



U.S. House of Representatives

# COMMITTEE ON ETHICS

## Employee Post-Travel Disclosure Form

Original  Amendment

This form is for disclosing the receipt of travel expenses from private sources for travel taken in connection with official duties. This form does not eliminate the need to report privately-funded travel on the annual *Financial Disclosure Statements* of those employees required to file them. In accordance with House Rule 25, clause 5, **you must complete this form and file it with the Clerk of the House, B-81 Cannon House Office Building, within 15 days after travel is completed.** Please **do not** file this form with the Committee on Ethics.

**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.**

- Name of Traveler: Chris Crawford
- a. Name of Accompanying Relative: \_\_\_\_\_ OR None   
 b. Relationship to Traveler:  Spouse  Child  Other (specify): \_\_\_\_\_
- a. Dates: Departure: 5/3/2019\* Return: 5/4/2019  
 b. Dates at Personal Expense, if any: \_\_\_\_\_ OR None
- Departure City: Washington DC Destination: Baltimore MD Return City: Washington DC
- Sponsor(s), Who Paid for the Trip: Congressional Institute
- Describe Meetings and Events Attended: Seminars on best practices for House chiefs.
- Attached to this form are **each** of the following, *signify that each item is attached by checking the corresponding box:*
  - a completed *Sponsor Post-Travel Disclosure Form*;
  - the *Primary Trip Sponsor Form* completed by the trip sponsor **prior** to the trip, **including all** attachments **and** the *Grantmaking or Non-Grantmaking Sponsor Forms*;
  - page 2 of the completed *Traveler Form* submitted by the employee; **and**
  - the letter from the Committee on Ethics approving my participation on this trip.
- a. I represent that I participated in each of the activities reflected in the attached sponsor's agenda.  
**Signify statement is true by checking the box:**   
 b. If not, explain: I did not attend any events on Thursday and missed the breakfast on Friday as I was driving to Baltimore.

0019 MAY 10 PM 4:31

I certify that the information contained on this form is true, complete, and correct to the best of my knowledge.

Signature of Traveler: [Signature] Date: 5/9/2019

I authorized this travel in advance. I have determined that all of the expenses listed on the attached *Sponsor Post-Travel Disclosure Form* were necessary and that the travel was in connection with the employee's official duties and would not create the appearance that the employee is using public office for private gain.

Name of Supervising Member: Earl L. "Buddy" Carter Date: 5/9/2019  
Signature of Supervising Member: Earl L. Buddy Carter 20

Version date 12/2018 by Committee on Ethics  
\*I had to stay in Washington the evening of 5/3 for which I was originally approved. I notified the Cmte & Sponsor of the change.



### Sponsor Post-Travel Disclosure Form

Original  Amendment

This form must be completed by an officer of any organization that served as the primary trip sponsor in providing travel expenses or reimbursement for travel expenses to House Members, officers, or employees under House Rule 25, clause 5. **A completed copy of the form must be provided to each House Member, officer, or employee who participated on the trip within ten days of their return.** You must answer all questions, and check all boxes, on this form for your submission to comply with House rules and the Committee's travel regulations. Failure to comply with this requirement may result in the denial of future requests to sponsor trips and/or subject the current traveler to disciplinary action or a requirement to repay the trip expenses.

**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.**

1. Sponsor(s) who paid for the trip: Congressional Institute

2. Travel Destination(s): Baltimore, MD

3. Date of Departure: May 3, 2019 Date of Return: May 4, 2019

4. Name(s) of Traveler(s): See Attached List

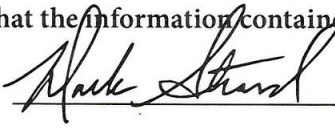
*Note:* You may list more than one traveler on a form only if *all* information is *identical* for each person listed.

5. Actual amount of expenses paid on behalf of, or reimbursed to, each individual named in Question 4:

	Total Transportation Expenses	Total Lodging Expenses	Total Meal Expenses	Total Other Expenses (dollar amount per item and description)
Traveler	\$0.00	\$172.10	\$85.67	\$147.29 - Room Rental
Accompanying Family Member				

6. All expenses connected to the trip were for actual costs incurred and not a *per diem* or lump sum payment. *Signify statement is true by checking box:*

I certify that the information contained in this form is true, complete, and correct to the best of my knowledge.

Signature:  Date: May 9, 2019

Name: Mark Strand Title: President

Organization: Congressional Institute

**I am an officer of the above-named organization. Signify statement is true by checking box:**

Address: 1700 Diagonal Road #730, Alexandria, VA 22314

Telephone: 703-837-8812 Email: strand@conginst.org

*Committee staff may contact the above-named individual if additional information is required.*

If you have questions regarding your completion of this form, please contact the Committee on Ethics at 202-225-7103.



U.S. House of Representatives

# COMMITTEE ON ETHICS

## TRAVELER FORM

1. Name of Traveler: Chris Crawford
2. Sponsor(s) who will be paying for the trip: Congressional Institute
3. Travel Destination(s): Baltimore, Maryland
4. a. Date of Departure: May 2, 2019 Date of Return: May 4, 2019  
 b. Will you be extending the trip at your personal expense?  Yes  No  
 If yes, list dates at personal expense: \_\_\_\_\_
5. a. Will you be accompanied by a family member at the sponsor's expense?  Yes  No **If yes:**  
 (1) Name of Accompanying Family Member: \_\_\_\_\_  
 (2) Relationship to Traveler:  Spouse  Child  Other (specify): \_\_\_\_\_  
 (3) Accompanying Family Member is at least 18 years of age:  Yes  No
6. a. Did the trip sponsor answer "Yes" to Question 8(c) on the *Primary Trip Sponsor Form* (i.e., travel is sponsored by an entity that employs a registered federal lobbyist or a foreign agent)?  Yes  No  
 b. **If yes**, and you are requesting lodging for two nights, explain why the second night is warranted:  
 \_\_\_\_\_  
 \_\_\_\_\_
7. *Primary Trip Sponsor Form* is attached, including agenda, invitee list, and any other attachments and contributing sponsor forms:  Yes  No  
 NOTE: The agenda should show the traveler's individual schedule, including departure and arrival times and identify the specific events in which the traveler will be participating.
8. Explain why participation in the trip is connected to the traveler's individual official or representational duties. **Staff should include their job title and how the activities on the itinerary relate to their duties.**  
 Participation will enhance my ability as Chief of Staff to manage our office in pursuit of Congressman Carter's legislative agenda to the benefit of our constituents.  
 \_\_\_\_\_  
 \_\_\_\_\_
9. **Is the traveler aware of any registered federal lobbyists or foreign agents involved planning, organizing, requesting, or arranging the trip?**  Yes  No
10. For staff travelers, to be completed by your employing Member:

### ADVANCED AUTHORIZATION OF EMPLOYEE TRAVEL

I hereby authorize the individual named above, an employee of the U.S. House of Representatives who works under my direct supervision, to accept expenses for the trip described in this request. I have determined that the above-described travel is in connection with my employee's official duties and that acceptance of these expenses will not create the appearance that the employee is using public office for private gain.

Signature of Employing Member Earl & Buddy Carter Date 3/25/2019



## Primary Trip Sponsor Form

This form should be completed by private entities offering to provide travel or reimbursement for travel to House Members, officers, or employees under House Rule 25, clause 5. A completed copy of the form (and any attachments) should be provided to each invited House Member, officer, or employee, who will then forward it to the Committee together with a *Traveler Form* **at least 30 days before the start date of the trip**. The trip sponsor should **NOT** submit the form directly to the Committee. The Committee website ([ethics.house.gov](http://ethics.house.gov)) provides detailed instructions for filling out the form.

**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001. Failure to comply with the Committee's Travel Regulations may also lead to the denial of permission to sponsor future trips.**

1. Sponsor who will be paying for the trip: Congressional Institute
2. I represent that the trip will not be financed, in whole or in part, by a registered federal lobbyist or foreign agent.  
Signify that the statement is true by checking box:
3. **Check only one.** I represent that:
  - a. The primary trip sponsor has not accepted from any other source, funds intended directly or indirectly to finance any aspect of the trip:  **OR**
  - b. The trip is arranged without regard to congressional participation and the primary trip sponsor has accepted funds only from entities that will receive a tangible benefit in exchange for those funds:  **OR**
  - c. The primary trip sponsor has accepted funds from other source(s) intended directly or indirectly to finance all or part of this trip and has enclosed disclosure forms from each of those entities.   
If "c" is checked, list the names of the additional sponsors: \_\_\_\_\_
4. Provide names and titles of ALL House Members *and* employees you are inviting. **For each House invitee, provide an explanation of why the individual was invited** (include additional pages if necessary): \_\_\_\_\_  
See Addendum & Attached Invitation List
5. Is travel being offered to an accompanying family member of the House invitee(s)?  Yes  No
6. Date of Departure: May 2, 2019 Date of Return: May 4, 2019
7.
  - a. City of departure: Washington, DC
  - b. Destination(s): Baltimore, MD
  - c. City of return: Washington, DC
8. **Check only one.** I represent that:
  - a. The sponsor of the trip is an institution of higher education within the meaning of section 101 of the Higher Education Act of 1965:  **OR**
  - b. The sponsor of the trip does not retain or employ a registered federal lobbyist or foreign agent:  **OR**
  - c. The sponsor employs or retains a registered federal lobbyist or foreign agent, but the trip is for attendance at a one-day event *and* lobbyist / foreign agent involvement in planning, organizing, requesting, or arranging the trip was *de minimis* under the Committee's travel regulations.
9. **Check only one of the following:**
  - a. I checked 8(a) or (b) above:
  - b. I checked 8(c) above but am not offering any lodging:
  - c. I checked 8(c) above and am offering lodging and meals for one night:  **OR**
  - d. I checked 8(c) above and am offering lodging and meals for two nights:  If you checked this box, explain why the second night of lodging is warranted: \_\_\_\_\_



10. Attached is a detailed agenda of the activities House invitees will be participating in during the travel (i.e., an hourly description of planned activities for trip invitees). *Indicate agenda is attached by checking box:*
11. **Check only one of the following:**
- a. I represent that a registered federal lobbyist or foreign agent will not accompany House Members or employees on any segment of the trip. *Signify that the statement is true by checking box:*  **OR**
  - b. *Not Applicable.* Trip sponsor is a U.S. institution of higher education:
12. For **each** sponsor required to submit a sponsor form, describe the sponsor's interest in the subject matter of the trip **and** its role in organizing and/or conducting the trip:  
See Addendum  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
13. **Answer parts a and b. Answer part c if necessary:**
- a. Mode of travel: Air  Rail  Bus  Car  Other  (specify: \_\_\_\_\_)
  - b. Class of travel: Coach  Business  First  Charter  Other  (specify: \_\_\_\_\_)
  - c. If travel will be first class, or by chartered or private aircraft, explain why such travel is warranted:  
 \_\_\_\_\_  
 \_\_\_\_\_
14. I represent that the expenditures related to local area travel during the trip will be unrelated to personal or recreational activities of the invitee(s). *Signify that the statement is true by checking box:*
15. **Check only one.** I represent that either:
- a. The trip involves an event that is arranged or organized *without regard* to congressional participation and that meals provided to congressional participants are similar to those provided to or purchased by other event attendees:  **OR**
  - b. The trip involves events that are arranged specifically *with regard* to congressional participation:   
 If "b" is checked:
    - 1) Detail the cost *per day* of meals (approximate cost may be provided): Thur - \$56, Fri - \$101, Sat - \$21  
 \_\_\_\_\_
    - 2) Provide the reason for selecting the location of the event or trip: Relative proximity to Washington, DC and capacity to handle a large event.  
 \_\_\_\_\_
16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:
- Hotel Name: Renaissance Baltimore Harborplace City: Baltimore, MD Cost Per Night: \$149  
 Reason(s) for Selecting: Proximity to DC, Availability, Security & Facility size  
 \_\_\_\_\_
- Hotel Name: \_\_\_\_\_ City: \_\_\_\_\_ Cost Per Night: \_\_\_\_\_  
 Reason(s) for Selecting: \_\_\_\_\_  
 \_\_\_\_\_
- Hotel Name: \_\_\_\_\_ City: \_\_\_\_\_ Cost Per Night: \_\_\_\_\_  
 Reason(s) for Selecting: \_\_\_\_\_  
 \_\_\_\_\_
17. I represent that all expenses connected to the trip will be for actual costs incurred and not a per diem or lump sum payment. *Signify that the statement is true by checking box:*



U.S. House of Representatives

# COMMITTEE ON ETHICS

### 18. Total Expenses for each Participant:

<input type="checkbox"/> Actual Amounts	Total Transportation Expenses per Participant	Total Lodging Expenses per Participant	Total Meal Expenses per Participant
<input checked="" type="checkbox"/> Good Faith Estimates			
For each Member, Officer, or Employee	\$72	\$344	\$178
For each Accompanying Family Member	\$72	\$0	\$143

	Other Expenses (dollar amount per item)	Identify Specific Nature of "Other" Expenses (e.g., taxi, parking, registration fee, etc.)
For each Member, Officer, or Employee	\$336	Room Rental
For each Accompanying Family Member	\$336	Room Rental

**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.**

### 19. Check only one:

- a. I certify that I am an officer of the organization listed below:  **OR**
- b. *Not Applicable.* Trip sponsor is an individual or a U.S. institution of higher education.

20. I certify that I am not a registered federal lobbyist or foreign agent for any sponsor of this trip.

21. I certify by my signature that the information contained in this form is true, complete, and correct to the best of my knowledge.

Signature: Mark Strand Date: 3/15/2019

Name: Mark Strand

Title: President

Organization: Congressional Institute

Address: 1700 Diagonal Road #730, Alexandria, VA 22314

Telephone: 703-837-8812

Email: strand@conginst.org

If there are any questions regarding this form, please contact the Committee at the following address:

**Committee on Ethics**  
 U.S. House of Representatives  
 1015 Longworth House Office Building, Washington, D.C. 20515  
 Phone: 202-225-7103 General Fax: 202-225-7392

Theodore E. Deutch, Florida  
*Chairman*  
Kenny Marchant, Texas  
*Ranking Member*

Grace Meng, New York  
Susan Wild, Pennsylvania  
Dean Phillips, Minnesota  
Anthony Brown, Maryland

John Ratcliffe, Texas  
George Holding, North Carolina  
Jackie Walorski, Indiana  
Michael Guest, Mississippi



ONE HUNDRED SIXTEENTH CONGRESS

**U.S. House of Representatives**

**COMMITTEE ON ETHICS**

Thomas A. Rust  
*Staff Director and Chief Counsel*

David W. Arrojo  
*Counsel to the Chairman*

Christopher A. Doneso  
*Counsel to the Ranking Member*

1015 Longworth House Office Building  
Washington, D.C. 20515-6328  
Telephone: (202) 225-7103  
Facsimile: (202) 225-7392

May 1, 2019

Mr. Christopher Crawford  
Office of the Honorable Earl L. "Buddy" Carter  
2432 Rayburn House Office Building  
Washington, DC 20515

Dear Mr. Crawford:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Baltimore, Maryland, scheduled for May 2 to 4, 2019, sponsored by Congressional Institute.

You must complete an Employee Post-Travel Disclosure Form (which your employing Member must also sign) and file it, together with a Sponsor Post-Travel Disclosure Form completed by the trip sponsor, with the Clerk of the House within 15 days after your return from travel. As part of that filing, you are also required to attach a copy of this letter and both the Traveler and Primary Trip Sponsor Forms (including attachments) you previously submitted to the Committee in seeking pre-approval for this trip. If you are required to file an annual Financial Disclosure Statement, you must also report all travel expenses totaling more than \$390 from a single source on the "Travel" schedule of your annual Financial Disclosure Statement covering this calendar year. Finally, Travel Regulation § 404(d) also requires you to keep a copy of all request forms and supporting information provided to the Committee for three subsequent Congresses from the date of travel.

If you have any further questions, please contact the Committee's Office of Advice and Education at extension 5-7103.

Sincerely,

Theodore E. Deutch  
Chairman

Kenny Marchant  
Ranking Member

TED/KM:adw

## **PRIMARY TRIP SPONSOR FORM ADDENDUM**

**Question 4: Provide names and titles of ALL House Members and employees you are inviting. For each House invitee, provide an explanation of why the individual was invited (include additional pages if necessary):**

See attached invitation list. This Congressional Institute sponsored retreat focuses on the important role of the Chief of Staff in congressional offices. Therefore, the invitation to this retreat is being extended to Chiefs of Staff in House and Senate Majority personal offices, the Staff Director in House and Senate Majority committee offices as well as select leadership staff.

**Question 12: For each sponsor required to submit a sponsor form, describe the sponsor's interest in the subject matter of the trip and its role in organizing and/or conducting the trip:**

The purpose of the Congressional Institute (a 501(c)4 organization) is to promote public education about Congress and to hold educational conferences for Members of Congress, staff and others. The Congressional Institute is the sole organizer and conductor of this event. This retreat is designed to strengthen professional relationships among Chiefs of Staff, senior leadership and committee staff, educate them on policy issues and best practices, and encourage the exchange of ideas with colleagues.

**Question 18: Total expenses for each participant:**

The estimated lodging rate and per participant food/refreshment expense figure for this event (and provided on this form) do not include the separate costs to the Congressional Institute to rent conference/banquet space large enough to accommodate this large event with appropriate security and audio/visual capabilities necessary to conduct our program. Dividing these conference and facility rental costs by the number of participants estimated to attend this event, the estimated figure would be \$336 as disclosed on the sponsor form.



# ie Staff (COS)

Last Name	Institution	Job Title
Adkerson	Office of Rep. Loudermilk	Chief of Staff
Adler	House Republican Conference	Communications Director
Ahern	House Republican Conference	Chief of Staff
Albares	Office of Rep. Roby	Chief of Staff
Alburger	Office of Rep. Joyce	Chief of Staff
Amidon	Office of Rep. Zeldin	Chief of Staff
Anderson	Office of Rep. Lamborn	Chief of Staff
Anderson	House Republican Conference	Digital Director
Andreae	Office of Rep. Gallagher	Chief of Staff
Andres	House Committee on Ways and Means	Staff Director
Archer	Office of Rep. Fortenberry	Chief of Staff
Artz	Office of Rep. Foxx	Chief of Staff
Baker	Office of Rep. Allen	Chief of Staff
Baker	Office of Rep. Crenshaw	Chief of Staff
Bayer	Office of Rep. Fulcher	Chief of Staff
Belair	House Committee on Judiciary	Staff Director
Bell	Office of Rep. Budd	Chief of Staff
Bell	Office of Rep. Rogers (KY)	Chief of Staff
Bennett	Office of Rep. Hill	Chief of Staff
Bergren	Office of Rep. Guthrie	Chief of Staff
Bien	Office of the Leader	Deputy Director of Floor Operations
Billman	Office of Rep. Hern	Deputy Chief of Staff
Bisenius	Office of Rep. Sensenbrenner	Chief of Staff
Blair	Office of Rep. Steube	Chief of Staff
Bloomquist	House Committee on Energy and Commerce	Staff Director

la	Boffelli	Office of Rep. Gonzalez	Chief of Staff
	Bonnaure	Office of Rep. Reschenthaler	Chief of Staff
a	Boothe	House Republican Conference	Member Services Director
	Bounds	Office of Rep. Walden	Chief of Staff
	Bowlen	Office of North Carolina 3rd District	Chief of Staff
	Bowman	Office of Rep. Herrera Beutler	Chief of Staff
	Braden	House Committee on Natural Resources	Staff Director
	Bradley	Office of Rep. Rutherford	Chief of Staff
	Brainard	Office of Rep. Watkins	Chief of Staff
	Branch	Office of Rep. Davidson	Deputy Chief of Staff
N	Brennan	Office of Rep. Thompson	Chief of Staff
	Brinson	Office of Rep. Rogers (AL)	Chief of Staff
a	Brown	Office of Rep. Arrington	Chief of Staff
	Brown	Office of Rep. Graves (MO)	Chief of Staff
	Burke	Office of Rep. Smith	Deputy Chief of Staff
	Burns	Office of Rep. Posey	Chief of Staff
	Butler	Office of Rep. McHenry	Chief of Staff
	Byers	Office of Rep. Hurd	Chief of Staff
	Calhoun	Office of Rep. Yoho	Chief of Staff
	Carlough	Office of Rep. Byrne	Chief of Staff
	Carlson	Office of Rep. McCaul	Chief of Staff
	Carmack	Office of Rep. Ratcliffe	Chief of Staff
	Carney	Office of Rep. Steil	Chief of Staff
agh	Carr	Office of the Leader	General Counsel
	Carter	Office of Rep. Hudson	Chief of Staff
	Carter	Office of Rep. Rooney (FL-19)	Chief of Staff
a	Cash	Office of Rep. Comer	Chief of Staff
larie	Chotvacs	House Committee on Appropriations	Staff Director
	Christianson	Office of Rep. Johnson (SD)	Chief of Staff

Connelly	Office of Rep. Hartzler	Chief of Staff
Corbett	Office of Rep. Woodall	Chief of Staff
Cote	House Committee on Financial Services	Staff Director
Coughig	Office of Rep. Babin	Chief of Staff
Crawford	Office of Rep. Carter (GA)	Chief of Staff
Cutrona	Office of Rep. Meuser	Chief of Staff
Dankler	Office of Rep. Walorski	Chief of Staff
Daulby	House Committee on Administration	Staff Director
Davis	Office of Rep. Brady	Chief of Staff
Day	Office of Rep. Wilson	Chief of Staff
Day	Office of Rep. Young (AK)	Chief of Staff
Decker	Office of Rep. Burgess	Chief of Staff
DeWitte	Office of Rep. Huizenga	Chief of Staff
Didiuk	Office of Rep. Smith (NE)	Chief of Staff
Dietz	Office of Rep. Taylor	Chief of Staff
Dimenstein	Office of Rep. Schweikert	Chief of Staff
Dixon Chambers	House Committee on Rules	Staff Director
Donnellan	Office of Rep. Miller	Chief of Staff
Donnelly	Office of Rep. Graves (GA)	Chief of Staff
Downs	Office of Rep. Guest	Chief of Staff
Drzewicki	House Republican Conference	Policy Director
Dunham	Office of the Leader	Deputy Chief of Staff for Policy
Dutton	Office of Rep. Harris (MD)	Chief of Staff
Eichinger	Office of Rep. Jordan	Chief of Staff
Emhof	Office of Rep. Webster	Chief of Staff
Engling	Office of the Leader	Deputy Member Services Director
Enquist	Office of Rep. Balderson	Deputy Chief of Staff
Etue	Office of Rep. Williams	Chief of Staff
Exner	Office of the Leader	Communications Director

Facchiano	Office of Rep. Higgins	Chief of Staff
Facchiano	Office of Rep. Smucker	Chief of Staff
Ferland	Office of Rep. Massie	Chief of Staff
Fine	Office of the Whip	Communications Director
Fitzpatrick	House Committee on Small Business	Staff Director
Fitzpatrick	Office of Rep. Meadows	Chief of Staff
Fogarty	Office of Rep. King (NY)	Chief of Staff
Freebairn	Office of Rep. Granger	Chief of Staff
Glasscock	Office of Rep. Lucas	Chief of Staff
Gonzalez	Office of Rep. Diaz-Balart	Chief of Staff
Gosnell	Office of the Whip	Director of Operations & Scheduler
Green	Office of Rep. Tipton	Chief of Staff
Girder	Office of Rep. Burchett	Chief of Staff
Griffin	Office of Rep. Latta	Chief of Staff
Grogis	Office of Rep. Cole	Chief of Staff
Gross	Office of Rep. Gibbs	Chief of Staff
Guaglianone	House Republican Conference	Coalitions Director
Gunderson-Schwarz	Office of Rep. Lesko	Chief of Staff
Hair	Office of Rep. Gohmert	Chief of Staff
Hamilton	Office of Rep. McKinley	Chief of Staff
Harley	Office of Rep. Wenstrup	Chief of Staff
Harrell	Office of Rep. Roy	Deputy Chief of Staff
Harris	Office of Rep. Gooden	Chief of Staff
Haynes	Office of Rep. Johnson (LA)	Chief of Staff
Heggem	Office of Rep. Gianforte	Chief of Staff
Henderson	House Republican Conference	Special Assistant
Hill	Office of the Leader	Policy Advisor
Hilleary	Office of Rep. Rose	Chief of Staff
Hillebrands	Office of Rep. Upton	Chief of Staff

Hippe	Office of Rep. Fleischmann	Chief of Staff
Hittos	Office of Rep. Billirakis	Chief of Staff
Hixon	House Committee on Oversight and Government Reform	Staff Director
Hodson	Office of Rep. McMorris-Rodgers	Chief of Staff
Hook	Office of Rep. Collins (NY)	Chief of Staff
Horton	Office of the Whip	Chief of Staff
Hough	Office of Rep. Mooney	Chief of Staff
Howard	Office of Rep. Turner	Chief of Staff
Howell	Office of Rep. Katko	Chief of Staff
Howell	Office of Rep. Kelly (MS)	Chief of Staff
Hughes	Office of the Whip	Policy Director
Humes	Office of the Leader	Member Services Coordinator
Jackson	Office of Rep. Bucshon	Chief of Staff
Joyce	Office of the Leader	Senior Advisor and Head of Strategy
Karr	Office of the Leader	Chief of Staff
Karvelas	Office of Rep. Buchanan	Chief of Staff
Katz	Office of Rep. Collins (GA)	Chief of Staff
Keller	Office of Rep. Banks	Chief of Staff
Keller	Office of Rep. Wagner	Chief of Staff
Kelly	Office of Rep. Olson	Chief of Staff
Keniry	House Committee on Budget	Staff Director
Kennett	Office of Rep. Calvert	Chief of Staff
Ketchel	Office of Rep. Waltz	Chief of Staff
King	Office of Rep. Wittman	Chief of Staff
Kizzier	Office of Rep. Mitchell	Chief of Staff
Klump	Office of Rep. Duncan (SC)	Chief of Staff
Knott	Office of Rep. Holding	Chief of Staff
Koetzle	Office of Rep. Stauber	Chief of Staff

Kratz	Office of Rep. Bacon	Legislative Director
Langenderfer	Office of Rep. Mast	Chief of Staff
Laukitis	Office of Rep. Walberg	Chief of Staff
Lawrence	Office of Rep. Scott	Chief of Staff
Leganski	Office of the Leader	Director of Floor Operations
Leighton	Office of Rep. Armstrong	Chief of Staff
Leflow	Office of Rep. Abraham	Chief of Staff
Lifhits	House Republican Conference	Deputy Policy Director
Lillis	Office of Rep. Long	Chief of Staff
Lipscomb	Office of Rep. Palazzo	Chief of Staff
Lis	Office of Rep. Bergman	Chief of Staff
Loli	Office of Rep. Gonzalez	Chief of Staff
Lorraine	Office of the Leader	Senior Policy Advisor & Counsel
Lowry	Office of Rep. Dunn	Chief of Staff
Luginbill	Office of Rep. Walker	Chief of Staff
Lungren-McCollum	Office of Rep. Griffith	Chief of Staff
Magary	Office of Rep. Cloud	Chief of Staff
Maneval	Office of Rep. Emmer	Chief of Staff
Manley	Office of Rep. Davis	Chief of Staff
Martin	Office of Rep. Thornberry	Chief of Staff
Martinez	Office of the Leader	Press Secretary
Mathis	House Committee on Science, Space and Technology	Staff Director
Mazol	Office of Rep. Biggs	Chief of Staff
McCullough	Office of Rep. Bost	Chief of Staff
McLaren	Office of Rep. Timmons	Chief of Staff
McMichael	Office of Rep. Weber	Chief of Staff
Meachum	Office of Rep. Duffy	Chief of Staff
Meadows	Office of Rep. Newhouse	Chief of Staff

Meyer	Office of Rep. Roe	Chief of Staff
Meyer	Office of the Leader	Senior Policy Advisor
Miller	Office of Rep. Amodei	Chief of Staff
Miller	Office of Rep. Carter (TX)	Chief of Staff
Miller	Office of Rep. Cline	Chief of Staff
Miller	Office of Rep. Scalise	Chief of Staff
Min	Office of the Leader	Deputy Chief of Staff & Counsel
Minkler	Office of the Whip	Deputy Floor Director
Moeglein	Office of Rep. Westerman	Chief of Staff
Muglia	Office of Rep. Perry	Chief of Staff
Murphy	Office of Rep. Rouzer	Chief of Staff
Murry	Office of the Leader	Senior Policy Advisor
Napier	Office of the Whip	Director of Floor Operations
Nash	Office of Rep. Womack	Deputy Chief of Staff
Natonski	Office of Rep. Riggleman	Chief of Staff
Nelson	Office of Rep. Amash	Chief of Staff
Noonan	Office of Rep. Smith (NJ)	Chief of Staff
Norman	Office of Rep. Curtis	Chief of Staff
O'Boyle	Office of Rep. Estes	Deputy Chief of Staff
O'Toole	Office of the Leader	Cloakroom Floor Director
Oehmen	Office of Rep. Flores	Chief of Staff
Palmer-Barton	Office of Rep. Chabot	Chief of Staff
Pardo	House Republican Conference	National Press Secretary
Pettitt	Office of Rep. Brooks (AL)	Chief of Staff
Pfrang	Office of Rep. LaHood	Chief of Staff
Piland	Office of Rep. Norman	Chief of Staff
Pileggi	Office of Rep. Stefanik	Chief of Staff
Plank	Office of Rep. Nunes	Chief of Staff
Plaut	House Republican Conference	Operations Director

Porter	House Republican Conference	Member Services Assistant
Poulios	Office of Rep. Latta	Chief of Staff
Priehs	Office of Rep. Mullin	Chief of Staff
Ramey	Office of Rep. Luetkemeyer	Chief of Staff
Reiser	Office of the Whip	Deputy Policy Director
Reising	Office of the Whip	Director of Member Services
Reil	Office of Rep. Aderholt	Chief of Staff
Renteria	Office of Rep. Fitzpatrick	Chief of Staff
Renz	House Committee on Education and Workforce	Staff Director
Roberts	Office of Rep. Shimkus	Chief of Staff
Robertson	Office of Rep. Buck	Chief of Staff
Robertson	Office of Rep. Marshall	Chief of Staff
Robertson	Office of Rep. Pence	Chief of Staff
Robinette	Office of Rep. Spano	Chief of Staff
Rogers	Office of Pennsylvania 12th District	Chief of Staff
Roig	Office of Rep. Graves (LA)	Deputy Chief of Staff (DC)
Roman	Office of Rep. Smith (MO)	Chief of Staff
Rosado	Office of Rep. Barr	Chief of Staff
Russell	Office of Rep. Conaway	Legislative Director
Ryan	Office of Rep. Moolenaar	Chief of Staff
Saparow	Office of the Chief Deputy Whip	Chief of Staff
Sass	House Committee on Transportation and Infrastructure	Staff Director
Savage	Office of Rep. Brooks (IN)	Chief of Staff
Schertz	House Committee on Agriculture	Staff Director
Shaw	Office of Rep. Hollingsworth	Chief of Staff
Shields	House Committee on Foreign Affairs	Staff Director
Shoemaker	Office of Rep. Joyce (PA)	Chief of Staff



Shumate	Office of Rep. Crawford	Chief of Staff
Siao	Office of Rep. Green	Chief of Staff
Simpson	Office of Rep. Rutherford	Chief of Staff
Slater	Office of Rep. Simpson	Chief of Staff
Smith	Office of Rep. Palmer	Chief of Staff
Smith	Office of the Leader	Digital Communications Director
Smullen	Office of Rep. Johnson (OH)	Chief of Staff
Sobel	Office of Rep. Cook	Chief of Staff
Sours	Office of Rep. Hice	Chief of Staff
Souza	House Committee on Intelligence	Staff Director
Spannagel	Office of Rep. LaMalfa	Chief of Staff
Sparks	Office of the Leader	Head of Communications
Specht	Office of the Leader	Senior Policy Advisor
Stevens	Office of Rep. King (IA)	Chief of Staff
Stewart	House Committee on Armed Services	Staff Director
Stroia	Office of Rep. Kelly (PA)	Chief of Staff
Su	Office of Rep. Hagedorn	Chief of Staff
Taylor	House Committee on Ethics	Staff Director
Terrazas	Office of Rep. Hunter	Chief of Staff
Thomas	Office of Rep. Marchant	Chief of Staff
Thompson	Office of Rep. Wright	Chief of Staff
Threadgill	Office of Rep. Kustoff	Chief of Staff
Towers	House Committee on Veterans Affairs	Staff Director
Tudor	Office of Rep. McClintock	Deputy Chief of Staff
Van Flein	Office of Rep. Gosar	Chief of Staff
Vaughn	Office of Rep. DesJarlais	Chief of Staff
VerVelde	Office of Rep. Grothman	Chief of Staff
Vieson	House Committee on Homeland Security	Staff Director
Vinyard	Office of Rep. Baird	Chief of Staff

r	Watson	Office of Rep. Rice	Chief of Staff
	Wayne	Office of Rep. Reed	Chief of Staff
	Weatherford	Office of Rep. Kinzinger	Chief of Staff
y	Whetstone	Office of Rep. Stivers	Chief of Staff
	White	Office of Rep. Stewart	Chief of Staff
	Wiser	Office of Rep. Bishop	Chief of Staff
	Wyant	Office of Rep. Gaetz	Chief of Staff
a	Yahn	Office of Rep. Radewagen	Chief of Staff



**Chiefs of Staff Conference**  
May 2-4, 2019

**Thursday, May 2, 2019**

**CONGRESSIONAL  
INSTITUTE EVENTS**

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<b>1:30 PM</b>	<b>Buses Depart</b>	<b>Rayburn Horseshoe</b>
<b>2:30 PM</b>	<b>Check-In</b>	<b>Baltimore Ballroom Foyer (5<sup>th</sup> Floor)</b>
<b>3:00 - 3:05 PM</b>	<b>Welcome</b> Mark Strand, Congressional Institute	<b>Baltimore Ballroom</b>
<b>3:05 - 4:05 PM</b>	<b>Socialism vs. Capitalism</b> David Winston, The Winston Group Myra Miller, The Winston Group	<b>Baltimore Ballroom</b>
<b>4:10 - 5:30 PM</b>	<b>Communicating in the Minority</b> Michael Steel, Hamilton Place Strategies Parker Poling, National Republican Campaign Committee Ali Pardo, House Republican Conference	<b>Baltimore Ballroom</b>
<b>6:30 - 9:00 PM</b>	<b>Reception</b> <b>Dinner: Love Your Enemies</b> Arthur Brooks, American Enterprise Institute	<b>Baltimore Ballroom Foyer</b> <b>Maryland D</b>

**Friday, May 3, 2019**

<b>8:00 - 8:45 AM</b>	<b>Breakfast</b>	<b>Maryland D</b>
<b>9:00 - 9:45 AM</b>	<b>Accessing Leadership to Advance Your Boss' Legislative Agenda</b> Moderator: Mark Strand Barrett Karr, Office of the House Republican Leader Brett Horton, Office of the House Republican Whip Kara Ahern, House Republican Conference	<b>Baltimore Ballroom</b>

**9:45 - 10:30 AM**      **Working with the White House**      **Baltimore Ballroom**  
Moderator: Mark Strand  
Shahira Knight, Assistant to the President, Office of Legislative Affairs  
Ben Howard, Deputy Assistant to the President, Office of Legislative Affairs

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**10:45 - 12:15 PM**      **Being Chief**      **Baltimore Ballroom**  
Rick Miller, Being Chief

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**12:15 - 2:00 PM**      **Lunch**      **Maryland D**  
Guy Benson, Townhall.com

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**2:00 - 3:45 PM**      **The Effective Congressional Office Manager**      **Baltimore Ballroom**  
Mark Horstman, Manager Tools

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**4:00 - 5:00 PM**      **Modernization Committee: Opportunity for Office Improvement?**      **Baltimore Ballroom**  
Moderator: Mark Strand  
Bradford Fitch, Congressional Management Foundation  
Alex Kouts, Indigov

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**5:00 - 6:00 PM**      **Ethics Primer**      **Baltimore Ballroom**  
Rob Walker, Wiley Rein LLP

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**6:30 - 9:00 PM**      **Reception**      **Baltimore Ballroom Foyer**  
**Dinner: The Roaring 2020s: The Coming Decade of Disruption and Reform**  
Bruce Mehlman, Mehlman Castagnetti Rosen & Thomas      **Maryland D**

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**Saturday, May 4, 2019**

**8:00 - 8:45 AM**      **Breakfast**      **Maryland D**

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**9:00 - 10:30 AM**      **Best Practices**      **Baltimore Ballroom**  
Moderator: Mark Strand  
Charlie Keller, Office of Rep. Wagner  
Greg Facchiano, Office of Rep. Smucker

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**10:45 - 12:00 PM**      **Wrap-Up**      **Baltimore Ballroom**  
Moderator: Mark Strand

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**12:00 PM**      **End of Retreat**  
**Bus Departs**      **Hotel Front Entrance (South Street)**