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: Grace White
2. a. Name of Accompanying Relative: _____ *OR* None ☑
   b. Relationship to Traveler: ☐ Spouse ☐ Child ☐ Other (specify): _____
3. a. **Dates:** Departure: Wednesday, October 9, 2019 Return: Friday, October 11, 2019
   b. Dates at Personal Expense, if any: _____ *OR* None ☐
4. Departure City: Washington, DC Destination: Baltimore, MD Return City: Washington, DC
5. Sponsor(s), Who Paid for the Trip: The Heritage Foundation
6. Describe Meetings and Events Attended: See attached agenda.
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 OCT 21 AM 11:04
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: Grace White **Date:** 10/21/2019

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: Congressman David Schweikert **Date:** 10/21/2019

Signature of Supervising Member: David Schweikert

Version date 12/2018 by Committee on Ethics

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: The Heritage Foundation
2. Travel Destination(s): Baltimore, MD
3. Date of Departure: Wednesday, October 9, 2019 Date of Return: Friday, October 11, 2019
4. Name(s) of Traveler(s): See Attached

   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	$28.28	$304.00 + tax	$137.00	$14 Education tour, USCGC Taney
Accompanying Family Member	n/a	n/a	n/a	n/a

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: 10/17/2019

Name: Thomas Binion Title: Vice President

Organization: The Heritage Foundation

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

Address: 214 Massachusetts Ave NE, Washington, DC 20002

Telephone: 202-608-6188 Email: thomas.binion@heritage.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: Grace White
2. Sponsor(s) who will be paying for the trip: The Heritage Foundation
3. City and State **OR** Foreign Country of Travel : Baltimore, MD
4. a. Date of Departure: October 9th Date of Return: October 11th
   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.**
   I am a Press Secretary for Congressman Schweikert and this educational trip will help me best communicate and understand conservative public policies and positions that my boss represents.
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 SEPT 5, 2019

U.S. House of Representatives
COMMITTEE ON ETHICS

TRAVELER FORM

This form should be completed by House Members, officers, or employees seeking Committee approval of privately-sponsored travel or reimbursement for travel under House Rule 25, clause 5. The completed form should be submitted directly to the Committee by each invited House Member, officer, or employee, together with the completed and signed trip sponsor form(s) and any attachments. A copy of this form, minus this initial page, will be made available for public inspection. **This form, and any attachments, may be faxed to the Committee at 202-225-7392, sent or delivered to the Committee at 1015 Longworth, or e-mailed to travel.requests@mail.house.gov.**

Your completed request must be submitted to the Committee no less than 30 days before your proposed departure date. Absent exceptional circumstances, permission will not be granted for requests received less than 30 days before the trip commences. **You must receive explicit approval from the Committee before you depart on this trip.**

Name of Traveler: Grace White

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

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

RECEIVED 2019 SEP -5 PM 4:01 COMMITTEE ON ETHICS

Signature: Grace White

Name of Signatory (if other than traveler):

For Staff (name of employing Member or Committee): Congressman David Schweikert

Office Address: 1526 Longworth House Office Building

Telephone Number: 202-225-2190

Email Address of Contact Person: grace.white@mail.house.gov

☐ Check this box if the sponsoring entity is a media outlet, the purpose of the trip is to make a media appearance sponsored by that entity, *and* these forms are being submitted to the Committee less than 30 days before the trip departure date.

NOTE: You must complete all of the contact information fields above, as Committee staff may need to contact you if additional information is required.

KEEP A COPY OF THIS FORM. Page 2 (but not this page) must be submitted to the Clerk as part of the post-travel disclosure required by House Rule 25. Travel Regulation § 404(d) also requires you to keep a copy of all request forms and supporting paperwork for three subsequent Congresses from the date of travel.

If there are any questions regarding this form, please contact the Committee on Ethics at 202-225-7103 or via e-mail: *travel.requests@mail.house.gov.*

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: The Heritage Foundation

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 attached.

5. Is travel being offered to an accompanying family member of the House invitee(s)? ☐ Yes ☑ No

6. Date of Departure: October 9, 2019 Date of Return: October 11, 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 attached.

13. *Answer parts a and b.* ***Answer part c if neccessary***:
    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):
    Wed. 10/9 - $53.25; Thurs. 10/10 - $71; Fri. 10/11 - $53.25
    2) Provide the reason for selecting the location of the event or trip: Baltimore is easily accessible from Washington and it is an appropriate distance to ensure focus on the educational benefits of the trip.

16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:
    Hotel Name: Royal Sonesta Harbor Court City: Baltimore, MD Cost Per Night: $157
    Reason(s) for Selecting: Adequate meeting space for a group this 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:**

☐ Actual Amounts ☑ Good Faith Estimates	Total **Transportation** Expenses per Participant	Total **Lodging** Expenses per Participant	Total **Meal** Expenses per Participant
For each Member, Officer, or Employee	$20.63	$314.00	$177.50
For each Accompanying Family Member			

	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	$12	Educational tour of USCGC Taney
For each Accompanying Family Member		

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: _____ Date: 8-6-19

Name: Tommy Binion

Title: Vice President, Government Relations

Organization: The Heritage Foundation

Address: 214 Massachusetts Ave NE, Washington, DC 20002

Telephone: 202-608-6188

Email: thomas.binion@heritage.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

Version date 12/2018 by Committee on Ethics

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. Donesa
Counsel to the Ranking Member

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

September 25, 2019

Ms. Grace White
Office of the Honorable David Schweikert
1526 Longworth House Office Building
Washington, DC 20515

Dear Ms. White:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Baltimore, Maryland, scheduled for October 9 to 11, 2019, sponsored by Heritage Foundation.

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
Question #12
The Heritage Foundation Emerging Leaders Conference
Wednesday, October 9 – Friday, October 11, 2019

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

> **The Heritage Foundation is a research and educational institution whose mission is to formulate and promote conservative public policies based on the principles of free enterprise, limited government, individual freedom, traditional American values, and a strong national defense. Heritage is hosting this educational trip as part of its educational mission. Heritage is the sole sponsor organizing, funding, and conducting the trip.**

The Heritage Foundation

EMERGING LEADERS CONFERENCE 2019

Wednesday, October 9 – Friday October 11, 2019
Baltimore, MD

ATTENDEE LIST – Bus Transportation

Last Name	First Name	Office
Bennett	Parker	Office of Rep. Mike Kelly
Bensur	William	Office of Rep. Tim Burchett
Brereton	Charlie	Senate HELP Committee
Cooke	MaryLou	Office of Rep. David Rouzer
Dolan	Tom	Office of Rep. Neal Dunn
Douthitt	Lily	Office of Rep. James Comer
Enlow	Mary	Office of Rep. Trent Kelly
Funk Arvey	Hannah	Office of Rep. Jody Hice
Green	Alexa	Office of Sen. James Risch
Harkins	Wesley	Office of Rep. Doug Lamborn
Hoffman	Austin	Office of Rep. Mark Meadows
Lingg	Angela	Office of Sen. John Kennedy
Macheledt	Marshall	Office of Rep. Jim Jordan
McAndrews	Sean	Office of Rep. Mark Meadows
Morgan	Kate	Office of Rep. Mark Meadows
Ordway	Robert	Office of Sen. Mike Braun
Pakledinaz	Adam	Office of Rep. Daniel Webster
Pereira	Danuta	Office of Sen. Ron Johnson
Sabol	Samantha	Office of Rep. David Schweikert
Taylor	Lydia	Office of Sen. Marsha Blackburn
Wendt	Jonah	Office of Rep. Chip Roy
White	Grace	Office of Rep. David Schweikert

The Heritage Foundation

YOU'RE INVITED TO THE

emerging LEADERS

2019 CONFERENCE

HOSTED BY
The Heritage Foundation

**WEDNESDAY, OCTOBER 9 –
FRIDAY, OCTOBER 11, 2019**

ROYAL SONESTA HARBOR COURT | BALTIMORE, MD

PLEASE JOIN US!

The fourth annual **Emerging Leaders Conference** will take place in **Baltimore, MD** on **October 9-11.** Promising conservative staff from across Capitol Hill will be joined by conservative policy experts at the top of their field. Attendees will explore deep dives into the issues facing Congress in the next year, sharpen their operational skills, and hone their knowledge of process, rules, and procedure. An educational experience tailored to work on Capitol Hill in 2019, this retreat also promises an excellent opportunity to grow your network among your colleagues and expand your impact.

TO REGISTER FOR THIS EVENT, PLEASE:

Submit ethics travel forms by Monday, September 9, 2019 and RSVP online at Events.Heritage.org/Leaders2019

TRANSPORTATION

Wednesday, October 9
Please arrive to The Heritage Foundation by 1:30 p.m.
The bus will depart by 2:00 p.m. for the Royal Sonesta Harbor Court.

Friday, October 11
The bus will depart Baltimore by 1:00 p.m. and return to
The Heritage Foundation by 2:30 p.m.

QUESTIONS

For travel and logistics questions, please contact Tia Jurkiw at (202) 608-1514 or Tia.Jurkiw@heritage.org.

heritage.org

The Heritage Foundation

Emerging Leaders Conference 2019

Wednesday, October 9 – Friday, October 11, 2019
Royal Sonesta Harbor Court | Baltimore, MD

AGENDA

WEDNESDAY, OCTOBER 9, 2019

1:00 p.m. – 1:30 p.m.	**ATTENDEE CHECK-IN** *Attendees leave luggage at the bus after check-in*	*The Heritage Foundation*
1:45 p.m.	**ATTENDEES BOARD THE BUS**	
2:00 p.m.	**BUSES DEPART TO ROYAL SONESTA HARBOR COURT**	
3:15 p.m.	**BUSES ARRIVE AT ROYAL SONESTA HARBOR COURT**	
3:30 – 5:30 p.m.	**REGISTRATION** *Attendees check-in to overnight rooms*	
5:30 – 6:30 p.m.	**WELCOME RECEPTION AND OVERVIEW** *Participants will gather for the first time as a group to hear brief welcome remarks. These remarks will include the purpose of the conference, a review of the agenda, and an opportunity for participants to ask any questions about logistics.* Tommy Binion *Vice President, Government Relations* *The Heritage Foundation*	
6:30 – 8:30 p.m.	**OPENING DINNER AND KEYNOTE ADDRESS** **LESSONS ON SERVANT LEADERSHIP** *Servant leadership is critical in leading effective teams and living a life of purpose. Through experiences in the NFL, House of Representatives, and now at his own veterans' aid charity, Yellow Ribbons United, Derrick Dockery has led a life that exemplifies servant leadership. Dockery will discuss what it means to be a servant leader and how to use ones talents effectively to give back to their community and live a purposeful life for others.* Derrick Dockery *Co-Founder, Yellow Ribbons United* *Former Business & Intergovernmental Coalitions Director, Office of Speaker Paul Ryan* *Former Offensive Lineman, National Football League*	

THURSDAY, OCTOBER 10, 2019

9:00 – 10:15 a.m.	**BREAKFAST ADDRESS AND EMERGING ISSUE #1** **TECHNOLOGY & THE FUTURE OF U.S. NATIONAL SECURITY**

Technology is a defining variable in the American national security calculus. These tools are not only how modern warfare is fought, but they are increasingly the battlefield itself. How does the United States navigate the tensions between free-market economics and the existential challenge of preventing Chinese cyber-enabled espionage? What are the responsibilities of US companies who are the bleeding-edge of technology innovation in an international system that sees these innovations as offering decisive advantage? In short: how can the United States thrive in an era of technological great power competition?

Klon Kitchen
Senior Research Fellow, Technology, National Security, and Science Policy
The Heritage Foundation

10:15 – 10:30 a.m. **BREAK**

10:30 a.m. – 12:00 p.m. **BUDGET SIMULATION & BREAKOUT DISCUSSION**

Conference participants will participate in a budget simulation game whereby they are divided into teams and tasked with reaching a budget deal and passing a budget resolution for the upcoming fiscal year. Each participant will draw a card from a stack, and each card will detail the team, role, and individual objectives of that participant. Participants will divide into teams, where they will hear from a Heritage expert, or 'Counsel', on the budget process and their respective teams' role in that process. Each team will also elect a participant to serve as 'leadership' for that team. Leadership conducts negotiations and speaks on behalf of the team before a large group.

Participants will conduct negotiations within and between teams, attempting to reach a deal despite the conflicting interests of each individual and party. There will be time to negotiate and whip votes between policy sessions and outside of the designated budget simulation sessions. The budget resolution will include the total funding for discretionary spending (302a allocation), the topline numbers for each individual appropriations bill (302b allocations), and policy riders. On the final morning of the trip, participants will vote on the budget resolution. It will pass with a simple majority, and participants cannot filibuster.

Tommy Binion
Vice President, Government Relations
The Heritage Foundation

12:00 – 12:15 p.m. **BREAK**

12:15 – 2:00 p.m. **LUNCHEON AND KEYNOTE ADDRESS:**
TWITTER-CRAFT: COMMUNICATIONS IN THE DIGITAL AGE
The media has changed the way the public learns issues, understands concepts, forms opinions, and spreads ideas, making effective communication vital in today's increasingly social and digital environment. What are the most effective ways to communicate? How does this change based on the issue being discussed?

Rob Bluey
Vice President, Communications, The Heritage Foundation
Executive Editor, the Daily Signal

Kelsey Bolar
Senior Writer and Producer
The Daily Signal

2:00 – 3:00 p.m. **BREAK**

3:00 – 4:00 p.m. **EMERGING ISSUE #2:**
THE FREE MARKET & THE FAMILY

The driving fuel behind the strength of American families is the free enterprise system. The free market naturally and ceaselessly excels in creating opportunities and prosperity for families in ways that empower them. Government 'family support' programs, on which we spend $1.2 trillion per year, are inherently inefficient, one-size-fits all, and constantly having to adjust and expand in attempt to meet families' needs.

Rachel Greszler
Research Fellow in Economics, Budget, and Entitlements
The Heritage Foundation

4:00 – 4:15 p.m. **BREAK**

4:15 – 5:15 p.m. **EMERGING ISSUE #3:**
REFRAMING THE FUTURE OF HIGHER EDUCATION
Today's higher education system is in crisis. American students are $1.6 trillion in student loan debt, the majority of students will not finish college in four years, and many drop out without a degree and struggling to pay off debt. Unfortunately, policies from Washington make these problems worse. While many on the left claim that "free" college is the answer, this will only shift the present problems with higher education onto American taxpayers. Only by encouraging competition and innovation in the higher education sector, and reducing funds coming from Washington, can we see true improvements for students and taxpayers.

Angela Sailor
Vice President, Feulner Institute
The Heritage Foundation

Mary Clare Amselem
Policy Analyst, Center for Education Policy
The Heritage Foundation

5:15 – 6:15 p.m. **BREAK AND OPTIONAL DISCUSSION**

6:15 – 6:30 p.m. **REACH A BUDGET DEAL**
Participants will reach a deal by this time in the trip. The Leader will read the budget resolution aloud to the body.

6:30 – 8:30 p.m. **DINNER AND KEYNOTE ADDRESS:**
LEADERSHIP LESSONS FROM THE THUNDERBIRDS
Effective leaders seek to build commitment, trust, and loyalty with their teammates, whether that is in the field or in the workplace. JV Venable discusses lessons learned from serving for 25 years in the US Air Force. JV, who served as Commander of the celebrated Thunderbirds, also authored a book on leading high performance teams.

John "JV" Venable
Col USAF (ret.)
Former Commander, USAF Thunderbirds
Senior Research Fellow for Defense Policy, The Heritage Foundation

FRIDAY, OCTOBER 11, 2019

8:30 a.m. (or after) **Luggage Drop-off**
Attendees leave their luggage at the Heritage luggage check

9:00 – 10:15 a.m. **BREAKFAST ADDRESS & EMERGING ISSUE #4:**
WHAT AMERICANS WANT IN HEALTH CARE

Healthcare has become one of the defining issues of our current debate. Now more than ever, policy proposals such as single-payer universal care, eliminating public options, and privatized care, are drastically different from one another and from the status quo. This panel will review the current state of America's healthcare system and discuss solutions that have been prescribed to fix many of the problems arising from this system, ultimately addressing the question: What do Americans really want in health care?

Marie Fishpaw
Director, Domestic Policy Studies
The Heritage Foundation

10:15 – 10:30 a.m. **BREAK**

10:30 – 10:45 a.m. **FINAL VOTES**
Participants will vote on the budget resolution.

10:45 – 11:00 a.m. **LOAD BUS**

11:00 – 11:15 a.m. **WALK TO USCGC TANEY**

11:15 a.m. – 1:00 p.m. **TOUR & DISCUSSION AT USCGC TANEY**
The United States Coast Guard Cutter Taney is the last warship still afloat that fought in the attack on Pearl Harbor. The USCGC Taney offers tours of the vessel, after which participants will learn about the historical and military context of the attack on Pearl Harbor in relation to military readiness today.

Dakota Wood
LtCol USMC (ret.)
Research Fellow, Defense Programs, The Heritage Foundation

1:00 p.m. – 1:15 p.m. **CLOSING REMARKS**
Tommy thanks participants for attending this year's conference.

Tommy Binion
Vice President, Congressional & Executive Branch Relations
The Heritage Foundation

1:15 p.m. **CONFERENCE CONCLUDES**
Attendees board buses; boxed lunches provided on board

1:15 p.m. **BUSES DEPARTS**

2:30 p.m. **BUSES ARRIVE AT THE HERITAGE FOUNDATION**

The Heritage Foundation

Emerging Leaders Conference 2019

Wednesday, October 9 – Friday, October 11, 2019
Royal Sonesta Harbor Court | Baltimore, MD

INVITATION LIST

About the List:
The following individuals were extended an invitation to The Heritage Foundation's 2019 Emerging Leaders Conference due to their interest in conservative policy.

Last Name	First Name	Office	Chamber
Anderson	Alyssa	Rep. Tom Emmer	House
Andrade	Barbara	Rep. Rob Bishop	House
Andzel	Christian	Rep. Chip Roy	House
Ath	Viraktep	Sen. Steve Daines	Senate
Ball	Luke	Rep. Matt Gaetz	House
Bardin	Erin	Sen. James Risch	Senate
Barton	Carter	Rep. Virginia Foxx	House
Bennett	Parker	Rep. Mike Kelly	House
Bensur	Will	Rep. John Katko	House
Besonen	Mark	Rep. Virginia Foxx	House
Boyd	Stephen	Sen. James Lankford	Senate
Bradley	Philippa	Rep. David McKinley	House
Brereton	Charlie	Senate HELP Committee	Senate
Brookhart	Mindy	Sen. John Hoeven	Senate
Brown	Matt	Rep. Bryan Steil	House
Butherus	Daniel	Rep. Ken Buck	House
Caddock	John	Rep. Alex Mooney	House
Campbell	Kyle	Rep. Tom McClintock	House
Caplin	Sarah	Sen. Mike Lee	Senate
Carrier	Adrienne	Sen. Mike Braun	Senate

Case	Michael	Rep. Andy Barr	House
Chelak	Christian	Sen. Pat Toomey	Senate
Cicchella	Jamie	Rep. Ted Yoho	House
Clark	Annie	Rep. Debbie Lesko	House
Clement	Dylan	Sen. Pat Toomey	Senate
Coffman	Sarah	Rep. James Comer	House
Connolly	Briana	Sen. Pat Toomey	Senate
Cooke	MaryLou	Rep. David Rouzer	House
Correll	Charles	Rep. Kevin McCarthy	House
Craddock	Reed	Rep. Trent Kelly	House
Craig	Halie	Sen. Pat Toomey	Senate
Davern	Katie	Sen. Mike Lee	Senate
Decker	Brad	Rep. Mo Brooks	House
DeFilippo	Katarina	Rep. Ron Estes	House
Dever	Tyler	Rep. Ross Spano	House
Dews	Elizabeth	Rep. Ted Budd	House
DiPalma	Mason	Rep. Mike Turner	House
Dobbins	Halee	Rep. Jim Banks	House
Dolan	Thomas	Rep. Neal Dunn	House
Douthitt	Lily	Rep. James Comer	House
Duncan	Josh	Sen. Marco Rubio	Senate
Eberle	Jonathan	Rep. Andy Biggs	House
Enlow	Alex	Rep. Trent Kelly	House
Ensslin	Corey	Sen. Pat Toomey	Senate
Erikson	Mercedes	Sen. Jim Risch	Senate
Florian Sainz	Jocelynne	Sen. Jim Risch	Senate
Fuentes	Jose	Rep. Ken Calvert	House
Gates	Zach	Rep. Ann Wagner	House
Gilbert	Sarah	Rep. George Holding	House
Gillespie	Lauren	Rep. Ted Yoho	House
Gilsdorf	Andrea	Sen. Ben Sasse	Senate
Glasgow	Savannah	Rep. Gus Bilirakis	House
Graff	Jessica	Rep. Larry Buschon	House

Green	Alexa	Sen. Jim Risch	Senate
Hadden	Emily	Rep. Neal Dunn	House
Handy	Bridget	House Ed and Labor	House
Harkins	Wesley	Rep. Doug Lamborn	House
Ho	Andy	Sen. Mike Lee	Senate
Hoffman	Austin	Rep. Mark Meadows	House
Holland	Peter	Rep. Matt Gaetz	House
Iwaskiw	Jonathan	Sen. Ted Cruz	Senate
Joenler	Simon	Rep. Ralph Norman	House
Johnson	Crystal	Rep. John Ratcliffe	House
Jones	Dylan	Rep. Steve Watkins	House
Kaye	Charlotte	Sen. David Perdue	Senate
Kelly	Hunter	Sen. Josh Hawley	Senate
Kim-Hummel	Justin	Rep. Greg Steube	House
King	Wells	Sen. Mike Lee	Senate
Kujanpaa	Erik	Sen. Mike Lee	Senate
Lane	Will	Rep. Jeff Duncan	House
Laven	Zack	Rep. David Schweikert	House
Lefaive	Erica	Rep. Randy Weber	House
Lenz	Catherine	Rep. Tom Emmer	House
Lewis	Katherine	Rep. Devin Nunes	House
Lindow	Michaila	Rep. Mo Brooks	House
Lingg	Angela	Sen. John Kennedy	Senate
Lopez	Janessa	Rep. Ken Buck	House
Lucchese	Michael	Sen. Ben Sasse	Senate
MacDonald	Liam	Rep. David Roe	House
Macheledt	Marshall	Rep. Jim Jordan	House
Marvel	Toby	Rep. Jim Baird	House
McAndrews	Sean	Rep. Mark Meadows	House
McBride	Erin	Rep. David Rouzer	House
McCoullough	Tom	Rep. Bill Posey	House
McFadyen	Trent	Sen. Mitt Romney	Senate

McKay	Elizabeth	Sen. Johnny Isakson	Senate
McReynolds	Allyson	Rep. Ken Calvert	House
Melbye	Linnea	Rep. Pete Stauber	House
Menon	Vijay	Joint Economic Committee	Senate
Meyer	Theresa	Rep. Tom Emmer	House
Morgan	Kate	Rep. Mark Meadows	House
Morley	Andrew	Rep. Pete Stauber	House
Muscolini	John	House Appropriations Committee	House
Nail	Sarah Hope	Rep. Michael Cloud	House
Neumeyer	Ayla	Sen. Jim Risch	Senate
Nice	Janet	Sen. Pat Toomey	Senate
Nista	Julia	Rep. Andy Harris	House
O'Connor	Alex	Senate Small Business	Senate
Ordway	Robert	Sen. Mike Braun	Senate
Osborn	Claire	Rep. Andy Barr	House
Padgett	Ashleigh	Rep. Barry Loudermilk	House
Pakledinaz	Adam	Rep. Daniel Webster	House
Pascoe	Caleb	Senate Small Business	Senate
Pearce	Meghan	Sen. Pat Toomey	Senate
Pereira	Danuta	Sen. Ron Johnson	Senate
Pierre	Nathan	Sen. Mike Braun	Senate
Posner	Ilan	Sen. Ben Sasse	Senate
Proffitt	Gavin	Republican Study Committee	House
Pryor	Victoria	Sen. David Perdue	Senate
Pucciarelli	Joseph	Rep. Rob Woodall	House
Raper	Sarah	Rep. Steve Womack	House
Reasor	Christiana	Rep. Steve Watkins	House
Reeves	Danny	Rep. Glenn Thompson	House
Ringer	Chris	Rep. Jeff Duncan	House
Robertson	Whitney	Rep. Mike Johnson	House
Rockwell	Nick	Rep. Glenn Thompson	House
Rusher	Paige	Sen. Richard Burr	Senate
Russell	Chance	Rep. Phil Roe	House

Sabol	Sam	Rep. David Schweikert	House
Salmon	Diem	Senate Armed Services	Senate
Shellnutt	Makenzie	Sen. Steve Daines	Senate
Shelton	John	Rep. Bill Posey	House
Shields	Chandler	Sen. Richard Shelby	Senate
Shumate	Samuel	Rep. Ted Budd	House
Smith	Brandon	Rep. Ron Estes	House
Smith	Cameron	Rep. William Timmons	House
Smith	Heather	Rep. Debbie Lesko	House
Smith	Chandler	Rep. Ken Calvert	House
Smith	Delayne	Rep. Kevin Brady	House
Smoloski	Walter	Rep. Andy Harris	House
Sowell	Tucker	Rep. Kay Granger	House
Stebick	Elise	Sen. Mitch McConnell	Senate
Stechschulte	Alissa	Rep. Glenn Thompson	House
Stovall	Shannon	Rep. Andy Biggs	House
Strickland	Ethan	Sen. Tim Scott	Senate
Sullins	Ella	Senator Shelby	Senate
Sun	Kevin	House Republican Conference	House
Swanson	Ian	Sen. Ben Sasse	Senate
Swartz	Bryan	Sen. Jerry Moran	Senate
Tanner	Kylie	Sen. Mitt Romney	Senate
Taylor	Lydia	Sen. Marsha Blackburn	Senate
Teixeira	Mimi	Sen. Mike Lee	Senate
Thompson	Katherine	Sen. Mike Lee	Senate
Thompson	Jessica	Rep. Daniel Webster	House
Trejo	Travis	Rep. Andy Harris	House
Wagner	Matthues	Rep. Devin Nunes	House
Warren	Jim	Sen. Tim Scott	Senate
Wendt	Jonah	Rep. Chip Roy	House
Werner	Micki	Sen. Marsha Blackburn	Senate
West	Daniel	Rep. Jim Hagedorn	House
White	Grace	Rep. David Schweikert	House

Wilson	Jordan	Rep. Rob Wittman	House
Wing	Kirsten	Senate Finance	Senate