



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: Jenifer Bradley
2. a. Name of Accompanying Relative: Paul Bradley OR None
 b. Relationship to Traveler: Spouse Child Other (specify): _____
3. a. Dates: Departure: 5/2/19 Return: 5/4/19
 b. Dates at Personal Expense, if any: _____ OR None
4. Departure City: Washington, D.C. Destination: Baltimore, MD Return City: Washington, D.C.
5. Sponsor(s), Who Paid for the Trip: Congressional Institute
6. Describe Meetings and Events Attended: Attended meetings regarding best management practices, ethics, and sessions on the House schedule ahead and policy briefings on the economy and health care.
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: _____

LEGISLATIVE RESOURCE CENTER
2019 MAY 17 PM 2:58
OFFICE OF THE CLERK
U.S. HOUSE OF REPRESENTATIVES

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

Signature of Traveler: *Jenifer Bradley* Date: 5/17/19

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: John Rutherford Date: 5/17/19
Signature of Supervising Member: *John Rutherford*



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.

- Sponsor(s) who paid for the trip: Congressional Institute
- Travel Destination(s): Baltimore, MD
- Date of Departure: May 2, 2019 Date of Return: May 4, 2019
- Name(s) of Traveler(s): See Attached List

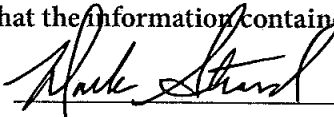
Note: You may list more than one traveler on a form only if *all* information is *identical* for each person listed.

- 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 | n/a | \$344.19 | \$173.17 | \$294.57 - Room Rental |
| Accompanying Family Member | n/a | \$0.00 | \$138.67 | \$294.57 - Room Rental |

- 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: Jenifer Nawrocki Bradley
2. Sponsor(s) who will be paying for the trip: Congressional Institute
3. Travel Destination(s): Baltimore, MD
4. a. Date of Departure: 5/2/19 Date of Return: 5/4/19
 - 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: Paul Bradley
 - (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.
As a new Chief of Staff, this is an important opportunity to learn more about ethics requirements, my functions as a manager, advancing my boss's priorities.

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

Date

4/17/19



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 <input checked="" type="checkbox"/> Good Faith Estimates | Total Transportation Expenses per Participant | Total Lodging Expenses per Participant | Total Meal Expenses per Participant |
|---|---|--|-------------------------------------|
| 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 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

Ms. Jenifer Nawrocki Bradley
Office of the Honorable John Rutherford
1711 Longworth House Office Building
Washington, DC 20515

Dear Ms. Nawrocki Bradley:

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 (COS)

| Name | Last Name | Institution | Job Title |
|------|------------|--|-------------------------------------|
| | Adkerson | Office of Rep. Loudermilk | Chief of Staff |
| ly | 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 |
| an | 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 |
| lan | Belair | House Committee on Judiciary | Staff Director |
| W | 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 |

| | | | |
|-------|--------------|---------------------------------------|--------------------------|
| ella | Boffelli | Office of Rep. Gonzalez | Chief of Staff |
| ne | Bonnaure | Office of Rep. Reschenthaler | Chief of Staff |
| ia | Boothe | House Republican Conference | Member Services Director |
| ia | 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 |
| ew | Branch | Office of Rep. Davidson | Deputy Chief of Staff |
| | Brennan | Office of Rep. Thompson | Chief of Staff |
| | Brinson | Office of Rep. Rogers (AL) | Chief of Staff |
| ea | 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 |
| ia | Carlson | Office of Rep. McCaul | Chief of Staff |
| | Carmack | Office of Rep. Ratcliffe | Chief of Staff |
| | Carney | Office of Rep. Steil | Chief of Staff |
| alagh | Carr | Office of the Leader | General Counsel |
| | Carter | Office of Rep. Hudson | Chief of Staff |
| sa | Carter | Office of Rep. Rooney (FL-19) | Chief of Staff |
| ne | Cash | Office of Rep. Comer | Chief of Staff |
| Marie | Chotvacs | House Committee on Appropriations | Staff Director |
| iw | 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 |
| Couhig | 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 |
| Didluk | Office of Rep. Smith (NE) | Chief of Staff |
| Dietz | Office of Rep. Taylor | Chief of Staff |
| Dimenstein | Office of Rep. Schweikeit | 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 |

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|-------------------|-----------------------------------|------------------------------------|
| 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 |
| Grider | 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. Blirakis | 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 |
| Letlow | 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 |
| Lolli | 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 |
| Pirang | 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 |

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| Porter | House Republican Conference | Member Services Assistant |
| Poulios | Office of Rep. Latta | Chief of Staff |
| Priebs | 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 |

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| 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 |

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| er | Watson | Office of Rep. Rice | Chief of Staff |
| | Wayne | Office of Rep. Reed | Chief of Staff |
| | Weatherford | Office of Rep. Kinzinger | Chief of Staff |
| ney | Wheatstone | 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 |
| ina | Yahn | Office of Rep. Radewagen | Chief of Staff |



Chiefs of Staff Conference
May 2-4, 2019

Thursday, May 2, 2019

**CONGRESSIONAL
INSTITUTE EVENTS**

DOWNLOAD THE APP
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** **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

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

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

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

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

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

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**

Saturday, May 4, 2019

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

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

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

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