetel | Senate District 34 | |

Two staff members were hired to coordinate the Senate races at Colorado Republican Party headquarters. Alan Meny, Senate Campaign Coordinator, and Mary Marchun, Assistant Campaign Coordinator, were selected to accomplish our primary goal of maintaining and winning seats. Direct mail pieces, media, polling, research, and related functions were coordinated by the candidates through Alan and Mary at Headquarters. Consultants, both hired and donated, were also effectively utilized.

Although four Senate races were targeted, all other races received help, guidance and assistance. Because of all of these efforts, our primary goal was achieved of maintaining the Republican majority in the Senate. All incumbents except one, Jim Roberts, won re-election. New Senators were elected: Gigi Dennis, SD #5; Ben Alexander, SD #6; and Charles Duke, SD #9. Senate District 20 was an open Republican seat, but was lost to a Democrat. Lost also were Senate District 2

and Senate District 32. These two seats were previously held by Democrats but our two Republican candidates made it a very close race.

The Senate Republican Leadership, especially Senator Tom Norton, played a key role in raising money for all the Senate races. In addition, the Colorado Republican Party also played a key role by providing the GOTV phone effort, mailing labels, walking lists, and other support functions.

Overall, the 1994 general election was highly successful for the Republicans in the Senate. We have retained the 19-16 majority. The Democrats had targeted the Senate for a possible takeover and put considerable money and resources into their unsuccessful attempt. The basic strategy and campaign plans of the Senate Leadership, in close coordination with our candidates, proved victorious. The Republican candidates were of high caliber, adding to the advantage over the Democrats. The teamwork at Republican

Headquarters greatly benefited the overall success of the Senate races.

CQB & ASSOCIATES

ADVERTISING • MARKETING • PUBLIC RELATIONS

2181 SOUTH COLUMBINE STREET
DENVER, COLORADO 80210-4813
(303) 698-2737 FAX (303) 733-7423

**Report to the Colorado Republican Central Committee
on the 1994 Legislative House campaign
prepared by Christine Burt**

11/11/94

In coordination with Speaker Chuck Berry and House Majority Leader Tim Foster, Colorado Republicans executive director Mike Heese hired a professional campaign consultant to work with House of Representatives candidates. Preliminary surveys of each of nineteen targeted races and interviews with the candidates and their campaign staffs took place during the four weeks between August 23 and September 18. An additional four campaigns (not targeted per se) received state headquarters help with mailings, although the campaign covered the printing and postage expenses.

From these initial meetings and review of their campaign plans, strategies and finances, a determination was made as to the level of likely support each campaign would need. Some of the variables considered included campaign financial strength, whether or not the candidate was an incumbent, the experience of the volunteer staff, and voter registration, turn-out and performance history in the district. The broader political environment - what other races would impact the House election - were also considered.


Of the 19 races that were targeted for the House, Republican candidates were successful in 15. Republicans gained an additional seven seats for an impressive majority of 41.

Only one Republican incumbent, Drew Clark HD13 - Boulder, lost his bid for re-election. Other targeted seats that were lost included Bob LeCare HD42 - Aurora, Tom Lynch HD33 - Longmont, and Sue Miller HD9 - Denver.

Incumbents who held their seats included Debbie Allen HD43 - Aurora, Jack Taylor HD56 - Eagle, Garfield, Grand, Jackson, Routt counties, and Mike Salaz HD47 - Baca, Bent, Crowley, Las Animas, Otero, Pueblo counties.

Important gains were made when Republicans re-captured Democrat-held seats in districts with dominant Republican voting trends: Jim Congrove HD27 - Arvada, Larry Schwarz HD44 - Custer, Fremont, Teller, Pueblo counties, and Marilyn Musgrave HD65 - Morgan, Logan, Washington, Sedgwick, Phillips counties. Several swing districts went to Republicans with winners Steve Tool HD52 - Ft. Collins, and Bill Swenson HD12 - Longmont, and Penn Pfiffner HD23 - Lakewood.

Republicans took seats in traditional Democrat strongholds with the election of Eric Frazier HD31 - Adams, and Joyce Lawrence HD45 - Pueblo. Republicans were elected in two districts where Republicans had held the seat: Andy McElhany HD17 - Colorado Springs and Mark Paschall HD29 - Arvada. An exciting victory was scored when House Minority Leader Sam Williams was defeated by Bryan Sullivan HD62 - Jeffco, Summit, Clear Creek, Gilpin counties.



Every Republican candidate received an initial packet of materials prepared by David Donelan, Colorado Republicans political director. The information included a map of the district, voter registration profile and voter history from the 1990 and 1992 elections, and opposition research on all votes by the incumbent. A comprehensive collection of news clips on the incumbent was available on file at the headquarters, along with previous campaign documents from that district race. Through the efforts of database administrator John Dorrenbacher, every Republican candidate had access to the updated voter registration lists available on disk, or formatted for walking lists, phone lists or mailing labels.

Targeted districts received extensive consultation on their campaign strategy, plans for voter contact, a media plan and finance plan. Various strategies were offered through the House Leadership to aid campaigns. Benchmark polling were used for select campaigns to determine what messages would resonate best with certain voters. Tracking polls were used to determine if messages were hitting home and what voter groups were most likely to support the Republican and with which groups there might yet be some movement.

Telephone efforts through a professional phone bank, ably coordinated by Kathi Finger, were wide-spread and very effective. Over 554,430 calls were made to Republican and unaffiliated voters for the statewide, specific Congressional, and targeted legislative races. Calls to identify supporting and undecided voters were most helpful early in the campaigns. Candidates received lists and labels of undecided voters and were encouraged to contact them regarding specific issues. Some selected campaigns had re-d. calls made to the undecided voters. Advocacy calls with scripts that told voters about a Democrat incumbent's voting record, were made to over 23,000 R and U voters. Early voting GOTV calls were made in five districts. Over a quarter of a million GOTV calls were made to all Republicans and identified supporters in the final four days of the campaign.

Direct mail efforts were a large component of the headquarter's effort. Every Republican over the age of 55 received a district and candidate-specific early voter/absentee ballot application mailing. Early voting/absentee ballots accounted for roughly 20% of the vote statewide.

Direct mail for the targeted races included early voter brochures, as well as brochures oriented to issues and votes on crime and another to education. Depending on the race, they took the form of being either a "pro-our candidate" statement of policy on the issue, or a "compare/contrast" with the Democrat incumbent's vote on the issue. Another category of brochure, the "multi-issue" piece, tied the Democrat to the liberal agenda of the Colorado Democrats and the Clinton administration. At no time did our pieces, or our telephone advocacy calls, make personal attacks on our opponents - we only drew attention to their votes and the effects of those decisions. All printed references to votes were footnoted with specific bill information. Printed pieces were generally sent to RR/RU/RD/RDU/UU households. In a few instances, Democrat households were included in a mailing. In all, over 724,000 pieces of literature were sent from Colorado Republicans (47 different pieces for 29 campaigns - includes Senate and some statewide/Congressional races).

✓ Another very successful campaign activity was the media plan coordinated by communications director Kristen French. Numerous campaigns, particularly those in the rural or outlying areas, received funds for radio, newspaper and television advertising. Sen. Bob Dole graciously agreed to cut radio spots which were aired for several campaigns. While the impact of media is difficult to calculate, this was certainly a positive contributor to raising the name i.d., and the credibility, of our candidates.

In all, over \$193,550 was directed from the House Leadership and Capitol Council funds toward the House of Representatives campaigns. The confidence and support of the many financial donors, the diligence of those who raised the funds, the vision of Speaker Berry and Representative Foster, and the excellent quality of our Republican candidates clearly made the difference of our fabulous success this year. The slogan was "Even More in '94". So, what shall we kick in '96?

Research Department

The guidelines and mission that Don Bain and Mike Hesse set out for the Research Department were that all candidates would receive a basic package of research and in targeted races there would be an expanded research package.

Basic Research Package

The goal of the first project was to provide a background package which would give Republican candidates a basis to begin their opposition research.

The first part of the package was to provide Incumbents and challengers a summary of votes from the 1993 Regular Session, 1993 Special Session and from the 1994 Regular Session. The votes cast were the third reading votes in each chamber. As an example if it was determined that HB 93-1077 was a controversial bill that would either help the challenger or possibly hurt the incumbent it was

possible to go to the voting record and check to see what vote was cast.

The other components of the package included demographic information on the district, votes cast in the past election for the entire 1992 ticket pertaining to the House or Senate District. The votes for controversial amendments showing the popularity of limiting taxes, the conservative/moral leaning of the district - with Amendment 2, and the popularity of the idea that more money for education then translates into a better education - with Amendment 6.

The above information was further broken down to the precinct level. This enabled candidates to target precincts where they needed to work so that they could win, the districts where little work was needed and finally those precincts where it was best to refocus time and energy on other precincts.

The State Party

subscribed to an on-line news service which allowed us to search for a person's name whenever it was mentioned in the Rocky Mountain News or the Denver Post.

The Extended Research Package

Committee attendance was also analyzed for incumbents as well as for a challenger's incumbent opponent. The 1994 session also began a second part of voting record analysis. A bill could be tracked through the legislative process with the recorded committee votes.

As you can tell from the above example each project was very specialized to each candidate.

Issues Briefing

This year marked the implementation of a new program for State Party. We gathered candidates or their representative for a day long seminar on issues that had been

Identified through polling as being important to the electorate. Incumbent legislators were asked to speak to issues that they were "specialized" in such as water rights, crime, education . . . The legislators then took questions from the floor regarding specific issues. The idea was to help our candidates feel comfortable talking with the public and answering questions with some knowledge of the most pressing issues. The participants were also given a briefing book for additional information that they could take home and study.

Ongoing Collection of Information

The newspaper clipping and filing continued on a daily basis in addition to the professional service which clips all papers through out the state.

Early Voting

This year following the election we will collect from the various county clerks those people voting early and those people who applied for absentee ballots.

The collection of this information will prove to be very helpful during the next election.

Direct Mail

As in previous years the State Party coordinated a direct mail program for targeted races and for those who wished to buy into the program.

The program was designed to lower the cost of high quality mail pieces through quantity discounts. The program consisted of four pieces with identical outside covers and the inside of each piece was individualized for the various campaigns.

The Direct Mail program sent out over 600,000 pieces of mail to registered voters. Depending on the campaign some voters received one to four mailings.

The Republican Leadership Program

This year the Republican Leadership Program switched to a new format. It was decided that during election years it was critical to have people working on

campaigns, not sitting in class.

The Republican Leadership Program will have the retreat every year and plans are already underway for this year's retreat at the Broadmor. If you are interested in the Retreat please send you name and mailing address to Colorado Republican Party headquarters.

GOTV PROGRAM

EARLY VOTING PHASE

Early voting /absentee/slate mailer 119,000 pieces

Early voting calls - Legislative 6,714 calls

GOTV PHASE

I.D. CALLS Legislative 50,507 calls

Benson 82,028 calls

Owens 81,460 calls

Norton 47,998 calls

Congressional 10,498 calls

ADVOCACY CALLS Legislative 22,979 calls

GOTV CALLS Legislative 86,516 calls

Benson 39,028 calls

Norton 68,027 calls

Owens 46,084 calls

Buckley 12,591 calls

Communications Department

Objectives: To enhance the Party's communications efforts by creating new and innovative ways to reach the people with our message.

Media Relations

The Party's in-house communications division developed a strong, effective working relationship with media representatives throughout the state.

The Chairman, Vice Chairman, Executive and Communications Directors met regularly with publishers, general managers, editors, news directors and reporters throughout the state during the term.

A emphasis was placed on accessibility, accountability and openness with the media.

The Republican

The State Party published 3 issues of the newsletter, with an average circulation of 18,000.

The first issue focused on the precinct caucuses, the second on the State Assembly

and the third on the 1994 election.

The newsletter balanced elected official news along with county, volunteer, candidate, special event and calendar news.

Communications Training

Candidate and county officer training in the areas of communication and media relations was conducted at seven campaign schools.

Individual assistance was provided to all candidates on an on-going and crisis management basis.

The Age of Technology

With many advances in technology, the Communications Department looked for ways to become more efficient and cost-effective in the way it reaches the public and the press:

Desk Top Publishing

Desk top publishing was added to the Party's computer network.

Many projects that

previously were farmed out to vendors are now completed in-house.

The Party designed and produced many flyers and invitations. In addition, an Election Manual, and Precinct Caucus, State Party Services and Donor Club brochures were created and added to the Party's print collateral materials.

Fax Broadcast

With most media outlets relying on the fax machine to receive advisories and releases, the Party researched the many options available to send hundreds of faxes simultaneously, with the least expense.

Working with a local small business, a bulletin-board format was developed to work in conjunction with the Party's computer system and lists.

CompuServe

The Party selected CompuServe as a commercial on-line information network.

CompuServe includes a "Republican Forum"

with information supplied by the Republican National Committee.

GOP-NET

The Colorado Republican Party joined the information superhighway this year when it introduced the first interactive, on-line, political information communications network of its kind.

The Network is designed to make information, ideas and resources available to the Party's grassroots, county organizations, the public and the media.

GOP-NET has fast-become a popular service of the Party and is expected to become more functional and critical to our communication efforts.

Incumbency Program

The State Party continued the two-part legislative incumbency program in 1993-94.

The Party coordinated the creation, production, and mailing of legislative surveys and post-session reports for incumbent legislators.

This highly successful project plays an important role in ongoing communication

between legislators and their constituents.

The project assists incumbents in receiving useful feedback from voters and in building a constituent base.

The project has been used as a model in other states to develop an incumbency program.

Radio Actualities

In conjunction with the Republican National Committee's Radio Services Department, the Colorado GOP made extensive use of radio actualities.

Actualities, or "sound bites" were distributed to announce events, explain issues, comment on current events and make elected officials and candidates more visible.

On average, over 60% of Colorado's radio stations used our actualities on a regular basis.

Paid Media Program

The Party coordinated a strong paid media program for several targeted legislative races in 1994.

As part of this program, the Party developed a team that developed media plans, purchased time,

created, edited and produced ads and assisted campaigns with other paid media needs.

Program Support

Advisories, news releases, letters and news conferences supported local, state and national party programs, county organizations, party auxiliaries, elected officials and candidates. Support provided broadened media coverage of Republican politics.

The department created a Radio Talk Show Directory and updated and enhanced the press list used by the Party and provided to candidates.

Organization

This past year has been a very active year for the organizational division. Good working relationships were established with the local county party officials as well as many of the local candidates. The campaign schools were well attended by candidates running for county wide races along with legislative candidates.

Manuals dealing with county assemblies and district assemblies were updated and provided to all counties and districts in the state. A "what to do from November to November" election manual was created and distributed.

The state assembly was a great success running smoothly and ahead of schedule.

Town meetings were held around the state on numerous topics all were filled to capacity by concerned citizens of all political ideals.

TRAINING:

| | |
|----------------------------------|-------------|
| Candidate Training | |
| GOPAC - Denver | February 93 |
| Grand Junction | February 93 |
| Women Who Win - Col. Springs | March 93 |
| RNC Campaign School - Denver | March 93 |
| Monte Vista Campaign School | June 93 |
| GOPAC Pueblo Campaign School | June 93 |
| County Officer Training - Denver | October 93 |

TOWN MEETINGS:

GENERAL

| | |
|----------------------|--------------|
| Lafayette | July 93 |
| Grand Junction | July 93 |
| Ft. Morgan | September 93 |
| Durango | September 93 |
| Craig | September 93 |
| Hugo, Lamar, LaJunta | October 93 |
| Pueblo | November 93 |

CRIME

| | |
|-----------------------|-----------|
| Denver - Metro | August 93 |
| Ft. Collins - Greeley | August 93 |
| Colorado Springs | August 93 |
| Montrose | August 93 |

OTHER

| | |
|----------------------|---------|
| State Assembly | June 94 |
| Central committee | |
| Executive Committee | |
| Election Night Party | |
| Holiday Party | |

Organizational Meetings:

Trips to all parts of the state were made to talk to county officers as well as local candidates regarding organization of counties and campaigns.

MATERIALS:

- Election Manual
- Pracinct Caucus Manual
- District Assembly Manual
- County Assembly Manual
- Training Materials

Computer Services

Objectives: To provide a user friendly system of data bases for:

- counties
- candidates
- Incumbents and
- staff.

Voter List Enhancements

The Republican National Committee processed the May 20th tape for us.

They

- householded,
- added phones and
- voting history,
- carrier routes,
- NCOA'd file for moves.

Savings

Extensive savings resulted for candidates, counties and the State Party. Example 1000 carrier routed labels:

- \$19.50 vendor
- \$8.00 CRC.

Except for Federal races and Primary races, the lists, labels and diskettes were a case by case contribution.

This saved an average of up to \$300 for house candidates and \$570 for senate candidates.

Other savings:

- one label per household
- NCOA
- Carrier Routed saves \$67 per 1000 pieces mailed
- 3/5 Digit saves \$33 per 1000 pieces mailed.

Services

Available to users are:

- WordPerfect for word processing,
- Professional Mail for labels,
- Accumail for carrier routing,
- DBASE IV for the voter files,
- SPSS for targeting research, and
- Lotus Works for spreadsheets,
- Pagemaker and Corel Draw for inhouse publishing
- Fundmaster for donors, activists and reports,
- Real World for accounting,
- Remote user capable.

Many users have requested their district or county voter files on diskette. We can match the requirements of most data base programs.

We also provide magnetic tape processing and printing for counties and users with their own computers that need these services.

Volume of operations

For the election period we contracted with a vendor to produce much of the large volume of tapes, lists, and labels. This reduced our response time as well as staffing and equipment needs.

During the two year cycle we or our vendor produced:

- Lists for 1.3 million households
- Labels for 4.9 million households
- Diskettes or tapes for 1.5 million households.