



U.S. House of Representatives

COMMITTEE ON ETHICS

TRAVELER FORM

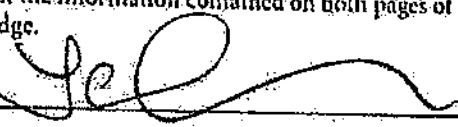
This form should be completed by House Members, officers, or employees seeking Committee approval of privately-sponsored travel or reimbursement for travel under House Rule 25, clause 5. The completed form should be submitted directly to the Committee by each invited House Member, officer, or employee, 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.

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: TARA ROUNTREE

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: 

Name of Signatory (if other than traveler): N/A

For Staff (name of employing Member or Committee): McZachin VA-04

Office Address: 314 Cannon House office Building

Telephone Number: 202-225-6365

Email Address of Contact Person: tara@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

TRAVELER FORM

1. Name of Traveler: Tara Rountree

2. Sponsor(s) who will be paying or providing in-kind support for the trip:
The Pew Charitable Trusts

3. City and State OR Foreign Country of Travel: Philadelphia, PA

4. a. Date of Departure: 10/15/21 Date of Return: 10/16/21

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: _____

(2) Relationship to Traveler: Spouse Child Other (specify): N/A

(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:
only for one night

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.

As a Chief of Staff this trip will help me meet other chiefs and form bipartisan relationships.

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: A. Donald McEath Date: 9/13/2021



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 Pew Charitable Trusts
2. Travel Destination(s): Philadelphia, PA
3. Date of Departure: 10/15/21 Date of Return: 10/16/21
4. Name(s) of Traveler(s): See attached list of attendees traveling without spouses
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	\$156 (\$67 train; \$89 minibus)	\$129	\$91 (\$61 10/15; \$30 10/16)	n/a
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: Tamera Luzzatto Date: 10/25/21

Name: Tamera Luzzatto Title: SVP, Government Relation

Organization: The Pew Charitable Trusts

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

Address: 901 E Street NW, 10th floor, Washington, DC 20004

Email: tluzzatto@pewtrusts.org Telephone: 202/552-2000

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

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 Pew Charitable Trusts
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:
The William and Flora Hewlett Foundation, and The Democracy Fund
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):
please see attached; each is invited due to their role as a House Chief or Leadership Staff
5. Yes No Is travel being offered to an accompanying family member of the House invitee(s)?
6. Date of departure: October 15, 2021 Date of return: October 16, 2021
7. a. City of departure: Washington, DC
b. Destination(s): Philadelphia, PA
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; **OR**
 - b. I checked 8(c) above but am not offering any lodging; **OR**
 - 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:
 Please see attached

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: private rail car)
 c. If travel will be first class, or by chartered or private aircraft, explain why such travel is warranted:
 n/a

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 the 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):
 10/15/21 -- \$61; 10/16/21 -- \$30
 2) Provide the reason for selecting the location of the event or trip:
 Philadelphia was selected due to its historical significance and proximity to Washington, DC

16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:
 Hotel Name: Philadelphia Marriott Downtown City: Philadelphia, PA Cost Per Night: \$129
 Reason(s) for Selecting: It can provide the necessary meeting space and number of rooms at a per diem rate
 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 the 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	Train -- \$67 MotorCoach -- \$125	\$129	\$91
For each Accompanying Family Member	Train -- \$67 MotorCoach -- \$125		\$91

	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		
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 by my signature that

- a. I read and understand the Committee's Travel Regulations;
- b. I am not a registered federal lobbyist or registered foreign agent; and
- c. The information on this form is true, complete, and correct to the best of my knowledge.

Signature: Tamera Luzzatto Date: 9/8/21
 Name: Tamera Luzzatto Title: Senior Vice President
 Organization: The Pew Charitable Trusts
 Address: 901 E Street NW, Washington, DC. 20004
 Email: tluzzatto@pewtrusts.org Telephone: 202/552-2000

INSTRUCTIONS

Complete the *Primary Trip Sponsor Form* and submit the agenda, invitation list, any attachments, and any *Additional Trip Sponsor Forms* directly to the Travelers.

Written approval from the Committee on Ethics is required before traveling on this trip. The Committee on Ethics will notify the House invitees directly and will not notify the trip sponsors.

Willful or knowing misrepresentation on this form may be subject to criminal prosecution under 18 U.S.C. § 1001. Signatures must comply with section 104(bb) of the Travel Regulations.

For questions, please contact the Committee on Ethics at:

1015 Longworth House Office Building
Washington, D.C. 20515

ethicscommittee@mail.house.gov | 202-225-7103
More information and forms available at ethics.house.gov



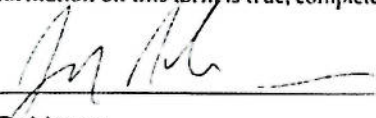
U.S. House of Representatives COMMITTEE ON ETHICS

ADDITIONAL TRIP SPONSOR FORM

This form should be completed by an organization that provides funds, services, or in-kind assistance to another entity to underwrite, in whole or in part, a trip or an event, meal, or activity that will occur during a trip, or a necessary expense that will be incurred during a trip, with express or implicit knowledge or understanding that one or more House Members or employees may participate in or attend that trip or event, or otherwise may be beneficiaries of the gift or donation. Provide a copy of your completed form to the primary sponsor of the trip.

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. Name of Primary Trip Sponsor: Pew Charitable Trusts
2. Name of your organization: Democracy Fund
3. Yes No Is your organization designated a § 501(c)(3) charitable organization by the Internal Revenue Service?
4. Yes No Does your organization receive funding from any foreign government or multinational organization?
5. Check one. I certify that my organization:
 - a. Has provided a grant, gift, or donation to the above-named Primary Trip Sponsor and conducts an audit or review of its grant, gift, or donation to ensure that the funds are spent in accordance with the terms of its grant, gift, or donation. OR
 - b. Has had a direct role in the organizing, planning, or conducting of a trip to
Destination: _____ on Date: _____
that is being organized or arranged by the above-named Primary Trip Sponsor. OR
 - c. Has provided in-kind support to the above-named Primary Trip Sponsor (e.g., meeting planning assistance, meeting space and set-up, and paying for expenses related to this trip directly to the service provider).
6. Check only one.
 - a. My organization does not employ or retain a registered federal lobbyist or foreign agent OR
 - b. My organization employs a registered federal lobbyist or foreign agent, but their involvement in planning, organizing, or arranging the trip was *de minimis* under the travel regulations.
7. I certify by my signature that
 - a. I read and understand the Committee's Travel Regulations;
 - b. I am not a registered federal lobbyist or registered foreign agent;
 - c. I am an officer of this organization and am duly authorized to sign this form; and
 - d. The information on this form is true, complete, and correct to the best of my knowledge.

Signature:  Date: 8/6/21
 Name: Joe Goldman Title: President
 Organization: Democracy Fund
 Address: 1200 17th Street NW Suite #300, Washington, DC 20036
 Email: jgoldman@democracyfund.org Telephone: 202-420-7900



U.S. House of Representatives

COMMITTEE ON ETHICS

ADDITIONAL TRIP SPONSOR FORM

This form should be completed by an organization that provides funds, services, or in-kind assistance to another entity to underwrite, in whole or in part, a trip or an event, meal, or activity that will occur during a trip, or a necessary expense that will be incurred during a trip, with express or implicit knowledge or understanding that one or more House Members or employees may participate in or attend that trip or event, or otherwise may be beneficiaries of the gift or donation. Provide a copy of your completed form to the primary sponsor of the trip.

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. Name of Primary Trip Sponsor: Pew Charitable Trusts
2. Name of your organization: The William and Flora Hewlett Foundation
3. Yes No Is your organization designated a § 501(c)(3) charitable organization by the Internal Revenue Service?
4. Yes No Does your organization receive funding from any foreign government or multinational organization?
5. Check one. I certify that my organization:
 - a. Has provided a grant, gift, or donation to the above-named Primary Trip Sponsor and conducts an audit or review of its grant, gift, or donation to ensure that the funds are spent in accordance with the terms of its grant, gift, or donation. OR
 - b. Has had a direct role in the organizing, planning, or conducting of a trip to
Destination: _____ on Date: _____
that is being organized or arranged by the above-named Primary Trip Sponsor. OR
 - c. Has provided in-kind support to the above-named Primary Trip Sponsor (e.g., meeting planning assistance, meeting space and set-up, and paying for expenses related to this trip directly to the service provider).
6. Check only one:
 - a. My organization does not employ or retain a registered federal lobbyist or foreign agent OR
 - b. My organization employs a registered federal lobbyist or foreign agent, but their involvement in planning, organizing, or arranging the trip was *de minimis* under the travel regulations.
7. I certify by my signature that
 - a. I read and understand the Committee's Travel Regulations;
 - b. I am not a registered federal lobbyist or registered foreign agent;
 - c. I am an officer of this organization and am duly authorized to sign this form; and
 - d. The information on this form is true, complete, and correct to the best of my knowledge.

Signature: Kristy Tsadick Date: 09/07/2021

Name: Kristy Tsadick Title: Deputy General Counsel

Organization: The William and Flora Hewlett Foundation

Address: 2121 Sand Hill Road, Menlo Park, CA 94065

Email: ktsadick@hewlett.org Telephone: (650) 575-1176

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

October 12, 2021

Ms. Tara Rountree
Office of the Honorable A. Donald McEachin
314 Cannon House Office Building
Washington, DC 20515

Dear Ms. Rountree:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Philadelphia, Pennsylvania, scheduled for October 15 to 16, 2021, sponsored by the Pew Charitable Trusts, Democracy Fund, and William and Flora Hewlett Foundation.

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 signatures of Theodore E. Deutch and Jackie Walorski in blue ink. Theodore E. Deutch's signature is on the left, and Jackie Walorski's signature is on the right.

Theodore E. Deutch
Chairman

Jackie Walorski
Ranking Member

TED/JW:adw

12. The Pew Charitable Trusts seeks to inform and advance the development of sound public policy in the United States as well as to strengthen the institutions that form the foundations of our democracy. The purpose of this retreat is to strengthen bipartisan relationships among the House chiefs of staff and provide leadership and management skills training. Pew is the sole organizer of this trip. The William and Flora Hewlett Foundation and the Democracy Fund provide funding for the House Chiefs of Staff initiative but play no role in choosing participants, selecting the destination, or designing the itinerary for this retreat.

12/21/1981

Sol First Name Last Name Company Phone Address

Sol	First Name	Last Name	Company	Phone	Address
Ms	Sally	Adams	Capital Office of Rep. Tom Claitor (MO-11)	(202) 225 3461	5000 14th St. N.W.
Mr	Robert	Anderson	Capital Office of Rep. Sam. Conyers (MI-11)	(202) 225 2475	Robert Anderson, Inc.
Ms	Kate	Allyn	Capital Office of Rep. Liz Cheney (WA-11)	(202) 225 2411	Keppelberg & Associates
Mr	Abbas	Arnyick	Capital Office of Rep. Carl Runo (ND-1)	(202) 225 2420	Abbas & Associates
Ms	Liz	Atteridge	Capital Office of Rep. Ross DeLoach (CA-11)	(202) 225 3501	Shoreline Associates
Mr	Arny	Allen	Chairman of District Office of Rep. Stephen		
Ms	Sandra	Atala	Site	(405) 200 8200	Arny Allen Associates
Ms	Laverne	Alexander	Capital Office of Rep. Edmund Byrne (TX-34)	(202) 225 3901	Smith & Jones
Mr	Martha	Albert	Capital Office of Rep. Donald D. Patsch (WI-1)	(202) 225 3430	Myers Associates
Ms	Liz	Amata	Capital Office of Rep. Norma Torres (CA-15)	(202) 225 5161	Matthews & Associates
Ms	Dale	Anderson	Capital Office of Rep. George Brown (CO-2)	(202) 225 4422	McIntyre Associates
Mr	Wendy	Anderson	Capital Office of Rep. Bill Dingels (MI-1)	(202) 225 2178	Wendy Anderson Associates
Mr	Don	Andrew	Capital Office of Rep. Mike Galanter (VA-05)	(202) 225 2666	Patrick Anderson Associates
Ms	Lucie	Andrews	Capital Office of Rep. Antonio Fargas (NY-1)	(202) 225 5201	Ann Marie Associates
Mr	Tom	Armit	Capital Office of Rep. Fred Rieber (PA-1)	(202) 225 4781	Ann Marie Associates
Mr	Tom	Booley	Former U.S. Congressional Staffer		

1. The first section discusses the importance of maintaining accurate records for all transactions and events. It emphasizes the need for consistency and thoroughness in data collection and reporting.

2. The second section outlines the various methods used for data analysis, including statistical techniques and qualitative assessments. It provides a detailed overview of how these methods are applied to interpret the collected data.

3. The third section describes the process of identifying trends and patterns within the data. It highlights the use of time-series analysis and correlation studies to uncover meaningful insights.

4. The fourth section focuses on the application of the findings to real-world scenarios. It discusses how the data can be used to inform decision-making and to develop strategies for improvement.

5. The fifth section concludes the report by summarizing the key findings and providing recommendations for future research. It stresses the importance of ongoing monitoring and evaluation to ensure the effectiveness of the implemented measures.

1. *Chlorophyll a* (Chl a)

1. *Chlorophyll a* (Chl a) is a green pigment found in all photosynthetic organisms. It is the primary photosynthetic pigment in most plants and algae. It absorbs light energy in the blue-violet and red-orange regions of the visible spectrum and converts it into chemical energy through the process of photosynthesis. The structure of Chl a consists of a central magnesium atom coordinated to four nitrogen atoms in a porphyrin-like ring, with a long phytol side chain attached to one of the nitrogens.

2. *Chlorophyll b* (Chl b)

2. *Chlorophyll b* (Chl b) is a green pigment found in green algae and higher plants. It acts as an accessory pigment, absorbing light energy and transferring it to Chl a. It has a similar structure to Chl a but with a different side chain. Chl b is primarily found in the light-harvesting complex II (LHCII) of the photosynthetic apparatus.

3. *Chlorophyll c* (Chl c)

3. *Chlorophyll c* (Chl c) is a green pigment found in brown algae and some cyanobacteria. It is an accessory pigment that absorbs light energy and transfers it to Chl a. It has a structure similar to Chl a but with a different side chain. Chl c is primarily found in the light-harvesting complex III (LHCIII) of the photosynthetic apparatus.

4. *Chlorophyll d* (Chl d)

4. *Chlorophyll d* (Chl d) is a green pigment found in cyanobacteria and some algae. It is an accessory pigment that absorbs light energy and transfers it to Chl a. It has a structure similar to Chl a but with a different side chain. Chl d is primarily found in the light-harvesting complex IV (LHCIV) of the photosynthetic apparatus.

Ms	Billy	Constancy	Capitol Office of Rep. Richard Hudson Jr. (NC08 R)	(202) 225-3715	billy.constancy@congress.gov
Mr	Casby	Centres	Capitol Office of Rep. Tony Gonzalez (TX23 R)	(202) 225-4511	casby.centres@congress.gov
Ms	Rebecca	Cornell	Capitol Office of Rep. Pete Aguilar (CA31 D)	(202) 225-3201	becky.cornell@congress.gov
Mr	Benjamin	Cotching	Capitol Office of Rep. Brian Babin (TX36 R)	(202) 225-1555	ben.cotching@congress.gov
Ms	Alexis	Covey Branat	Capitol Office of Rep. Steny Hoyer (MD05 D)	(202) 225-4131	alexis.coveybranat@congress.gov
Mr	Brandon	Cox	Capitol Office of Rep. Susie Lee (NV03 D)	(202) 225-3252	brandoncox@mail.house.gov
Mr	Christopher	Cox	Capitol Office of Rep. Yvette D. Clarke (NY09 D)	(202) 225-6231	christopher.cox@mail.house.gov
Mr	Chris	Crawford	Capitol Office of Rep. Buddy Carter (GA01 R)	(202) 225-5831	chris.crawford@congress.gov
Ms	Emily	Czerand	Capitol Office of Rep. Carolyn B. Maloney (NY12 D)	(202) 225-7944	emily.czerand@mail.house.gov
Ms	Mary	Cruz	Cherry Hill District Office of Rep. Donald Norcross	(856) 427-7000	mary.cruz@mail.house.gov
Mr	Timothy	Cummings	Capitol Office of Rep. Jackie Walorski (IN02 R)	(202) 225-3915	timothy.cummings@mail.house.gov
Ms	Quincy	Cunningham	Capitol Office of Rep. Jim Baird (IN04 R)	(202) 225-5037	quincy.cunningham@mail.house.gov
Ms	Sarah	Curtis	Capitol Office of Rep. Kathy Manning (NC06 D)	(202) 225-3065	sarah.curtis@mail.house.gov
Mr	David	Dailey	Capitol Office of Rep. Robby Scott (VA03 D)	(202) 225-8351	david.dailey@mail.house.gov
Ms	Nicole	Damasco	Capitol Office of Rep. Jerry McNerney (CA09 D)	(202) 225-1947	nicole.damasco@mail.house.gov
Ms	Dana	Dana	Capitol Office of Rep. Michelle Steel (CA48 R)	(202) 225-2415	anne.dana@mail.house.gov
Mr	Blake	Davis	Capitol Office of Rep. Josh Gotthormer (NI05 D)	(202) 225-4465	blake.davis@ny.house.gov
Mr	David	Davis	Capitol Office of Rep. Kevin Brady (TX08 R)	(202) 225-4901	david.davis@mail.house.gov
Mr	Jonathan	Day	Capitol Office of Rep. Joe Wilson (SC02 R)	(202) 225-2452	jonathan.day@mail.house.gov
Mr	James	Decker	Capitol Office of Rep. Michael C. Burgess (TX26 R)	(202) 225-7772	james.decker@mail.house.gov
Mr	Chris	Del Boca	Capitol Office of Rep. Michael McCaul (TX10 R)	(202) 225-2401	chris.delboca@mail.house.gov
Mr	Tom	Del Monaco	Capitol Office of Rep. Paul Ruffalo (CA36 D)	(202) 225-5333	tom.delmonaco@mail.house.gov
Mr	Benjamin	DeMarco	Capitol Office of Rep. Mary Miller (IL15 R)	(202) 225-5271	Benjamin.demarco@mail.house.gov
Ms	Sarah	Dezar	Capitol Office of Rep. Judy Chu (CA27 D)	(202) 225-5464	Sarah.dezar@mail.house.gov
Mr	Patrick	Devoey	Capitol Office of Rep. Ann M. Lane Kuster (NH02 D)	(202) 225-5296	patrick.devoey@mail.house.gov

1. The first step in the process is to identify the problem or goal. This involves a clear understanding of what needs to be achieved and why it is important.

2. Once the goal is identified, the next step is to develop a plan. This plan should outline the steps that need to be taken to achieve the goal, including the resources that will be required.

3. The third step is to implement the plan. This involves putting the plan into action and monitoring progress. It is important to stay flexible and adjust the plan as needed.

4. Finally, the last step is to evaluate the results. This involves assessing whether the goal has been achieved and what lessons have been learned from the process.

THE IMPORTANCE OF PLANNING

Planning is a crucial part of any successful project. It allows you to anticipate potential problems and develop strategies to avoid them.

Without a plan, you are more likely to get lost, waste resources, and miss deadlines. A well-thought-out plan provides a clear roadmap for the entire project.

One of the key benefits of planning is that it helps you to prioritize tasks. By knowing what needs to be done first, you can focus your efforts on the most important areas.

Additionally, planning allows you to allocate resources effectively. You can identify what you need and ensure that you have enough to complete the project.

Another important aspect of planning is communication. By sharing your plan with others, you can ensure that everyone is on the same page and working towards the same goal.

This is particularly important in team environments where coordination is essential. Regular communication and updates help to keep everyone motivated and informed.

In conclusion, planning is not just a nice-to-have; it is a necessity for success. It provides the structure and direction needed to turn a vision into reality.

By taking the time to plan, you can increase your chances of achieving your goals and avoid the common pitfalls of disorganization and procrastination.

CONCLUSION

The process of planning is a continuous one. As you progress, you may need to revise your plan to reflect new information or changing circumstances.

However, the initial planning stage is the most critical. It sets the foundation for the entire project and determines whether you are on track to succeed.

Remember, a good plan is only as good as the execution. Stay focused, stay organized, and you will be well on your way to achieving your goals.

Good luck with your planning and your project!

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

... ..

House Select Committee on the Modernization
of Congress

Mr. Blaise	Harbo	Capitol Office of Rep. Madison Cawthorn (R) (NC11)	(202) 225-1530	derek.harbo@modern.house.gov
Mr. Bell	Harp	St. Paul District Office of Rep. Betty M. Collins	(202) 225-6401	blakebell@modern.house.gov
Mr. Andrews	Harpert	Capitol Office of Rep. Lauren Underwood (IL14)	(651) 224-9191	bill.harpert@modern.house.gov
Mr. Darrin	Harris	Capitol Office of Rep. Karen Bass (CA37 D)	(202) 225-2976	andrew.harris@modern.house.gov
Mr. Buck	Harris	Capitol Office of Rep. Lisa McClain (MI10 R)	(202) 225-7084	darrin.harris@modern.house.gov
Mr. Tyler	Hawatmough	Capitol Office of Rep. Byron Donalds (FL19 R)	(202) 225-2106	nick.hawatmough@modern.house.gov
Mr. Hayden	Haymore	Capitol Office of Rep. Mike Johnson (LA04 R)	(202) 225-2536	tyler.haymore@modern.house.gov
Mr. Casey	Haynes	Capitol Office of Rep. Grace Meng (NY06 D)	(202) 225-2777	hayden.haynes@modern.house.gov
Mr. Matt	Healy	Capitol Office of Rep. Gussie Slotkin (MI08 D)	(202) 225-2601	matt.healy@modern.house.gov
Mr. Mark	Hennessey	Capitol Office of Rep. Jim Himes (CT04 D)	(202) 225-4872	matthew.hennessey@modern.house.gov
Mr. Patrick	Hemsen	Capitol Office of Rep. Elise Stefanik (NY21 R)	(202) 225-5541	mark.hemsen@modern.house.gov
Mr. Adam	Hester	Troy District Office of Rep. Warren Davidson	(202) 225-4611	patrick.hester@modern.house.gov
Mr. Van	Hewitt	Capitol Office of Rep. John Rose (TN06 R)	(937) 339-1524	adam.hewitt@modern.house.gov
Mr. Joan	Hillary	Capitol Office of Rep. Fred Upton (MI06 R)	(202) 225-4231	shghillary@modern.gov
Mr. James	Holbroands	Capitol Office of Rep. Chuck Fleischmann (TN03 R)	(202) 225-4761	joan.holbroands@modern.house.gov
Mr. Liz	Hoppe	Capitol Office of Rep. Gus Bilirakis (FL12 R)	(202) 225-4271	jon.hoppe@modern.house.gov
Mr. Jacob	Hoffos	Capitol Office of Rep. Henry Cuellar (TX28 D)	(202) 225-5785	elizabeth.hoffos@modern.house.gov
Mr. Lauren	Hochberg	Capitol Office of Rep. Rocky Allen (GA12 R)	(202) 225-1640	jacob.hochberg@modern.house.gov
Mr. Nate	Hoddy	House Committee on Energy and Commerce	(202) 225-2824	lauren.hoddy@modern.house.gov
Mr. Lora	Hodson	Capitol Office of Rep. Kathy Castor (FL14 D)	(202) 225-4641	nate.hodson@modern.house.gov
Mr. Michael	Hopkins	Capitol Office of Rep. Yvette Correll (NM02 R)	(202) 225-4336	lora.hopkins@modern.house.gov
Mr. Michael	Honandamp	Capitol Office of Rep. Alex Mooney (WV02 R)	(202) 225-2566	michael.honandamp@modern.house.gov
Mr. Adam	Hough	Capitol Office of Rep. Mike Turner (OH10 R)	(202) 225-2711	michael.hough@modern.house.gov
Mr. Bradley	Howard	Capitol Office of Rep. Stephanie Murphy (FL17 D)	(202) 225-6465	adam.howard@modern.house.gov
Mr. Paul	Howard	Capitol Office of Rep. Tom Kelly (MS01 R)	(202) 225-4005	brad.howard@modern.house.gov
			(202) 225-4346	paul.howard@modern.house.gov

Case No.	Case Name	Case Description	Case Status	Case Date	Case Location
101	Case 101	Case 101 Description	Case 101 Status	Case 101 Date	Case 101 Location
102	Case 102	Case 102 Description	Case 102 Status	Case 102 Date	Case 102 Location
103	Case 103	Case 103 Description	Case 103 Status	Case 103 Date	Case 103 Location
104	Case 104	Case 104 Description	Case 104 Status	Case 104 Date	Case 104 Location
105	Case 105	Case 105 Description	Case 105 Status	Case 105 Date	Case 105 Location
106	Case 106	Case 106 Description	Case 106 Status	Case 106 Date	Case 106 Location
107	Case 107	Case 107 Description	Case 107 Status	Case 107 Date	Case 107 Location
108	Case 108	Case 108 Description	Case 108 Status	Case 108 Date	Case 108 Location
109	Case 109	Case 109 Description	Case 109 Status	Case 109 Date	Case 109 Location
110	Case 110	Case 110 Description	Case 110 Status	Case 110 Date	Case 110 Location
111	Case 111	Case 111 Description	Case 111 Status	Case 111 Date	Case 111 Location
112	Case 112	Case 112 Description	Case 112 Status	Case 112 Date	Case 112 Location
113	Case 113	Case 113 Description	Case 113 Status	Case 113 Date	Case 113 Location
114	Case 114	Case 114 Description	Case 114 Status	Case 114 Date	Case 114 Location
115	Case 115	Case 115 Description	Case 115 Status	Case 115 Date	Case 115 Location
116	Case 116	Case 116 Description	Case 116 Status	Case 116 Date	Case 116 Location
117	Case 117	Case 117 Description	Case 117 Status	Case 117 Date	Case 117 Location
118	Case 118	Case 118 Description	Case 118 Status	Case 118 Date	Case 118 Location
119	Case 119	Case 119 Description	Case 119 Status	Case 119 Date	Case 119 Location
120	Case 120	Case 120 Description	Case 120 Status	Case 120 Date	Case 120 Location

1. The first step in the process of identifying a problem is to define the problem clearly and concisely.

2. Once the problem is defined, the next step is to gather information about the problem and its causes.

3. After gathering information, the next step is to analyze the information and identify the root cause of the problem.

4. Once the root cause is identified, the next step is to develop a plan of action to address the problem.

5. The final step in the process is to implement the plan of action and monitor the results to ensure that the problem is resolved.

6. It is important to note that the process of identifying a problem is often iterative and may require several cycles of gathering information, analyzing it, and developing a plan of action.

7. Additionally, it is important to involve all relevant stakeholders in the process to ensure that the problem is understood from all perspectives.

8. Finally, it is important to document the process and the results of the problem-solving effort to ensure that the problem does not recur.

9. In conclusion, the process of identifying a problem is a critical step in the problem-solving process and requires a systematic and iterative approach.

10. By following the steps outlined above, organizations can effectively identify and address their most pressing problems.

11. The process of identifying a problem is a key component of effective problem-solving and is essential for the success of any organization.

12. By taking the time to carefully define the problem and gather information, organizations can ensure that they are addressing the root cause of the problem.

13. Additionally, involving all relevant stakeholders in the process can help to ensure that the problem is understood from all perspectives.

14. Finally, documenting the process and the results of the problem-solving effort can help to ensure that the problem does not recur.

15. In summary, the process of identifying a problem is a critical step in the problem-solving process and requires a systematic and iterative approach.

16. By following the steps outlined above, organizations can effectively identify and address their most pressing problems.

17. The process of identifying a problem is a key component of effective problem-solving and is essential for the success of any organization.

18. By taking the time to carefully define the problem and gather information, organizations can ensure that they are addressing the root cause of the problem.

19. Additionally, involving all relevant stakeholders in the process can help to ensure that the problem is understood from all perspectives.

20. Finally, documenting the process and the results of the problem-solving effort can help to ensure that the problem does not recur.

21. In conclusion, the process of identifying a problem is a critical step in the problem-solving process and requires a systematic and iterative approach.

22. By following the steps outlined above, organizations can effectively identify and address their most pressing problems.

23. The process of identifying a problem is a key component of effective problem-solving and is essential for the success of any organization.

24. By taking the time to carefully define the problem and gather information, organizations can ensure that they are addressing the root cause of the problem.

25. Additionally, involving all relevant stakeholders in the process can help to ensure that the problem is understood from all perspectives.

26. Finally, documenting the process and the results of the problem-solving effort can help to ensure that the problem does not recur.

27. In summary, the process of identifying a problem is a critical step in the problem-solving process and requires a systematic and iterative approach.

28. By following the steps outlined above, organizations can effectively identify and address their most pressing problems.

29. The process of identifying a problem is a key component of effective problem-solving and is essential for the success of any organization.

30. By taking the time to carefully define the problem and gather information, organizations can ensure that they are addressing the root cause of the problem.

