



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.

1. Name of Traveler: JORDAN DOWNS
2. a. Name of Accompanying Relative: _____ OR None ☒
 - b. Relationship to Traveler: ☐ Spouse ☐ Child ☐ Other (specify): _____
3. a. Dates: Departure: 5/2/2019 Return: 5/3/2019
 - b. Dates at Personal Expense, if any: _____ OR None ☒
4. Departure City: WASH, DC Destination: BALTIMORE Return City: WDC
5. Sponsor(s), Who Paid for the Trip: CONGRESSIONAL INSTITUTE
6. Describe Meetings and Events Attended: VARIOUS MEETINGS DESIGNED TO PROVIDE USEFUL INFO + BEST PRACTICES ; MEALS
7. Attached to this form are *each* of the following, signify that each item is attached by checking the corresponding box:
 - a. ☒ a completed Sponsor Post-Travel Disclosure Form;
 - b. ☒ 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;
 - c. ☒ page 2 of the completed Traveler Form submitted by the employee; and
 - d. ☒ the letter from the Committee on Ethics approving my participation on this trip.
8. 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: DUE TO ~~MY~~ PROFESSIONAL AND PERSONAL OBLIGATIONS I ARRIVED AT THE CONFERENCE AFTER THE DINNER THURSDAY NIGHT. I ATTEND ALL OTHER ACTIVITIES. MY SPOUSE DID NOT TRAVEL WITH ME - A CHANGE FROM TRAVEL FORM.

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

Signature of Traveler: Jordan Downs Date: 5/10/2019

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: MICHAEL GUEST Date: 5/10/2019

Signature of Supervising Member: Michael Guest



U.S. House of Representatives

COMMITTEE ON ETHICS

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 2, 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	\$344.19	\$173.17	\$294.57 - 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: Mark Strand 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: Jordan Downs
2. Sponsor(s) who will be paying for the trip: The Congressional Institute
3. Travel Destination(s): Baltimore, MD
4. a. Date of Departure: 5/2/2019 Date of Return: 5/4/2019
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: Carolyn Noble Downs
(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.**
I serve as Congressman Guest's Chief of Staff. The Congressional Institute's Chief of Staff Conference is intended to provide information to improve management skills and representation of 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

Michael Guest

Date 3/25/2019



U.S. House of Representatives

COMMITTEE ON ETHICS

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) 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: _____



U.S. House of Representatives

COMMITTEE ON ETHICS

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

Mark Strand

Name: _____

President

Title: _____

Congressional Institute

Organization: _____

1700 Diagonal Road #730, Alexandria, VA 22314

Address: _____

703-837-8812

Telephone: _____

strand@conginst.org

Email: _____

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 Ratchliffe, 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. Donesa
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. Jordan Downs
Office of the Honorable Michael Guest
230 Cannon House Office Building
Washington, DC 20515

Dear Mr. Downs:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your and your spouse's 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.

House Staff

First Name	Last Name	Job Title	Institution
Rob	Adkerson	Chief of Staff	Office of Rep. Loudermilk
Jeremy	Adler	Communications Director	House Republican Conference
Kara	Ahern	Chief of Staff	House Republican Conference
Mike	Albares	Chief of Staff	Office of Rep. Roby
Anna	Alburger	Chief of Staff	Office of Rep. Joyce
Eric	Amidon	Chief of Staff	Office of Rep. Zeldin
Dale	Anderson	Chief of Staff	Office of Rep. Lamborn
Morgan	Anderson	Digital Director	House Republican Conference
Taylor	Andreas	Chief of Staff	Office of Rep. Gallagher
Gary	Andres	Staff Director	House Committee on Ways and Means
Reyn	Archer	Chief of Staff	Office of Rep. Fortenberry
Cyrus	Artz	Chief of Staff	Office of Rep. Foxx
Tim	Baker	Chief of Staff	Office of Rep. Allen
Eliza	Baker	Chief of Staff	Office of Rep. Crenshaw
Cliff	Bayer	Chief of Staff	Office of Rep. Fulcher
Brendan	Belair	Staff Director	House Committee on Judiciary
Andrew	Bell	Chief of Staff	Office of Rep. Budd
Josh	Bell	Chief of Staff	Office of Rep. Estes
Megan	Bell	Chief of Staff	Office of Rep. Rogers (KY)
Brooke	Bennett	Chief of Staff	Office of Rep. Hill
Eric	Bergren	Chief of Staff	Office of Rep. Guthrie
Chris	Bien	Chief of Staff	Office of the Leader
Jeff	Billman	Deputy Director of Floor Operations	Office of Rep. Hern
Matt	Bisenius	Deputy Chief of Staff	Office of Rep. Sensenbrenner
Alex	Blair	Chief of Staff	Office of Rep. Steube
Mike	Bloomquist	Staff Director	House Committee on Energy and

Gabriella	Boffelli	Chief of Staff	Commerce
Aaron	Bonnaure	Chief of Staff	Office of Rep. Gonzalez
Caroline	Boothe	Member Services Director	Office of Rep. Resenthaler
Lorissa	Bounds	Chief of Staff	House Republican Conference
Joshua	Bowlen	Chief of Staff	Office of Rep. Walden
Casey	Bowman	Chief of Staff	Office of North Carolina 3rd District
Parish	Braden	Staff Director	Office of Rep. Herrera Beutler
Colin	Brainard	Chief of Staff	House Committee on Natural Resources
Matthew	Brennan	Chief of Staff	Office of Rep. Watkins
Chris	Brinson	Chief of Staff	Office of Rep. Thompson
Chelsea	Brown	Chief of Staff	Office of Rep. Rogers (AL)
Tom	Brown	Chief of Staff	Office of Rep. Arrington
Stuart	Burns	Chief of Staff	Office of Rep. Graves (MO)
Jeff	Butler	Chief of Staff	Office of Rep. Posey
John	Byers	Chief of Staff	Office of Rep. McHenry
Larry	Calhoun	Chief of Staff	Office of Rep. Hurd
Chad	Carlough	Chief of Staff	Office of Rep. Yoho
Johnna	Carlson	Chief of Staff	Office of Rep. Byrne
Dustin	Carmack	Chief of Staff	Office of Rep. McCaul
Ryan	Carney	Chief of Staff	Office of Rep. Ratcliffe
Machalagh	Carr	General Counsel	Office of Rep. Steil
Chris	Carter	Chief of Staff	Office of the Leader
Jessica	Carter	Chief of Staff	Office of Rep. Hudson
Caroline	Cash	Chief of Staff	Office of Rep. Rooney (FL-19)
Anne Marie	Choivacs	Staff Director	Office of Rep. Comer
Andrew	Christianson	Chief of Staff	House Committee on Appropriations
Chris	Connelly	Chief of Staff	Office of Rep. Johnson (SD)
Derick	Corbett	Chief of Staff	Office of Rep. Hartzler
			Office of Rep. Woodall

Stephen	Cote	Staff Director	House Committee on Financial Services
Ben	Couhig	Chief of Staff	Office of Rep. Babin
Chris	Crawford	Chief of Staff	Office of Rep. Carter (GA)
Dante	Cutrona	Chief of Staff	Office of Rep. Meuser
Mike	Dankler	Chief of Staff	Office of Rep. Walorski
Jen	Daulby	Staff Director	House Committee on Administration
Dave	Davis	Chief of Staff	Office of Rep. Brady
Jonathan	Day	Chief of Staff	Office of Rep. Wilson
Pamela	Day	Chief of Staff	Office of Rep. Young (AK)
Rocky	Deal	Chief of Staff	Office of Rep. McClintock
James	Decker	Chief of Staff	Office of Rep. Burgess
Jon	DeWitte	Chief of Staff	Office of Rep. Huizenga
Monica	Didiuk	Chief of Staff	Office of Rep. Smith (NE)
Lonnie	Dietz	Chief of Staff	Office of Rep. Taylor
Kat	Dimenstein	Chief of Staff	Office of Rep. Schweikert
Kelly	Dixon Chambers	Staff Director	House Committee on Rules
Matthew	Donnellan	Chief of Staff	Office of Rep. Miller
John	Donnelly	Chief of Staff	Office of Rep. Graves (GA)
Jordan	Downs	Chief of Staff	Office of Rep. Guest
Mark	Drelling	Chief of Staff	Office of Rep. Bacon
John	Drzewicki	Policy Director	House Republican Conference
Will	Dunham	Deputy Chief of Staff for Policy	Office of the Leader
John	Dutton	Chief of Staff	Office of Rep. Harris (MD)
Kevin	Eichinger	Chief of Staff	Office of Rep. Jordan
Jaryn	Emhof	Chief of Staff	Office of Rep. Webster
Max	Engling	Deputy Member Services Director	Office of the Leader
John	Etue	Chief of Staff	Office of Rep. Williams
Michele	Exner	Communications Director	Office of the Leader
Kathryn	Facchiano	Chief of Staff	Office of Rep. Higgins

Greg	Facchiano	Chief of Staff	Office of Rep. Smucker
John	Ferland	Chief of Staff	Office of Rep. Massie
Lauren	Fine	Communications Director	Office of the Whip
Kevin	Fitzpatrick	Staff Director	House Committee on Small Business
Paul	Fitzpatrick	Chief of Staff	Office of Rep. Meadows
Kevin	Fogarty	Chief of Staff	Office of Rep. King (NY)
Spencer	Freebairn	Chief of Staff	Office of Rep. Granger
Teri	Geiger	Chief of Staff	Office of Rep. Balderson
Stacey	Glasscock	Chief of Staff	Office of Rep. Lucas
Cesar	Gonzalez	Chief of Staff	Office of Rep. Diaz-Balart
Ellen	Gosnell	Chief of Staff	Office of the Whip
Joshua	Green	Director of Operations & Scheduler	Office of Rep. Tipton
Michael	Grider	Chief of Staff	Office of Rep. Burchett
Josh	Grogis	Chief of Staff	Office of Rep. Cole
Hillary	Gross	Chief of Staff	Office of Rep. Gibbs
Paul	Guaglianone	Coalitions Director	House Republican Conference
Abby	Gunderson-Schwarz	Chief of Staff	Office of Rep. Lesko
Connie	Hair	Chief of Staff	Office of Rep. Gohmert
Mike	Hamilton	Chief of Staff	Office of Rep. McKinley
Derek	Harley	Chief of Staff	Office of Rep. Wenstrup
Aaron	Harris	Chief of Staff	Office of Rep. Gooden
Hayden	Haynes	Chief of Staff	Office of Rep. Johnson (LA)
Christine	Heggern	Chief of Staff	Office of Rep. Gianforte
Will	Henderson	Special Assistant	House Republican Conference
Adam	Hewitt	Chief of Staff	Office of Rep. Davidson
Preston	Hill	Policy Advisor	Office of the Leader
Van	Hilleary	Chief of Staff	Office of Rep. Rose
Joan	Hillebrands	Chief of Staff	Office of Rep. Upton
Jim	Hippe	Chief of Staff	Office of Rep. Fleischmann

Liz	Hittos	Chief of Staff	Office of Rep. Bilirakis
Chris	Hixon	Staff Director	House Committee on Oversight and Government Reform
Nate	Hodson	Chief of Staff	Office of Rep. McMorris Rodgers
Eryn	Hook	Chief of Staff	Office of Rep. Collins (NY)
Brett	Horton	Chief of Staff	Office of the Whip
Michael	Hough	Chief of Staff	Office of Rep. Mooney
Adam	Howard	Chief of Staff	Office of Rep. Turner
Zach	Howell	Chief of Staff	Office of Rep. Katko
Paul	Howell	Chief of Staff	Office of Rep. Kelly (MS)
Bill	Hughes	Policy Director	Office of the Whip
Kyle	Jackson	Chief of Staff	Office of Rep. Bucshon
Natalie	Joyce	Director of Member Services	Office of the Leader
Barrett	Karr	Chief of Staff	Office of the Leader
Dave	Karvelas	Chief of Staff	Office of Rep. Buchanan
Joel	Katz	Chief of Staff	Office of Rep. Collins (GA)
David	Keller	Chief of Staff	Office of Rep. Banks
Charlie	Keller	Chief of Staff	Office of Rep. Wagner
Melissa	Kelly	Chief of Staff	Office of Rep. Olson
Dan	Keniry	Staff Director	House Committee on Budget
Dave	Kennett	Chief of Staff	Office of Rep. Calvert
Micah	Ketchel	Chief of Staff	Office of Rep. Waltz
Carolyn	King	Chief of Staff	Office of Rep. Wittman
Kyle	Kizzier	Chief of Staff	Office of Rep. Mitchell
Allen	Klump	Chief of Staff	Office of Rep. Duncan (SC)
Tucker	Knott	Chief of Staff	Office of Rep. Holding
Desiree	Koetzle	Chief of Staff	Office of Rep. Stauber
James	Langenderfer	Chief of Staff	Office of Rep. Mast
RJ	Laukitis	Chief of Staff	Office of Rep. Walberg

Jason	Lawrence	Chief of Staff	Office of Rep. Scott
John	Leganski	Director of Floor Operations	Office of the Leader
Roz	Leighton	Chief of Staff	Office of Rep. Armstrong
Luke	Letlow	Chief of Staff	Office of Rep. Abraham
Jenna	Lifhits	Deputy Policy Director	House Republican Conference
Joe	Lillis	Chief of Staff	Office of Rep. Long
Hunter	Lipscomb	Chief of Staff	Office of Rep. Palazzo
Tony	Lis	Chief of Staff	Office of Rep. Bergman
Tim	Lolli	Chief of Staff	Office of Rep. Gonzalez
Jennifer	Lorraine	Senior Policy Advisor & Counsel	Office of the Leader
Michael	Lowry	Chief of Staff	Office of Rep. Dunn
Scott	Luginbill	Chief of Staff	Office of Rep. Walker
Kelly	Lungren-McCollum	Chief of Staff	Office of Rep. Griffith
Adam	Magary	Chief of Staff	Office of Rep. Cloud
Chris	Maneval	Chief of Staff	Office of Rep. Emmer
Bret	Manley	Chief of Staff	Office of Rep. Davis
Josh	Martin	Chief of Staff	Office of Rep. Thornberry
Brittany	Martinez	Press Secretary	Office of the Leader
Deborah	Mazol	Chief of Staff	Office of Rep. Biggs
Matt	McCullough	Chief of Staff	Office of Rep. Bost
Moutray	McLaren	Chief of Staff	Office of Rep. Timmons
Chara	McMichael	Chief of Staff	Office of Rep. Weber
Pete	Meachum	Chief of Staff	Office of Rep. Duffy
Carrie	Meadows	Chief of Staff	Office of Rep. Newhouse
Matt	Meyer	Chief of Staff	Office of Rep. Roe
Katie	Meyer	Senior Policy Advisor	Office of the Leader
Bruce	Miller	Chief of Staff	Office of Rep. Amodi
Jonas	Miller	Chief of Staff	Office of Rep. Carter (TX)
Matt	Miller	Chief of Staff	Office of Rep. Cline

Wade	Miller	Chief of Staff	Office of Rep. Roy
Megan	Miller	Chief of Staff	Office of Rep. Scalise
James	Min	Deputy Chief of Staff & Counsel	Office of the Leader
Annie	Minkler	Deputy Floor Director	Office of the Whip
Vivian	Moeglein	Chief of Staff	Office of Rep. Westerman
Lauren	Muglia	Chief of Staff	Office of Rep. Perry
Melissa	Murphy	Chief of Staff	Office of Rep. Rouzer
Luke	Murry	Senior Policy Advisor	Office of the Leader
Ben	Napier	Director of Floor Operations	Office of the Whip
Madison	Nash	Deputy Chief of Staff	Office of Rep. Womack
Dave	Natonski	Chief of Staff	Office of Rep. Rigglesman
Poppy	Nelson	Chief of Staff	Office of Rep. Amash
Mary	Noonan	Chief of Staff	Office of Rep. Smith (NJ)
Corey	Norman	Chief of Staff	Office of Rep. Curtis
Ryan	O'Toole	Cloakroom Floor Director	Office of the Leader
Jon	Oehmen	Chief of Staff	Office of Rep. Flores
Stacy	Palmer-Barton	Chief of Staff	Office of Rep. Chabot
Ali	Pardo	National Press Secretary	House Republican Conference
Mark	Pettitt	Chief of Staff	Office of Rep. Brooks (AL)
Steve	Pfrang	Chief of Staff	Office of Rep. LaHood
Mark	Piland	Chief of Staff	Office of Rep. Norman
Anthony	Pileggi	Chief of Staff	Office of Rep. Stefanik
Jillian	Plank	Chief of Staff	Office of Rep. Nunes
Brian	Plaut	Operations Director	House Republican Conference
Parker	Poling	Executive Director	NRCC
Megan	Porter	Member Services Assistant	House Republican Conference
Allison	Poulios	Chief of Staff	Office of Rep. Latta
Chad	Ramey	Chief of Staff	Office of Rep. Luetkemeyer
Marty	Reiser	Deputy Policy Director	Office of the Whip

Bart	Reising	Director of Member Services	Office of the Whip
Brian	Rell	Chief of Staff	Office of Rep. Aderholt
Andrew	Renteria	Chief of Staff	Office of Rep. Fitzpatrick
Brandon	Renz	Staff Director	House Committee on Education and Workforce
Craig	Roberts	Chief of Staff	Office of Rep. Shimkus
Ritika	Robertson	Chief of Staff	Office of Rep. Buck
Brent	Robertson	Chief of Staff	Office of Rep. Marshall
Kyle	Robertson	Chief of Staff	Office of Rep. Pence
Jamie	Robinette	Chief of Staff	Office of Rep. Spano
Sara	Rogers	Chief of Staff	Office of Pennsylvania 12th District
Kevin	Roig	Deputy Chief of Staff (DC)	Office of Rep. Graves (LA)
Mark	Roman	Chief of Staff	Office of Rep. Smith (MO)
Mary	Rosado	Chief of Staff	Office of Rep. Barr
Lindsay	Ryan	Chief of Staff	Office of Rep. Moolenaar
Bobby	Saparow	Chief of Staff	Office of the Chief Deputy Whip
Paul	Sass	Staff Director	House Committee on Transportation and Infrastructure
Megan	Savage	Chief of Staff	Office of Rep. Brooks (IN)
Matt	Schertz	Staff Director	House Committee on Agriculture
Rebecca	Shaw	Chief of Staff	Office of Rep. Hollingsworth
Brendan	Shields	Staff Director	House Committee on Foreign Affairs
Jeremy	Shoemaker	Chief of Staff	Office of Rep. Joyce (PA)
Jonah	Shumate	Chief of Staff	Office of Rep. Crawford
Stephen	Siao	Chief of Staff	Office of Rep. Green
Kelly	Simpson	Chief of Staff	Office of Rep. Rutherford
Lindsay	Slater	Chief of Staff	Office of Rep. Simpson
Ashley	Smith	Staff Director	House Committee on Science, Space and Technology
William	Smith	Chief of Staff	Office of Rep. Palmer

Caleb	Smith	Digital Communications Director	Office of the Leader
Mike	Smullen	Chief of Staff	Office of Rep. Johnson (OH)
John	Sobel	Chief of Staff	Office of Rep. Cook
David	Sours	Chief of Staff	Office of Rep. Hice
Allen	Souza	Staff Director	House Committee on Intelligence
Mark	Spannagel	Chief of Staff	Office of Rep. LaMalfa
Matt	Sparks	Deputy Chief of Staff for Communications	Office of the Leader
Brittan	Specht	Senior Policy Advisor	Office of the Leader
Sarah	Stevens	Chief of Staff	Office of Rep. King (IA)
Jen	Stewart	Staff Director	House Committee on Armed Services
Mike	Stopp	Chief of Staff	Office of Rep. Mullin
Matthew	Stroia	Chief of Staff	Office of Rep. Kelly (PA)
Peter	Su	Chief of Staff	Office of Rep. Hagedorn
Dan	Taylor	Staff Director	House Committee on Ethics
Rick	Terrazas	Chief of Staff	Office of Rep. Hunter
Brian	Thomas	Chief of Staff	Office of Rep. Marchant
Ryan	Thompson	Chief of Staff	Office of Rep. Wright
Tyler	Threadgill	Chief of Staff	Office of Rep. Kustoff
Jon	Towers	Staff Director	House Committee on Veterans Affairs
Tom	Van Flein	Chief of Staff	Office of Rep. Gosar
Richard	Vaughn	Chief of Staff	Office of Rep. DesJarlais
Rachel	VerVelde	Chief of Staff	Office of Rep. Grothman
Chris	Vieson	Staff Director	House Committee on Homeland Security
Ashlee	Vinyard	Chief of Staff	Office of Rep. Baird
Jennifer	Watson	Chief of Staff	Office of Rep. Rice
Drew	Wayne	Chief of Staff	Office of Rep. Reed
Austin	Weatherford	Chief of Staff	Office of Rep. Kinzinger
Courtney	Whetstone	Chief of Staff	Office of Rep. Stivers
Clay	White	Chief of Staff	Office of Rep. Stewart

Mark
Devin
Jillian
Leafaina

Williams
Wiser
Wyant
Yahn

Chief of Staff
Chief of Staff
Chief of Staff
Chief of Staff

Office of Rep. Conway
Office of Rep. Bishop
Office of Rep. Gaetz
Office of Rep. Radewagen



Chiefs of Staff Conference
May 2-4, 2019

Thursday, May 2, 2019

**CONGRESSIONAL
INSTITUTE EVENTS**

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TODAY!



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

Friday, May 3, 2019

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

9:45 - 10:30 AM	Working with the White House Moderator: Mark Strand Shahira Knight, Assistant to the President, Office of Legislative Affairs Ben Howard, Deputy Assistant to the President, Office of Legislative Affairs	Baltimore Ballroom
10:45 - 12:15 PM	Being Chief Rick Miller, Being Chief	Baltimore Ballroom
12:15 - 2:00 PM	Lunch Guy Benson, Townhall.com	Maryland D
2:00 - 3:45 PM	The Effective Congressional Office Manager Mark Horstman, Manager Tools	Baltimore Ballroom
4:00 - 5:00 PM	Modernization Committee: Opportunity for Office Improvement? Moderator: Mark Strand Bradford Fitch, Congressional Management Foundation Alex Kouts, Indigov	Baltimore Ballroom
5:00 - 6:00 PM	Ethics Primer Rob Walker, Wiley Rein LLP	Baltimore Ballroom
6:30 - 9:00 PM	Reception Dinner: The Roaring 2020s: The Coming Decade of Disruption and Reform Bruce Mehlman, Mehlman Castagnetti Rosen & Thomas	Baltimore Ballroom Foyer Maryland D

Saturday, May 4, 2019

8:00 - 8:45 AM	Breakfast	Maryland D
9:00 - 10:30 AM	Best Practices Moderator: Mark Strand Charlie Keller, Office of Rep. Wagner Greg Facchiano, Office of Rep. Smucker	Baltimore Ballroom
10:45 - 12:00 PM	Wrap-Up Moderator: Mark Strand	Baltimore Ballroom
12:00 PM	End of Retreat Bus Departs	Hotel Front Entrance (South Street)