



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, by email at [gifttravelreports@mail.house.gov](mailto:gifttravelreports@mail.house.gov), within 15 days after travel is completed.** Please **do not** file this form with the Committee on Ethics.

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

- Name of Traveler: Brendan Shields
- a. Name of Accompanying Relative: \_\_\_\_\_ OR None   
 b. Relationship to Traveler:  Spouse  Child  Other (specify): \_\_\_\_\_
- a. Dates: Departure: June 17 Return: June 19  
 b. Dates at Personal Expense, if any: \_\_\_\_\_ OR None
- Departure City: D.C. Destination: Hyatt Regency Chesapeake Bay Return City: D.C.
- Sponsor(s), Who Paid for the Trip: Congressional Institute
- Describe Meetings and Events Attended:  
- congressional leadership - all events  
- national security working group
- Attached to this form are **each** of the following, *signify that each item is attached by checking the corresponding box:*
  - a completed *Sponsor Post-Travel Disclosure Form*;
  - the *Primary Trip Sponsor Form* completed by the trip sponsor **prior** to the trip, **including all** attachments **and** the *Additional Sponsor Form(s)*;
  - page 2 of the completed *Traveler Form* submitted by the employee; **and**
  - the letter from the Committee on Ethics approving my participation on this trip.
- a.  I represent that I participated in each of the activities reflected in the attached sponsor's agenda.  
*Signify statement is true by checking the box.*  
 b. If not, explain:

LEGISLATIVE RESOURCE CENTER  
2021 JUL -5 PM 12:22  
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: Brendan Shields Date: 7/6/21

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: Mr. Michael McCaul Date: 7/6/21

Signature of Supervising Member: Michael T. McCaul



### 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): Cambridge, MD
- Date of Departure: 06/17/2021 Date of Return: 06/19/2021
- 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                           | \$407.88               | \$156               | \$278.10 Room Rental  |
| Accompanying Family Member |                               |                        |                     |   |

- 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: 6/28/2021

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 #300, Alexandria, VA 22314

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

*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: Brendan Shields

2. Sponsor(s) who will be paying or providing in-kind support for the trip:  
Congressional Institute

3. City and State **OR** Foreign Country of Travel: Washington DC → Cambridge, MD

4. a. Date of Departure: 6/17/21 Date of Return: 6/19/21

b. Yes  No  Will you be extending the trip at your personal expense?

If yes, list dates at personal expense: \_\_\_\_\_

5. a. Yes  No  Will you be accompanied by a family member at the sponsor's expense? If yes:

(1) Name of Accompanying Family Member: Iryna Perezhogina

(2) Relationship to Traveler:  Spouse  Child  Other (specify): Significant other

(3) Yes  No  Accompanying Family Member is at least 18 years of age:

6. a. Yes  No  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)?

b. If yes, and you are requesting lodging for two nights, explain why the second night is warranted:

7. Yes  No  *Primary Trip Sponsor Form* is attached, including agenda, invitee list, and any other attachments and Additional Sponsor Forms.

*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.**

Job title: Staff Director

Events on trip speak to managerial duties and policy efforts related to Mr. Shields duties as HFAAC Staff Director, such as "New findings on public opinion," "Leadership chiefs of staff," "The effective communicator," etc.

9. Yes  No  Is the traveler aware of any registered federal lobbyists or foreign agents involved planning, organizing, requesting, or arranging the trip?

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 T. McCarry Date 5/17/21



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 delivered to the Committee at 1015 Longworth or e-mailed to [travel.requests@mail.house.gov](mailto: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: Brendan Shields

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.

Signature: Taryn Woody

Name of Signatory (if other than traveler): Taryn Woody

For Staff (name of employing Member or Committee): Foreign Affairs Committee

Office Address: 2120 Rayburn HOB

Telephone Number: 202-226-8467

Email Address of Contact Person: taryn.woody@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](mailto: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: 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: June 17, 2021 Date of Return: June 19, 2021
7. a. City of departure: Washington, DC  
b. Destination(s): Cambridge, MD  
c. City of return: Washington, DC
8. **Check only one.** I represent that:
  - a. The sponsor of the trip is an institution of higher education within the meaning of section 101 of the Higher Education Act of 1965:  **OR**
  - b. The sponsor of the trip does not retain or employ a registered federal lobbyist or foreign agent:  **OR**
  - c. The sponsor employs or retains a registered federal lobbyist or foreign agent, but the trip is for attendance at a one-day event and lobbyist / foreign agent involvement in planning, organizing, requesting, or arranging the trip was *de minimis* under the Committee's travel regulations.
9. **Check only one of the following:**
  - a. I checked 8(a) or (b) above:
  - b. I checked 8(c) above but am not offering any lodging:
  - c. I checked 8(c) above and am offering lodging and meals for one night:  **OR**
  - d. I checked 8(c) above and am offering lodging and meals for two nights:  If you checked this box, explain why the second night of lodging is warranted: \_\_\_\_\_



10. Attached is a detailed agenda of the activities House invitees will be participating in during the travel (i.e., an hourly description of planned activities for trip invitees). *Indicate agenda is attached by checking box:*
11. **Check only one of the following:**  
 a. I represent that a registered federal lobbyist or foreign agent will not accompany House Members or employees on any segment of the trip. *Signify that the statement is true by checking box:*  **OR**  
 b. *Not Applicable.* Trip sponsor is a U.S. institution of higher education:
12. For *each* sponsor required to submit a sponsor form, describe the sponsor's interest in the subject matter of the trip *and* its role in organizing and/or conducting the trip:  
See Addendum  
 \_\_\_\_\_  
 \_\_\_\_\_
13. **Answer parts a and b. Answer part c if necessary:**  
 a. Mode of travel: Air  Rail  Bus  Car  Other  (specify: \_\_\_\_\_)  
 b. Class of travel: Coach  Business  First  Charter  Other  (specify: \_\_\_\_\_)  
 c. If travel will be first class, or by chartered or private aircraft, explain why such travel is warranted:  
 \_\_\_\_\_  
 \_\_\_\_\_
14. I represent that the expenditures related to local area travel during the trip will be unrelated to personal or recreational activities of the invitee(s). *Signify that the statement is true by checking box:*
15. **Check only one.** I represent that either:  
 a. The trip involves an event that is arranged or organized *without regard* to congressional participation and that meals provided to congressional participants are similar to those provided to or purchased by other event attendees:  **OR**  
 b. The trip involves events that are arranged specifically *with regard* to congressional participation:   
 If "b" is checked:  
 1) Detail the cost *per day* of meals (approximate cost may be provided): Day 1 - \$50, Day 2 - \$88, Day 3 - \$18  
 \_\_\_\_\_  
 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: Hyatt Regency Chesapeake Bay City: Cambridge, MD Cost Per Night: \$161  
 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:*



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                    | \$58  | \$411                                  | \$156                               |
| For each Accompanying Family Member                      | \$58  | \$0                                    | \$156                               |

|                                       |   |  |
|---------------------------------------|---|--|
|                                       | 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 | \$309<br>\$178                          | Room Rental<br>COVID Testing   |
| For each Accompanying Family Member   | \$309<br>\$178                          | Room Rental<br>COVID Testing   |

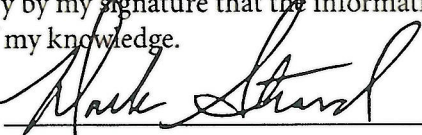
**NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001.**

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: 5/4/2021

Name: \_\_\_\_\_

President

Title: \_\_\_\_\_

Congressional Institute

Organization: \_\_\_\_\_

1700 Diagonal Road #300, 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*  
Jackie Walorski, Indiana  
*Ranking Member*

Susan Wild, Pennsylvania  
Dean Phillips, Minnesota  
Veronica Escobar, Texas  
Mondaire Jones, New York

Michael Guest, Mississippi  
Dave Joyce, Ohio  
John H. Rutherford, Florida  
Kelly Armstrong, North Dakota



ONE HUNDRED SEVENTEENTH CONGRESS

## U.S. House of Representatives

COMMITTEE ON ETHICS

Thomas A. Rust  
*Staff Director and Chief Counsel*

David W. Arrojo  
*Counsel to the Chairman*

Kelle A. Strickland  
*Counsel to the Ranking Member*

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

June 15, 2021

Mr. Brendan Shields  
Committee on Foreign Affairs  
2120 Rayburn House Office Building  
Washington, DC 20515

Dear Mr. Shields:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Cambridge, Maryland, scheduled for June 17 to 19, 2021, sponsored by Congressional Institute.

This approval represents the Committee's determination that the proposed trip complies with relevant House rules, federal laws, and Travel Regulations promulgated by the Committee. You should engage in your own assessment of the risks and implications of engaging in travel during the current COVID-19 pandemic.

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 \$415 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.

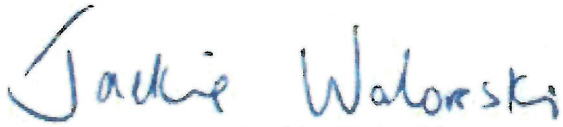


If you have any further questions, please contact the Committee's Office of Advice and Education at extension 5-7103.

Sincerely,

Handwritten signature of Theodore E. Deutch in blue ink.

Theodore E. Deutch  
Chairman

Handwritten signature of Jackie Walorski in blue ink.

Jackie Walorski  
Ranking Member

TED/JW: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 Minority and Senate Majority personal offices, the Staff Director in House Minority 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 \$309 as disclosed on the sponsor form.

**COVID Safety Precautions:** If you have not been vaccinated, we strongly encourage you to be tested for COVID before traveling to the conference. We will have onsite testing and are following all health protocols, including ensuring all seats for meals and discussions are socially distanced. Masks are strongly encouraged; we will have extra PPE for attendees as well as hand sanitizer. Health screenings and temperature checks will be required before you can enter the meeting space.

From: Congressional Institute [info@conginst.org](mailto:info@conginst.org)  
Subject: Test - Register Now for the GOP Chiefs of Staff Conference  
Date: May 4, 2021 at 1:00 PM  
To: [amym@conginst.org](mailto:amym@conginst.org)

RC

**2021 Chiefs of Staff Conference**  
Thursday, June 17, 2021 -  
Saturday, June 19, 2021  
Hyatt Regency Chesapeake Bay



**PLEASE NOTE: TRAVELER FORMS ARE DUE TO ETHICS ON TUESDAY, MAY 18, 2021!!!**

Dear \*/fname/\*,

On behalf of the Congressional Institute, I'm happy to invite you to the annual 2021 Chiefs of Staff Conference, which will be from Thursday, June 17, 2021, through Saturday, June 19, 2021, at Hyatt Regency Chesapeake Bay in Cambridge, MD. We hope you and your family will join us.

You have a ton on your plate as a chief, so we're developing an agenda that will lighten the load for the year ahead. Since we are inviting House and Senate Republican personal chiefs of staff, committee staff directors and leadership staff, you will have the opportunity to expand your professional network and get to know colleagues you might not normally meet during a normal workday.

Your health and safety is our top priority at this conference. If you have not been vaccinated, we strongly encourage you to be tested for COVID before traveling to the conference. We will have onsite testing and are following all health protocols, including ensuring all seats for meals and discussions are socially distanced. Masks are strongly encouraged; we will have extra PPE for attendees. Health screenings and temperature checks will be required before you can enter the meeting space.

As usual, we are working with the Committee on Ethics so the Institute can cover your costs. You are being invited so that you can hear about the future of the nation and Congress, learn new management ideas, discuss best practices, and strengthen professional relationships.

To Register:

**Step 1: Submit Ethics Packet by Tuesday, May 18, 2021**

To comply with House rules, you need pre-authorization from the Committee on Ethics. Download the Institute's [Primary Trip Sponsor Form](#) and submit the whole package with your completed Traveler Form by Tuesday, May 18, 2021, to the Committee on Ethics. This entire package 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](mailto:travel.requests@mail.house.gov).

Failure to submit your completed materials on time means we will be unable to cover the cost of your attendance and the cost would need to be covered by your Member's principal campaign committee funds.

Additionally, you must file a travel disclosure statement with the Clerk of the House

within 15 days of your return.

**Step 2: Register on the Congressional Institute's website**

The Congressional Institute will coordinate all logistical arrangements, including room reservations, meals, group transportation, and meetings during the conference. The Institute will cover the cost of participation for each staff member and spouse. You are welcome to bring your children, though you will be responsible for the costs of their participation. All reservations must be made through the Institute.

To Register: [Register for Chiefs of Staff Conference](#)  
Email Address: \*/email/\*  
Access Code: \*/other\_id/\*

If you are unable to attend, please use the following link to [decline this invitation](#).

We understand your registration is tentative pending Ethics approval. More information on the program and activities at the conference will be sent to you in future mailings. If you have any questions, special concerns, or need additional information, please call (703)837-8812 or email [rsvp@conginst.org](mailto:rsvp@conginst.org). We look forward to seeing you in Cambridge!

Best wishes,  
Mark Strand, President  
The Congressional Institute  
(703) 837-8812 - Office  
[strand@conginst.org](mailto:strand@conginst.org)

[Sign up for the Congressional Institute's e-newsletter!](#)

If you are not the correct contact for this office, please [reply to this email](#) with the updated contact information instead of [unsubscribing](#).



**2021 House Republican Chiefs of Staff Conference  
Cambridge, Maryland**

**Thursday, June 17, 2021**

- 1:30PM Bus Departs from Hill
- 2:00 PM Nametag Pickup
- 4:15 PM Welcome
- 4:30 PM New Findings on Public Opinion  
David Winston, The Winston Group  
Myra Miller, The Winston Group
- 5:30 PM Reception & Dinner  
Niall Ferguson, Hoover Institution

**Friday, June 18, 2021**

- 8:00 AM Breakfast
- 9:00 AM Leadership Chiefs of Staff  
Dan Meyer, Office of the Republican Leader  
Brett Horton, Office of the Republican Whip  
Kara Ahern, House Republican Conference
- 10:00 AM The Effective Communicator  
Mark Horstman, Manager Tools, LLC
- 12:00 PM Lunch  
Os Guinness  
Author and social critic
- 1:15 PM The Chinese Communist Party: The Challenge It Poses and America's Response  
Matthew Pottinger, Former Deputy National Security Advisor  
Elizabeth Economy, Hoover Institution  
Derek Scissors, American Enterprise Institute

2:30 PM America's Long-Term Fiscal Health  
Douglas Holtz-Eakin, American Action Forum  
Scott Hodge, The Tax Foundation  
Jim Capretta, American Enterprise Institute

3:30 PM Ethics  
Elliot Berke, Berke Farah LLC  
Erin Clark, NRCC

4:30 PM Break

6:00 PM Reception & Dinner  
Kim Strassel, The Wall Street Journal

**Saturday, June 19, 2021**

8:00 AM Breakfast

9:00 AM Using the MRA Effectively/Creating an Effective Casework Shop  
Jen Daulby, Former Committee on House Administration Staff Director  
Brad Fitch, Congressional Management Foundation

10:00 AM How to Win the Internet: Using Digital Media Effectively  
Matt Lira, Hangar Capital

11:15 AM Open Mic Discussion  
Moderator: Mark Strand, Congressional Institute

12:30 PM Conference Concludes  
Bus departs from Hyatt



**2021 House Republican Chiefs of Staff Conference  
Cambridge, Maryland**

**Thursday, June 17, 2021**

|                |   |   |
|----------------|---|---|
| <b>1:30PM</b>  | <b>Bus Departs from Hill</b>  | <b>S Capitol St (Between Rayburn &amp; Longworth)</b> |
| <b>2:00 PM</b> | <b>Nametag Pickup</b>   | <b>Choptank Ballroom Foyer</b>                        |
| <b>4:15 PM</b> | <b>Welcome</b>  | <b>Choptank Ballroom</b>                              |
| <b>4:30 PM</b> | <b>GOP Outreach to Hispanic Communities</b><br>David Winston, The Winston Group<br>Myra Miller, The Winston Group<br>Daniel Garza, The LIBRE Initiative<br>Jeyben Castro, House Office of Diversity and Inclusion | <b>Choptank Ballroom</b>                              |
| <b>6:00 PM</b> | <b>Reception</b>  | <b>Regatta Pavilion</b>                               |
| <b>7:00 PM</b> | <b>Dinner</b><br>Walter Russell Mead, <i>The Wall Street Journal</i>  | <b>Chesapeake Ballroom</b>                            |

**Friday, June 18, 2021**

|                 |   |                            |
|-----------------|---|----------------------------|
| <b>8:00 AM</b>  | <b>Breakfast</b>  | <b>Chesapeake Ballroom</b> |
| <b>9:00 AM</b>  | <b>Leadership Chiefs of Staff</b><br>Dan Meyer, Office of the Republican Leader<br>Brett Horton, Office of the Republican Whip<br>Patrick Hester, House Republican Conference | <b>Choptank Ballroom</b>   |
| <b>10:00 AM</b> | <b>The Effective Communicator</b><br>Mark Horstman, Manager Tools, LLC  | <b>Choptank Ballroom</b>   |
| <b>12:00 PM</b> | <b>Lunch</b><br>Rich Lowry, <i>National Review</i>  | <b>Chesapeake Ballroom</b> |
| <b>1:15 PM</b>  | <b>Ethics</b><br>Moderator: Kelle Strickland, House Ethics Committee<br>Elliot Berke, Berke Farah LLC<br>Erin Clark, NRCC   | <b>Choptank Ballroom</b>   |

**2:30 PM**      **Working with the White House and Senate**      **Choptank Ballroom**  
Ben Howard, Former White House Deputy Director of Legislative Affairs  
Brian McGuire, Former Chief of Staff to Senate Republican Leader Mitch McConnell

**3:30 PM**      **Taxes, Inflation and the Economy: What Americans Think**      **Choptank Ballroom**  
David Winston, The Winston Group  
Myra Miller, The Winston Group

**4:30 PM**      **Break**

**6:00 PM**      **Reception**      **Chesapeake Foyer & Patio**

**7:00 PM**      **Dinner**      **Chesapeake Ballroom**  
Mollie Hemingway, The Federalist

**Saturday, June 19, 2021**

**8:00 AM**      **Breakfast**      **Chesapeake Ballroom**

**9:00 AM**      **The Future of the Congressional Workplace**      **Choptank Ballroom**  
Manar Morales, Diversity and Flexibility Alliance  
Tim Monahan, Committee on House Administration  
Jen Daulby, Former Staff Director, Committee on House Administration

**10:00 AM**      **How to Win the Internet: Using Digital Media Effectively**      **Choptank Ballroom**  
Matt Lira, Hangar Capital  
Steve Johnston, FlexPoint Media  
Kate Parnitzke, Former White House Chief Digital Officer

**11:15 AM**      **Open Mic Discussion**      **Choptank Ballroom**  
Moderator: Mark Strand, Congressional Institute

**11:45 AM**      **Conference Concludes**  
Bus departs from Choptank Ballroom Entrance