Money Spent by General Dynamics
to Influence Decisions and Secure Future Federal Contracts
1997 through 2004

<table>
<thead>
<tr>
<th>YEAR</th>
<th>TOTAL Campaign Contributions</th>
<th>INDIVIDUAL Contributions</th>
<th>PAC Contributions</th>
<th>SOFT MONEY** Contributions</th>
<th>LOBBYING Expenditures</th>
<th>CONTRACT AWARDS (from U.S. Gov't)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$701,625</td>
<td>$48,625</td>
<td>$653,000</td>
<td>$0</td>
<td>NCA</td>
<td>NCA</td>
</tr>
<tr>
<td>2003*</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$5,408,472</td>
<td>$8,235,429,902</td>
</tr>
<tr>
<td>2002</td>
<td>$1,678,474</td>
<td>$104,157</td>
<td>$1,028,250</td>
<td>$546,067</td>
<td>$5,250,933</td>
<td>$7,264,308,000</td>
</tr>
<tr>
<td>2001*</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$5,248,009</td>
<td>$5,332,411,000</td>
</tr>
<tr>
<td>2000</td>
<td>$1,398,292</td>
<td>$99,994</td>
<td>$828,461</td>
<td>$469,837</td>
<td>$4,684,226</td>
<td>$4,213,848,000</td>
</tr>
<tr>
<td>1999*</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$4,365,465</td>
<td>$4,747,711,000</td>
</tr>
<tr>
<td>1998</td>
<td>$945,428</td>
<td>$77,575</td>
<td>$591,850</td>
<td>$276,003</td>
<td>$3,908,417</td>
<td>$3,738,896,000</td>
</tr>
<tr>
<td>1997*</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$4,388,353</td>
<td>$2,137,406,000</td>
</tr>
<tr>
<td>TOTALS</td>
<td>$4,723,819</td>
<td>$330,351</td>
<td>$3,101,561</td>
<td>$1,291,907</td>
<td>$33,253,875</td>
<td>$35,670,009,902</td>
</tr>
</tbody>
</table>

* Campaign contributions are reported in two-year cycles.
** In 2002, McCain-Feingold (the Bipartisan Campaign Reform Act) banned soft money contributions.
    The United States Supreme Court upheld the soft money ban in 2003.
NCA means Not Currently Available.

"The Politics of Contracting"
Project On Government Oversight
Spring 2004
www.pogo.org
Senior Government Officials
Turned Current & Former Company Executives for General Dynamics
1997 through 2004

Lt. General David K. Heebner, U.S. Army (Ret.), Former Assistant Vice Chief of Staff of the Army

Phebe N. Novakovic, Former Special Assistant to the Secretary of Defense, Former Deputy Secretary of Defense

Rear Admiral Kendell Pease, U.S. Navy (Ret.), Former Chief Information Officer of the U.S. Navy

Lt. Colonel William O. Schmieder, U.S. Air Force (Ret.), Former Senior Officer in Department of the Air Force, Former Senior Officer in the Office of the Secretary of Defense

Rear Admiral John F. "Dugan" Shipway, U.S. Navy (Ret.), Former Director of Strategic Systems Programs - U.S. Navy, Former Commander of the Naval Undersea Warfare Center, Former Deputy Commander for Submarines at Navy Sea Systems Command

“The Politics of Contracting”
Spring 2004
Project On Government Oversight
www.pogo.org
Lt. General **Julius W. Becton, Jr.**, U.S. Army (Ret.), Former Commander of the U.S. Army Operational Test & Evaluation Agency

**Frank C. Carlucci**, Former Secretary of Defense

Admiral **William J. Crowe Jr.**, U.S. Navy (Ret.), Former Member of the Defense Policy Board, Former Chairman of the Joint Chiefs of Staff

Admiral **Jay L. Johnson**, U.S. Navy (Ret.), Former Chief of Naval Operations

General **George A. Joulwan**, U.S. Army (Ret.), Former Member of the Defense Science Board, Former Supreme Allied Commander - Europe, Former Special Assistant to the President, Former Commander-in-Chief - European Command

**Paul G. Kaminski**, Member of the Defense Science Board, Former Undersecretary of Defense for Acquisition and Technology

General **John M. "Jack" Keane**, U.S. Army (Ret.), Former Vice Chief of Staff of the Army, Former Deputy Commander-in-Chief - Atlantic Command

General **Lester L. Lyles**, U.S. Air Force (Ret.), Former Commander of the Air Force Materiel Command

**Carl E. Mundy, Jr.**, Former Commandant-U.S. Marine Corps, Former Member of the Joint Chiefs of Staff

General **Gordon R. Sullivan**, U.S. Army (Ret.), Former U.S. Army Chief of Staff

Admiral **Carlisle A.H. Trost**, U.S. Navy (Ret.), Former Chief of Naval Operations, Former Member of the Joint Chiefs of Staff
Senior Government Officials
Turned Current & Former Registered Company Lobbyists
for General Dynamics
1997 through 2004


Former Rep. Joseph M. McDade (R-PA) (Ervin Technical Associates)

Former Rep. Martin A. Russo (D-IL) (Cassidy & Associates)

Firms Registered to Lobby for General Dynamics
1997 through 2004

Baker C. Consulting
Bergson & Co.
Boland & Madigan
Cambridge International Inc.
Cassidy & Associates
Conaway Group
Ervin Technical Associates
Gallagher Group
Mayer, Brown et al.
Magliocchetti Assoc, Paul
Maurer, William W.
McBee Strategic Consulting
McDermott, O’Neill & Associates
Mehl, Griffin & Bartek
Miller & Associates, Denny
Mock & McSwain Consulting
Bob Moss Associates
Paw & Associates
PE McManus Associates
PMA Group

PRASAM
Rhoads Maguire Group
Rhoads, Weber, Shandwick
Government Relations
Robison International
RV Davis & Associates
Skadden, Arps et al.
Sneed, Robert D.
Stinson, John M.
Walton, John C.
Weaver, Paul A.
Wight, Bill
Winston & Strawn

Potomac Advocates