



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.**

1. Name of Traveler: Maggie Ayrea
2. a. Name of Accompanying Relative: William Ayrea OR None ☐  
b. Relationship to Traveler: ☒ Spouse ☐ Child ☐ Other (specify): \_\_\_\_\_
3. a. Dates: Departure: May 3, 2023 Return: May 5, 2023  
b. Dates at Personal Expense, if any: \_\_\_\_\_ OR None ☒
4. Departure City: Washington, D.C. Destination: Hot Springs, VA Return City: Washington, D.C.
5. Sponsor(s), Who Paid for the Trip: Congressional Institute
6. Describe Meetings and Events Attended:  
Attended all sessions. For breakout sessions, I attended the Ethics Session and 'How to get things done in your office'
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 *Additional Sponsor Form(s)*;
  - 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:

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

Signature of Traveler: Maggie Ayrea Date: 5/16/23

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: Garret Graves Date: 5/16/23

Signature of Supervising Member: [Signature]



U.S. House of Representatives

## COMMITTEE ON ETHICS

## SPONSOR POST-TRAVEL DISCLOSURE FORM

☒ Original ☐ Amendment

This form must be completed by an officer of any organization that served as the primary trip sponsor in providing travel expenses or reimbursement for travel expenses to House Members, officers, or employees under House Rule 25, clause 5. **A completed copy of the form must be provided to each House Member, officer, or employee who participated on the trip within ten days of their return.** You must answer all questions, and check all boxes, on this form for your submission to comply with House rules and the Committee's travel regulations. Failure to comply with this requirement may result in the denial of future requests to sponsor trips and/or subject the current traveler to disciplinary action or a requirement to repay the trip expenses.

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

1. Sponsor(s) who paid for the trip: Congressional Institute
2. Travel Destination(s): Hot Springs, VA
3. Date of Departure: May 3, 2023 Date of Return: May 5, 2023
4. Name(s) of Traveler(s): see attached list

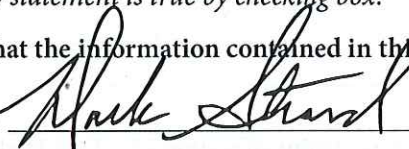
*Note:* You may list more than one traveler on a form only if *all* information is *identical* for each person listed.

5. Actual amount of expenses paid on behalf of, or reimbursed to, each individual named in Question 4:

|                            | Total Transportation Expenses | Total Lodging Expenses | Total Meal Expenses | Total Other Expenses (dollar amount per item and description) |
|----------------------------|-------------------------------|------------------------|---------------------|---------------------------------------------------------------|
| Traveler                   | \$0                           | \$320                  | \$148               | \$624 - Room Rental                                           |
| Accompanying Family Member | \$0                           | \$0                    | \$148               | \$624 - Room Rental                                           |

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: May 12, 2023

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

## 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](http://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. Yes ☒ No ☐ Is travel being offered to an accompanying family member of the House invitee(s)?
6. Date of departure: May 3, 2023 Date of return: May 5, 2023
7. a. City of departure: Washington, DC  
b. Destination(s): Hot Springs, VA  
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:  
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 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):  
Day 1 - \$49, Day 2 - \$85, Day 3 - \$17
- 2) Provide the reason for selecting the location of the event or trip:  
Relative proximity to DC and capacity to handle a large event
16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:
- Hotel Name: Omni Homestead City: Hot Springs, VA Cost Per Night: \$98+fees&tax  
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 the box.*



U.S. House of Representatives

# COMMITTEE ON ETHICS

18. Total Expenses for each Participant:

|                                                          |                                               |                                        |                                     |
|----------------------------------------------------------|-----------------------------------------------|----------------------------------------|-------------------------------------|
| <input type="checkbox"/> Actual Amounts                  | Total Transportation Expenses per Participant | Total Lodging Expenses per Participant | Total Meal Expenses per Participant |
| <input checked="" type="checkbox"/> Good Faith Estimates |                                               |                                        |                                     |
| For each Member, Officer, or Employee                    | \$120                                         | \$320                                  | \$151                               |
| For each Accompanying Family Member                      | \$120                                         | n/a                                    | \$151                               |

|                                       |                                         |                                                                                            |
|---------------------------------------|-----------------------------------------|--------------------------------------------------------------------------------------------|
|                                       | 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 | \$638                                   | Room Rental                                                                                |
| For each Accompanying Family Member   | \$638                                   | Room Rental                                                                                |

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

19. **Check only one:**

- a. ☒ I certify that I am an officer of the organization listed below; **OR**  
b. ☐ *Not Applicable.* Trip sponsor is an individual or a U.S. institution of higher education.

20. I certify 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: Mark Strand Date: March 31, 2023

Name: Mark Strand Title: President

Organization: Congressional Institute

Address: 1700 Diagonal Road #300, Alexandria, VA 22314

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

## 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](mailto:ethicscommittee@mail.house.gov) | 202-225-7103  
More information and forms available at [ethics.house.gov](http://ethics.house.gov)

## **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 Majority and Senate Minority personal offices, the Staff Director in House Majority committee offices as well as select leadership staff.

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

The purpose of the Congressional Institute (a 501(c)4 organization) is to promote public education about Congress and to hold educational conferences for Members of Congress, staff and others. The Congressional Institute is the sole organizer and conductor of this event. This retreat is designed to strengthen professional relationships among Chiefs of Staff, senior leadership and committee staff, educate them on policy issues and best practices, and encourage the exchange of ideas with colleagues.

**Question 18: Total expenses for each participant:**

The estimated lodging rate and per participant food/refreshment expense figure for this event (and provided on this form) do not include the separate costs to the Congressional Institute to rent conference/banquet space large enough to accommodate this large event with appropriate security and audio/visual capabilities necessary to conduct our program. Dividing these conference and facility rental costs by the number of participants estimated to attend this event, the estimated figure would be \$492 as disclosed on the sponsor form.



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: Margaret Ayrea

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: Margaret Ayrea

Name of Signatory (if other than traveler): \_\_\_\_\_

For Staff (name of employing Member or Committee): Rep. Garret Graves

Office Address: 2402 RHOB

Telephone Number: 202-225-3901

Email Address of Contact Person: maggie.ayrea@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

## TRAVELER FORM

1. Name of Traveler: Margaret Ayrea
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: Hot Springs, VA
4. a. Date of Departure: 05/03/2023 Date of Return: 05/05/2023  
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: William Ayrea  
(2) Relationship to Traveler: ☒ Spouse ☐ Child ☐ Other (specify): \_\_\_\_\_  
(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.  
As the Deputy chief of Staff (Chief is Baton Rouge-based) the trip will support my ability to lead the D.C. office of my member and enable our office to better support our constituents and member's policy priorities
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 [Signature]

Date 4/3/23

Michael Guest, Mississippi  
*Chairman*  
Susan Wild, Pennsylvania  
*Ranking Member*

David P. Joyce, Ohio  
John H. Rutherford, Florida  
Andrew R. Garbarino, New York  
Michelle Fischbach, Minnesota

Veronica Escobar, Texas  
Mark DeSaulnier, California  
Deborah K. Ross, North Carolina  
Glenn F. Ivey, Maryland



ONE HUNDRED EIGHTEENTH CONGRESS

**U.S. House of Representatives**

COMMITTEE ON ETHICS

Thomas A. Rust  
*Staff Director and Chief Counsel*

Kelle A. Strickland  
*Counsel to the Chairman*

David Arrojo  
*Counsel to the Ranking Member*

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

April 26, 2023

Ms. Margaret Ayrea  
Office of the Honorable Garret Graves  
2402 Rayburn House Office Building  
Washington, DC 20515

Dear Ms. Ayrea:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your and your spouse's proposed trip to Hot Springs, Virginia, scheduled for May 3 to 5, 2023, sponsored by Congressional Institute.

You must complete an Employee Post-Travel Disclosure Form (which your employing Member must also sign) and file it, together with a Sponsor Post-Travel Disclosure Form completed by the trip sponsor, with the Clerk of the House within 15 days after your return from travel. As part of that filing, you are also required to attach a copy of this letter and both the Traveler and Primary Trip Sponsor Forms (including attachments) you previously submitted to the Committee in seeking pre-approval for this trip. If you are required to file an annual Financial Disclosure Statement, you must also report all travel expenses totaling more than \$480 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,

Michael Guest  
Chairman

Susan Wild  
Ranking Member

MG/SW:mc

DRAFT



**2023 House Republican Chiefs of Staff Conference  
Hot Springs, VA**

**Wednesday, May 3**

- 10:30 AM – 2:30 PM**    **Bus Departs from Hill**                      **S. Capitol St (Between Rayburn & Longworth)**  
Box lunches will be available on the bus.
- 2:00 PM – 7:00 PM**    **Nametag Pickup**
- 3:00 PM – 3:15 PM**    **Welcome**
- 3:15 PM – 4:15 PM**    **Millions of Constituents, Hundreds of Districts, One Conference: A Look at Public Opinion Across the GOP**  
David Winston, The Winston Group  
Myra Miller, The Winston Group  
Dave Sackett, The Tarrance Group  
BJ Martino, The Tarrance Group
- 4:15 PM – 5:15 PM**    **Developing A Communications Strategy That Works for Your Member**  
Ed Patru, Direct Communications Company  
Matt Lira, Hangar Capital
- 6:00 PM – 9:00 PM**    **Reception**  
**Dinner**  
Kim Strassel, *The Wall Street Journal*

**Thursday, May 4**

- 8:00 AM – 9:00 AM**    **Breakfast**
- 9:00 AM – 10:00 AM**    **Leadership Chiefs of Staff**  
Moderator: Mark Strand, Congressional Institute  
Dan Meyer, Office of the Speaker  
Brett Horton, Office of the Majority Leader  
Robert Boland, Office of the Majority Whip  
Patrick Hester, House Republican Conference
- 10:00 AM – 12:00 PM**    **Managing Your Staff Effectively**  
Mark Horstman, Manager Tools, LLC
- 12:00 PM – 1:15 PM**    **Lunch**  
Matt Pottinger, Hoover Institution

## **DRAFT**

**1:30 PM – 2:30 PM**

### **Ethics: Official, Campaigns, and Redistricting**

Moderator: Kelle Strickland  
Elliot Berke, Berke Farah LLC  
Erin Clark, NRCC

## **Breakout Sessions:**

**2:30 PM – 3:30 PM**

### **How To Get Things Done In Your Office**

Moderator: Mark Strand  
Brooke Bennett, Office of Rep. French Hill

### **How to Get Things Done In Committee**

The Honorable Ileana Ros-Lehtinen, Former Committee Chair  
The Honorable Greg Walden, Former Committee Chair

### **How to Get Things Done In Appropriations**

Anne-Marie Chotvacs, House Appropriations Committee  
Matt Leffingwell, Tiber Creek Group

### **How to Get Things Done on The Floor**

Judy Schneider, Former CRS Expert

**3:30 PM – 4:30 PM**

### **Breakout Sessions Repeat**

**6:00 PM – 9:00 PM**

### **Reception Dinner**

Guy Benson, Fox News

## **Friday, May 5**

**8:00 AM – 9:00 AM**

### **Breakfast**

**9:00 AM – 10:00 AM**

### **Planning Your Office's Agenda**

Moderator: Mark Strand

**10:00 AM – 11:00 AM**

### **Maximizing the MRA Under the New Communications Rules**

Moderator: George Hadijski, Congressional Management Foundation  
Tim Monahan, Office of the Speaker/Committee on House Administration  
Nick Crocker, Committee on House Administration

**11:00 AM – 11:15 AM**

### **Open Mic Discussion**

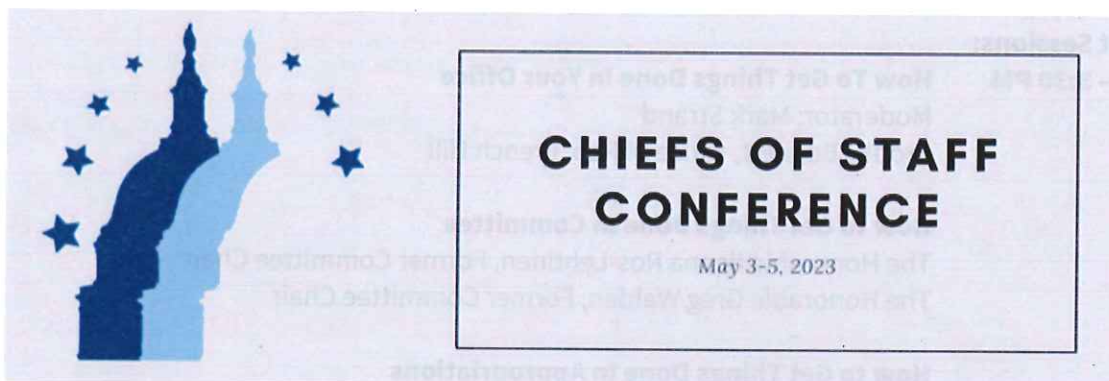
Moderator: Mark Strand, Congressional Institute

**11:30 AM**

### **Conference Concludes**

From: Congressional Institute [rsvp@conginst.org](mailto:rsvp@conginst.org)  
Subject: Test - Register Now for the GOP Chiefs of Staff Conference  
Date: March 15, 2023 at 11:15 AM  
To: [amym@conginst.org](mailto:amym@conginst.org)

RC



**PLEASE NOTE: TRAVELER FORMS ARE DUE TO ETHICS ON WEDNESDAY, APRIL 3, 2023!!!**

Dear \*/fname/\*,

On behalf of the Congressional Institute, I'm happy to invite you to the annual 2023 Chiefs of Staff Issues Conference, which will be from Wednesday, May 3, 2023, through Friday, May 5, 2023, at The Omni Homestead in Hot Springs, Virginia. We hope you and your family will join us.

You have many challenges as a Chief of Staff, including the daily management of your office. We're developing an engaging program to help you do your job more effectively. We are inviting House Republican personal chiefs of staff, committee staff directors, and leadership staff so you can get to know colleagues you might not usually meet during a normal workday.

We are working with the Committee on Ethics so that the Congressional Institute is able to cover certain costs for you. We ask that you submit your paperwork to the Ethics Committee as soon as possible.

We look forward to seeing you at this issues conference so you can hear about the future of the country and Congress, learn new management ideas, discuss best practices, and strengthen professional relationships.

**To Register:**

**Step 1: Submit Ethics Packet by Wednesday, April 3, 2023**

IF YOU THINK THAT THERE IS EVEN A POSSIBILITY YOU WILL ATTEND, you need pre-authorization from the Committee on Ethics; you may always withdraw your paperwork.

Download the Institute's [Primary Trip Sponsor Form](#) and submit the whole package with your completed Traveler Form by Wednesday, April 3, 2023, 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 your Member's principal campaign fund would need to pay for you.

**DOWNLOAD ETHICS FORMS >**

If you cannot use the button above, please copy and paste the following URL into your browser:

**Step 2: Register on the [Congressional Institute's website](#)**

The Congressional Institute will coordinate all logistical arrangements, including room reservations. 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.

**REGISTER NOW >**

Email Address: \*/email/\*  
Access Code: \*/other\_id/\*

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

If you are unable to attend, please click the following link to [update your information](#).

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 Hot Springs!

---

**Mark Strand, President**

The Congressional Institute

[strand@conginst.org](mailto:strand@conginst.org)

office: 703-837-8812

mobile: 571-366-0090

website: [conginst.org](http://conginst.org)



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

## COS2023 - Invited House Staff

| First Name | Last Name  | Job Title                            | Institution                            |
|------------|------------|--------------------------------------|----------------------------------------|
| Rob        | Adkerson   | Chief of Staff                       | Office of Rep. Loudermilk              |
| Amy        | Albro      | Chief of Staff                       | Office of Rep. Bice                    |
| Anna       | Alburger   | Chief of Staff                       | Office of Rep. Joyce (OH)              |
| Alysa      | Anderson   | Chief of Staff                       | Office of Rep. Ciscomani               |
| Dale       | Anderson   | Chief of Staff                       | Office of Rep. Lamborn                 |
| Taylor     | Andreae    | Chief of Staff                       | Office of Rep. Gallagher               |
| Gary       | Andres     | Staff Director                       | House Committee on Budget              |
| Rebecca    | Angelson   | Chief of Staff                       | Office of Rep. Latta                   |
| Cyrus      | Artz       | Staff Director                       | House Committee on Education and Labor |
| Maggie     | Ayrea      | Deputy Chief of Staff                | Office of Rep. Graves (LA)             |
| Jason      | Bauknecht  | Chief of Staff                       | Office of Rep. Tiffany                 |
| Cliff      | Bayer      | Chief of Staff                       | Office of Rep. Fulcher                 |
| Mark       | Bednar     | Director of Strategic Communications | Office of Speaker McCarthy             |
| Megan      | Bel Miller | Chief of Staff                       | Office of Rep. Scalise                 |
| Josh       | Bell       | Chief of Staff                       | Office of Rep. Estes                   |
| Brooke     | Bennett    | Chief of Staff                       | Office of Rep. Hill                    |
| Chris      | Bien       | Deputy Director of Floor Operations  | Office of Speaker McCarthy             |
| Jeff       | Billman    | Chief of Staff                       | Office of Rep. Jackson                 |
| Jeff       | Bishop     | Chief of Staff                       | Office of Rep. Molinaro                |
| Ali        | Black      | Communications Director              | House Republican Conference            |
| Alex       | Blair      | Chief of Staff                       | Office of Rep. Steube                  |
| Gabriella  | Boffelli   | Chief of Staff                       | Office of Rep. González-Colón          |
| Robert     | Boland     | Chief of Staff                       | Office of Majority Whip Emmer          |
| Alex       | Bolton     | Chief of Staff                       | Office of Rep. Malliotakis             |
| Aaron      | Bonnaure   | Chief of Staff                       | Office of Rep. Reschenthaler           |
| Kate       | Bonner     | Chief of Staff                       | Office of Rep. Smucker                 |

|           |          |                                 |                                   |
|-----------|----------|---------------------------------|-----------------------------------|
| Hailey    | Borden   | Director of Downtown Coalitions | Office of Majority Whip Emmer     |
| Lorissa   | Bounds   | Chief of Staff                  | Office of Rep. Obernolte          |
| Parish    | Braden   | Staff Director                  | House Committee on Agriculture    |
| Joshua    | Bradley  | Chief of Staff                  | Office of Rep. Moran              |
| Jen       | Bradley  | Chief of Staff                  | Office of Rep. Rutherford         |
| Sean      | Brady    | Chief of Staff                  | Office of Rep. Buchanan           |
| Matt      | Brennan  | Chief of Staff                  | Office of Rep. Thompson           |
| Francis   | Brennan  | Rapid Response Director         | House Republican Conference       |
| Chris     | Brinson  | Chief of Staff                  | Office of Rep. Rogers (AL)        |
| Francis   | Brooke   | Policy Director                 | Office of Majority Leader Scalise |
| Greg      | Brooks   | Chief of Staff                  | Office of Rep. Wenstrup           |
| Keellie   | Broom    | Chief of Staff                  | Office of Rep. Owens              |
| Nick      | Brown    | Chief of Staff                  | Office of Rep. Clyde              |
| Ed        | Buckham  | Chief of Staff                  | Office of Rep. Greene             |
| Samantha  | Bullock  | Communications Director         | Office of Majority Whip Emmer     |
| Stuart    | Burns    | Chief of Staff                  | Office of Rep. Posey              |
| Courtney  | Butcher  | Member Services Director        | House Republican Conference       |
| Jeff      | Butler   | Chief of Staff                  | Office of Rep. McHenry            |
| John      | Byers    | Chief of Staff                  | Office of Rep. Pfluger            |
| Larry     | Calhoun  | Chief of Staff                  | Office of Rep. Cammack            |
| Aaron     | Calkins  | Chief of Staff                  | Office of Rep. Burlison           |
| Ashley    | Callen   | General Counsel                 | Office of Majority Leader Scalise |
| Christina | Cameron  | Media Affairs Advisor           | Office of Speaker McCarthy        |
| Chad      | Carbough | Chief of Staff                  | Office of Rep. Carl               |
| Ryan      | Carney   | Chief of Staff                  | Office of Rep. Steil              |
| Spencer   | Carr     | Deputy Chief of Staff           | Office of Rep. Tenney             |
| Machalagh | Carr     | General Counsel                 | Office of Speaker McCarthy        |
| Bob       | Carretta | Chief of Staff                  | Office of Rep. Elzey              |
| Jessica   | Carter   | Chief of Staff                  | Office of Rep. Newhouse           |

|            |              |                                          |                                     |
|------------|--------------|------------------------------------------|-------------------------------------|
| Caroline   | Cash         | Chief of Staff                           | Office of Rep. Comer                |
| Anne Marie | Chotvacs     | Staff Director                           | House Committee on Appropriations   |
| Nick       | Christensen  | Chief of Staff                           | Office of Rep. Graves (MO)          |
| Andrew     | Christianson | Chief of Staff                           | Office of Rep. Johnson (SD)         |
| Jon        | Clark        | Staff Director                           | House Committee on Veterans Affairs |
| Ben        | Cline        | Representative for VA-6 (Guest Speaker)  | U.S. House of Representatives       |
| Michael    | Comer        | Deputy Communications Director           | Office of Majority Leader Scalise   |
| Billy      | Constangy    | Leadership Chief of Staff                | Office of Rep. Hudson               |
| Tim        | Costa        | Chief of Staff                           | Office of Rep. Meuser               |
| Carly      | Couture      | Chief of Staff                           | Office of Rep. Hageman              |
| Chris      | Crawford     | Chief of Staff                           | Office of Rep. Carter (GA)          |
| Brian      | Cress        | Member Services and Operations Assistant | House Republican Conference         |
| John       | Crews        |                                          | Office of Majority Leader Scalise   |
| Tim        | Cummings     | Chief of Staff                           | Office of Rep. Timmons              |
| Molly      | Cutrona      | Chief of Staff                           | Office of Rep. Amodei               |
| Dante      | Cutrona      | Chief of Staff                           | Office of Rep. Joyce (PA)           |
| Aire       | Dana         | Chief of Staff                           | Office of Rep. Steel                |
| Andrew     | David        | Chief of Staff                           | Office of Rep. Higgins              |
| Jonathan   | Day          | Chief of Staff                           | Office of Rep. Wilson               |
| James      | Decker       | Chief of Staff                           | Office of Rep. Burgess              |
| Chris      | Del Beccaro  | Chief of Staff                           | Office of Rep. McCaul               |
| Jackie     | Del Bonis    | Member Services Director                 | Office of Majority Whip Emmer       |
| Ben        | DeMarzo      | Chief of Staff                           | Office of Rep. Miller (IL)          |
| Liz        | Dessauer     | Chief of Staff                           | Office of Rep. Spartz               |
| Monica     | Didluk       | Chief of Staff                           | Office of Rep. Smith (NE)           |
| Justin     | Discigil     | Chief of Staff                           | Office of Rep. Crenshaw             |
| David      | DiStefano    | Chief of Staff                           | Office of Rep. Carey                |
| Kelly      | Dixon        | Staff Director                           | House Committee on Rules            |
| Emily      | Domenech     | Senior Policy Advisor                    | Office of Speaker McCarthy          |

|         |             |                                   |                                   |
|---------|-------------|-----------------------------------|-----------------------------------|
| Matt    | Donnellan   | Chief of Staff                    | Office of Rep. Miller (WV)        |
| Jordan  | Downs       | Chief of Staff                    | Office of Rep. Guest              |
| Mark    | Dreiling    | Chief of Staff                    | Office of Rep. Bacon              |
| Braden  | Dreiling    | Chief of Staff                    | Office of Rep. LaTurner           |
| Jake    | Dumas       | Chief of Staff                    | Office of Rep. Flood              |
| Tyler   | Edmonds     | Chief of Staff                    | Office of Rep. Kiggans            |
| Kevin   | Eichinger   | Chief of Staff                    | Office of Rep. Jordan             |
| Joe     | Ellis       | Chief of Staff                    | Office of Rep. Miller             |
| Jaryn   | Emhof       | Chief of Staff                    | Office of Rep. Webster            |
| Max     | Engling     | Deputy Member Services Director   | Office of Speaker McCarthy        |
| Laura   | Engquist    | DC Chief of Staff                 | Office of Rep. Balderson          |
| Wes     | Enos        | Deputy Chief of Staff             | Office of Rep. Nunn               |
| John    | Ettie       | Chief of Staff                    | Office of Rep. Williams           |
| Michele | Exner       | Communications Director           | Office of Speaker McCarthy        |
| Ben     | Falkowski   | Chief of Staff                    | Office of Rep. Yakym              |
| Alex    | Ferro       | Chief of Staff                    | Office of Rep. Gimenez            |
| Jay     | Fields      | Caucus Executive Director         | Republican Study Committee        |
| Lauren  | Fine        | Communications Director           | Office of Majority Leader Scalise |
| David   | FitzSimmons | Chief of Staff                    | Office of Rep. Finstad            |
| Ian     | Foley       | Policy Director                   | Office of Majority Whip Emmer     |
| Cameron | Foster      | Chief of Staff                    | Office of Rep. Herr               |
| Sally   | Fox         | Chief of Staff                    | Office of Rep. Emmer              |
| Jason   | Galanes     | Chief of Staff                    | Office of Rep. Turner             |
| Steven  | Glaier      | Senior Policy Advisor and Counsel | Office of Speaker McCarthy        |
| Robert  | Gies        | Chief of Staff                    | Office of Rep. D'Esposito         |
| Cesar   | Gonzalez    | Chief of Staff                    | Office of Rep. Diaz-Balart        |
| Michael | Gordon      | Chief of Staff                    | Office of Rep. Williams           |
| Alex    | Gourdikian  | Director of Operations            | Office of Speaker McCarthy        |
| Andrea  | Grace       | Chief of Staff                    | Office of Rep. Lawler             |

|          |          |                                    |                                        |
|----------|----------|------------------------------------|----------------------------------------|
| Michael  | Grider   | Chief of Staff                     | Office of Rep. Burchett                |
| Payne    | Griffin  | Chief of Staff                     | Office of Rep. Strong                  |
| Josh     | Grojis   | Chief of Staff                     | Office of Rep. Cole                    |
| Jackson  | Gross    | Chief of Staff                     | Office of Rep. James                   |
| Elliott  | Guffin   | Chief of Staff                     | Office of Rep. Hudson                  |
| Matt     | Gurtler  | Chief of Staff                     | Office of Rep. Massie                  |
| Kimberly | Hamm     | Deputy General Counsel             | Office of Speaker McCarthy             |
| James    | Hampson  | Chief of Staff                     | Office of Rep. Bishop                  |
| Jinun    | Han      | Chief of Staff                     | Office of Rep. Chavez DeRemer          |
| Sabrina  | Hancock  | Chief of Staff                     | Office of Rep. Roy                     |
| Dave     | Hanke    | Staff Director                     | Select Committee on China              |
| Dan      | Hanlon   | Chief of Staff                     | Office of Rep. Mace                    |
| Brandon  | Harder   | Chief of Staff                     | Office of Rep. Mann                    |
| Rachel   | Harris   | Chief of Staff                     | Office of Rep. Lesko                   |
| Nick     | Hawatmeh | Chief of Staff                     | Office of Rep. McClain                 |
| Hayden   | Haynes   | Chief of Staff                     | Office of Rep. Johnson (LA)            |
| Grant    | Henry    | Chief of staff                     | Office of Rep. Ogles                   |
| Patrick  | Hester   | Chief of Staff                     | House Republican Conference            |
| Adam     | Hewitt   | Chief of Staff                     | Office of Rep. Davidson                |
| Jake     | Hilkin   | Deputy Director of Member Services | Office of Majority Leader Scalise      |
| Preston  | Hill     | Policy Advisor                     | Office of Speaker McCarthy             |
| Van      | Hilleary | Chief of Staff                     | Office of Rep. Rose                    |
| Liz      | Hittos   | Chief of Staff                     | Office of Rep. Bilirakis               |
| Chris    | Hixon    | Staff Director                     | House Committee on Judiciary           |
| Lauren   | Hodge    | Chief of Staff                     | Office of Rep. Allen                   |
| Nate     | Hodson   | Staff Director                     | House Committee on Energy and Commerce |
| Matt     | Hofmann  | Staff Director                     | House Committee on Financial Services  |
| Bob      | Holste   | Chief of Staff                     | Office of Rep. Kiley                   |

|         |              |                              |                                      |
|---------|--------------|------------------------------|--------------------------------------|
| Brett   | Horton       | Chief of Staff               | Office of Majority Leader Scalise    |
| Michael | Hough        | Chief of Staff               | Office of Rep. Mooney                |
| Adam    | Howard       | Staff Director               | House Committee on Intelligence      |
| Paul    | Howell       | Chief of Staff               | Office of Rep. Kelly (MS)            |
| Matt    | Hutson       | Chief of Staff               | Office of Rep. Harris                |
| Emily   | Hytha        | Chief of Staff               | Office of Rep. Fischbach             |
| Kyle    | Jackson      | Chief of Staff               | Office of Rep. Bucshon               |
| Stephen | Janushkowsky | Chief of Staff               | Office of Rep. Babin                 |
| Jake    | Johnsen      | Chief of Staff               | Office of Rep. Rogers (KY)           |
| Ben     | Johnson      | Staff Director               | House Committee on Small Business    |
| Alice   | Johnson      | Chief of Staff               | Office of Rep. Scott                 |
| Jon     | Jones        | Chief of Staff               | Office of Rep. Brecheen              |
| Sarah   | Jorgenson    | Staff Director, ELC Chairman | Office of Rep. Graves                |
| Natalie | Joyce        | Deputy Chief of Staff        | Office of Speaker McCarthy           |
| Rebecca | Keightley    | Chief of Staff               | Office of Rep. Calvert               |
| David   | Keller       | Chief of Staff               | Office of Rep. Banks                 |
| Charlie | Keller       | Chief of Staff               | Office of Rep. Wagner                |
| Melissa | Kelly        | Chief of Staff               | Office of Rep. Franklin              |
| Mark    | Kelly        | Chief of Staff               | Office of Rep. Good                  |
| Jazmine | Kemp         | Caucus Executive Director    | Main Street Caucus                   |
| Micah   | Ketchel      | Chief of Staff               | Office of Rep. Waltz                 |
| Carolyn | King         | Chief of Staff               | Office of Rep. Wittman               |
| Kyle    | Kizzer       | Chief of Staff               | Office of Rep. Houchin               |
| Kyle    | Klein        | Staff Director               | House Committee on Homeland Security |
| Allen   | Klump        | Chief of Staff               | Office of Rep. Duncan                |
| Joe     | Knowles      | Caucus Executive Director    | Problem Solvers                      |
| Desiree | Koetzle      | Chief of Staff               | Office of Rep. Stauber               |
| Steve   | Koncar       | Chief of Staff               | Office of Rep. Luna                  |
| BJ      | Koohmaraie   | Counsel                      | Office of Majority Leader Scalise    |

|         |                |                              |                                                    |
|---------|----------------|------------------------------|----------------------------------------------------|
| Allie   | Kotsovos Humes | Member Services Coordinator  | Office of Speaker McCarthy                         |
| James   | Kyrkanides     | Chief of Staff               | Office of Rep. Hunt                                |
| Kate    | LaBorde        | Chief of Staff               | Office of Rep. Biggs                               |
| Bronwyn | Lance          | Chief of Staff               | Office of Rep. Edwards                             |
| Jillian | Lane Wyant     | Chief of Staff               | Office of Rep. Gaetz                               |
| James   | Langenderfer   | Chief of Staff               | Office of Rep. Mast                                |
| R.J.    | Laukitis       | Chief of Staff               | Office of Rep. Walberg                             |
| Chrissi | Lee            | Chief of Staff               | Office of Rep. Luttrel                             |
| John    | Leganski       | Director of Floor Operations | Office of Speaker McCarthy                         |
| Roz     | Leighton       | Chief of Staff               | Office of Rep. Armstrong                           |
| Matt    | Leopold        | Chief of Staff               | Office of Rep. Feenstra                            |
| Tony    | Lis            | Chief of Staff               | Office of Rep. Bergman                             |
| Kyle    | Lombardi       | Senior Policy Advisor        | Office of Speaker McCarthy                         |
| Ryan    | Long           | Senior Policy Advisor        | Office of Speaker McCarthy                         |
| Charley | Lovett         | Chief of Staff               | Office of Rep. Santos                              |
| Michael | Lowry          | Chief of Staff               | Office of Rep. Adenholz                            |
| Ashton  | Maloney        | Chief of Staff               | Office of Rep. Moodeenar                           |
| Chris   | Maneval        | Deputy Chief of Staff        | Office of Majority Whip Emmer                      |
| Mark    | Marin          | Staff Director               | House Committee on Oversight and Government Reform |
| Chris   | Marklund       | Deputy Staff Director        | House Committee on Natural Resources               |
| Michael | Martin         | Chief of Staff               | Office of Rep. Alford                              |
| Josh    | Mathis         | Staff Director               | House Committee on Science, Space and Technology   |
| Kelly   | McCollum       | Chief of Staff               | Office of Rep. Griffith                            |
| Ryan    | McCormack      | Chief of Staff               | Office of Rep. Fitzgerald                          |
| Anna    | McCormack      | Chief of Staff               | Office of Rep. Rouzer                              |
| Matt    | McCullough     | Chief of Staff               | Office of Rep. Bost                                |
| Robert  | McIntosh       | Chief of Staff               | Office of Rep. Sessions                            |

|          |             |                              |                                   |
|----------|-------------|------------------------------|-----------------------------------|
| Justin   | Melvin      | Chief of Staff               | Office of Rep. Kustoff            |
| Zach     | Mendelovici | Chief of Staff               | Office of Rep. Buck               |
| Tyler    | Menzler     | Chief of Staff               | Office of Rep. Miller-Meeks       |
| Ashley   | Menzler     | Chief of Staff               | Office of Rep. Reschenthaler      |
| Matt     | Meyer       | Chief of Staff               | Office of Rep. Smith (MO)         |
| Dan      | Meyer       | Chief of Staff               | Office of Speaker McCarthy        |
| Chad     | Michaels    | DC Chief of Staff            | Office of Rep. Schweikert         |
| Carson   | Middleton   | Chief of Staff               | Office of Rep. Foxx               |
| Jonas    | Miller      | Chief of Staff               | Office of Rep. Carter (TX)        |
| Matt     | Miller      | Chief of Staff               | Office of Rep. Cline              |
| James    | Min         | Chief of Staff               | Office of Rep. McCarthy           |
| Annie    | Minkler     | Deputy Floor Director        | Office of Majority Leader Scalise |
| Alye     | Milnar      | Policy Advisor               | Office of Majority Leader Scalise |
| Patrick  | Mocete      | Chief of Staff               | Office of Rep. Kim                |
| Tim      | Monahan     | Staff Director               | House Committee on Administration |
| Tom      | Moran       | Chief of Staff               | Office of Rep. Salazar            |
| Lauren   | Muglia      | Chief of Staff               | Office of Rep. Perry              |
| Allison  | Murphy      | Chief of Staff               | Office of Rep. Van Drew           |
| Cullen   | Murphy      | Staff Assistant              | Office of Speaker McCarthy        |
| Dennis   | Nalls       | Deputy Floor Director        | Office of Majority Whip Emmer     |
| Ben      | Napier      | Director of Floor Operations | Office of Majority Leader Scalise |
| Karen    | Navarro     | Chief of Staff               | Office of Rep. De La Cruz         |
| Joe      | Nicholson   | Chief of Staff               | Office of Rep. Ezell              |
| Mary     | Noonan      | Chief of Staff               | Office of Rep. Smith (NJ)         |
| Corey    | Norman      | Chief of Staff               | Office of Rep. Curtis             |
| Anderson | Okoniewski  | Operations Director          | House Republican Conference       |
| Jake     | Olson       | Chief of Staff               | Office of Rep. Van Dyne           |
| Matt     | Or          | Chief of Staff               | Office of Rep. Fry                |
| Hillary  | Parkinson   | Chief of Staff               | Office of Rep. Self               |

|            |              |                                   |                                             |
|------------|--------------|-----------------------------------|---------------------------------------------|
| Nancy      | Peele        | Chief of Staff                    | Office of Rep. Westerman                    |
| Mehgan     | Perez-Acosta | Chief of Staff                    | Office of Rep. Donalds                      |
| Brandon    | Phillips     | Chief of Staff                    | Office of Rep. Collins                      |
| Mark       | Piland       | Chief of Staff                    | Office of Rep. Norman                       |
| Phillip    | Pinegar      | Chief of Staff                    | Office of Rep. Baird                        |
| David      | Planning     | Floor Director                    | Office of Majority Whip Emmer               |
| Dana       | Planning     | Deputy Director of Special Events | Office of Speaker McCarthy                  |
| Jared      | Powell       | Chief of Staff                    | Office of Rep. McMorris Rodgers             |
| Jessica    | Powell       | Chief of Staff                    | Office of Rep. Womack                       |
| Cesar      | Prieto       | Chief of Staff                    | Office of Rep. Gonzales (TX)                |
| Sam        | Pritchard    | Chief of Staff                    | Office of Rep. Hinson                       |
| Jessica    | Proud        | Chief of Staff                    | Office of Rep. Langworthy                   |
| Chad       | Ramey        | Chief of Staff                    | Office of Rep. Luetkemeyer                  |
| Nikki      | Rapanos      | Chief of Staff                    | Office of Rep. Laloeta                      |
| Kevin      | Reilly       | Chief of Staff                    | Office of Rep. Lee                          |
| Bart       | Reising      | Director of Member Services       | Office of Majority Leader Scalise           |
| Tim        | Reitz        | Caucus Executive Director         | House Freedom Caucus                        |
| Andrew     | Renteria     | Chief of Staff                    | Office of Rep. Valadao                      |
| Mary Ellen | Richardson   | Chief of Staff                    | Office of Rep. LaHood                       |
| Kyle       | Robertson    | Chief of Staff                    | Office of Rep. Pence                        |
| Jim        | Robertson    | Deputy Chief of Staff             | Office of Rep. Stefanik                     |
| Jamie      | Robinette    | Chief of Staff                    | Office of Rep. Bean                         |
| Jason      | Rogers       | General Counsel                   | Office of Majority Whip Emmer               |
| Shelbie    | Rogers       | Director of Operations            | Office of Majority Whip Emmer               |
| Mark       | Roman        | Staff Director                    | House Committee on Ways and Means           |
| Anna       | Romeo        | Caucus Executive Director         | Republican Governance/ Office of Rep. Joyce |
| Mary       | Rosado       | Chief of Staff                    | Office of Rep. Barr                         |
| Alex       | Ross         | Chief of Staff                    | Office of Rep. Duarte                       |

| Jack     | Ruddy      | Staff Director                        | House Committee on Transportation and Infrastructure |
|----------|------------|---------------------------------------|------------------------------------------------------|
| Steve    | Ruhlen     | Chief of Staff                        | Office of Rep. Granger                               |
| Zac      | Rutherford | Chief of Staff                        | Office of Rep. Harshbarger                           |
| Eric     | Schmitz    | Coalitions Coordinator                | Office of Majority Leader Scalise                    |
| Robert   | Schroeder  | Chief of Staff                        | Office of Rep. Nehls                                 |
| Ellen    | Seher      | Director of Operations                | Office of Majority Leader Scalise                    |
| Brandan  | Shields    | Staff Director                        | House Committee on Foreign Affairs                   |
| Bobby    | Shringi    | Chief of Staff                        | Office of Rep. Moylan                                |
| Jonah    | Shumate    | Chief of Staff                        | Office of Rep. Crawford                              |
| Stephen  | Siao       | Chief of Staff                        | Office of Rep. Green                                 |
| Philip   | Singleton  | Chief of Staff                        | Office of Rep. McCormick                             |
| Kris     | Skrzycki   | Chief of Staff                        | Office of Rep. Murphy                                |
| Alison   | Slagell    | Deputy Chief of Staff                 | Office of Rep. Lucas                                 |
| Jeff     | Small      | Chief of Staff                        | Office of Rep. Boebert                               |
| Gregory  | Smith      | Chief of Staff                        | Office of Rep. Crane                                 |
| William  | Smith      | Chief of Staff                        | Office of Rep. Palmer                                |
| Caleb    | Smith      | Digital Communications Director       | Office of Speaker McCarthy                           |
| Jason    | Smith      | House Parliamentarian (Guest Speaker) | Office of the Parliamentarian                        |
| Mike     | Smullen    | Chief of Staff                        | Office of Rep. Johnson (OH)                          |
| Shannan  | Sorrell    | Chief of Staff                        | Office of Rep. Fallon                                |
| David    | Sours      | Chief of Staff                        | Office of Rep. Ferguson                              |
| Allen    | Souza      | Senior Policy Advisor                 | Office of Speaker McCarthy                           |
| Mark     | Spannagel  | Chief of Staff                        | Office of Rep. LaMalfa                               |
| Matt     | Sparks     | Head of Communications                | Office of Speaker McCarthy                           |
| Brittan  | Specht     | Senior Policy Advisor                 | Office of Speaker McCarthy                           |
| Danielle | Stewart    | Chief of Staff                        | Office of Rep. Kean                                  |
| Nick     | Strader    | Chief of Staff                        | Office of Rep. Beniz                                 |
| Kelle    | Strickland | Staff Director                        | House Committee on Ethics                            |

|           |                   |                                |                                   |
|-----------|-------------------|--------------------------------|-----------------------------------|
| AJ        | Sugarman          | Policy Advisor                 | Office of Majority Leader Scalise |
| Timothy   | Svoboda           | Deputy Chief of Staff          | Office of Rep. Grothman           |
| Heather   | Swift             | Chief of Staff                 | Office of Rep. Zinke              |
| Deena     | Tauster           | Chief of Staff                 | Office of Rep. Garbarino          |
| Shana     | Teenan            | Chief of Staff                 | Office of Rep. Moore (AL)         |
| Daniel    | Tidwell           | Incoming Chief of Staff        | Office of Rep. Fleischmann        |
| Sophie    | Tranor Khanahmadi | Chief of Staff                 | Office of Rep. Guthrie            |
| Catherine | Treadwell         | Chief of Staff/General Counsel | Office of Rep. Mills              |
| Claire    | Trokey            |                                | Office of Majority Leader Scalise |
| Chris     | Tudor             | DC Chief of Staff              | Office of Rep. McClintock         |
| Will      | Turner            | Chief of Staff                 | Office of Rep. Garcia             |
| Tom       | Van Flein         | Chief of Staff                 | Office of Rep. Gosar              |
| Dirk      | Vander Beek       | Chief of Staff                 | Office of Rep. Dunn               |
| Aashka    | Varna             | Senior Advisor                 | Office of Rep. Rosendale          |
| Richard   | Vaughn            | Chief of Staff                 | Office of Rep. DesJarlais         |
| Ted       | Verrill           | Chief of Staff                 | Office of Rep. Lellow             |
| Chris     | Vieson            | Staff Director                 | House Committee on Armed Services |
| Jake      | Vreeburg          | Policy Director                | House Republican Conference       |
| Rachel    | Wagley            | Chief of Staff                 | Office of Rep. Moore (UT)         |
| Brett     | Wakeman           | Chief of Staff                 | Office of Rep. Van Orden          |
| Nikki     | Wallace           | Chief of Staff                 | Office of Rep. Simpson            |
| Clay      | White             | Chief of Staff                 | Office of Rep. Stewart            |
| Todd      | Whiteman          | Chief of Staff                 | Office of Rep. Huizenga           |
| Jeanette  | Whitener          | Chief of Staff                 | Office of Rep. Weber              |
| Elle      | Whitson           | Chief of Staff                 | Office of Rep. Arrington          |
| Ben       | Williamson        | Chief of Staff                 | Office of Rep. Cloud              |
| Veronica  | Wong              | Chief of Staff                 | Office of Rep. Issa               |
| Jordan    | Wood              | Chief of Staff                 | Office of Rep. Gooden             |
| Leafaina  | Yahn              | Chief of Staff                 | Office of Rep. Radewagen          |

Jason

Yaworske

Senior Policy Advisor

Office of Speaker McCarthy



**2023 House Republican Chiefs of Staff Conference  
Hot Springs, VA**

**Wednesday, May 3**

|                           |                                                                                                                                                                                                                                                                        |                                                        |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| <b>10:30 AM – 2:30 PM</b> | <b>Bus Departs from Hill</b><br>Box lunches will be available on the bus.                                                                                                                                                                                              | <b>S. Capitol St (Between Rayburn &amp; Longworth)</b> |
| <b>2:00 PM – 7:00 PM</b>  | <b>Nametag Pickup</b>                                                                                                                                                                                                                                                  | <b>Garden Room</b>                                     |
| <b>3:00 PM – 3:15 PM</b>  | <b>Welcome</b>                                                                                                                                                                                                                                                         | <b>Grand Ballroom East</b>                             |
| <b>3:15 PM – 4:15 PM</b>  | <b>Millions of Constituents, Hundreds of Districts, One Conference: A Look at Public Opinion Across the House GOP</b><br>David Winston, The Winston Group<br>Myra Miller, The Winston Group<br>BJ Martino, The Tarrance Group<br>Lauren Hutchinson, The Tarrance Group | <b>Grand Ballroom East</b>                             |
| <b>4:15 PM – 5:15 PM</b>  | <b>The Art of Presenting Persuasively</b><br>Terri Sjodin, Sjodin Communications                                                                                                                                                                                       | <b>Grand Ballroom East</b>                             |
| <b>6:00 PM – 9:00 PM</b>  | <b>Reception<br/>Dinner</b><br>Guy Benson, Fox News                                                                                                                                                                                                                    | <b>Grand Ballroom Foyer<br/>Grand Ballroom West</b>    |
| <b>9:00 PM</b>            | <b>Fireside Chat: The Art of Presenting Persuasively</b>                                                                                                                                                                                                               | <b>Tower</b>                                           |

**Thursday, May 4**

|                            |                                                                                                                                                                                                     |                            |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| <b>8:00 AM – 9:00 AM</b>   | <b>Breakfast</b>                                                                                                                                                                                    | <b>Grand Ballroom West</b> |
| <b>9:00 AM – 10:00 AM</b>  | <b>The Five Dysfunctions of a Team</b><br>Beau Johnson, The Table Group                                                                                                                             | <b>Grand Ballroom East</b> |
| <b>10:00 AM – 11:00 AM</b> | <b>Countering the Threat of the Chinese Communist Party</b><br>Dustin Walker, American Enterprise Institute<br>David Feith, Center for New American Security<br>Rebecca Heinrichs, Hudson Institute | <b>Grand Ballroom East</b> |

|                                                 |                                                                                                                                                                                                                              |                                                     |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| <b>11:00 AM – 12:00 PM</b>                      | <b>Using the Power of the Purse: House Appropriations</b><br>Anne-Marie Chotvac, House Appropriations Committee<br>Will Dunham, Brownstein Hyatt Farber Schreck<br>Kelly Lungren McCollum, Office of Rep. Morgan Griffith    | <b>Grand Ballroom East</b>                          |
| <b>12:00 PM – 1:15 PM</b>                       | <b>Lunch</b><br>Steven Moore, Ukraine Freedom Project<br><i>A fireside chat moderated by Mark Strand, Congressional Institute</i>                                                                                            | <b>Grand Ballroom West</b>                          |
| <b>1:30 PM – 2:30 PM</b>                        | <b>How to Get Things Done In Committee</b><br>The Honorable Roy Blunt, Former Senate Committee Chair<br>The Honorable Ileana Ros-Lehtinen, Former House Committee Chair                                                      | <b>Grand Ballroom East</b>                          |
| <b>Breakout Sessions:<br/>2:30 PM – 3:30 PM</b> | <b>How To Get Things Done In Your Office</b><br>Moderator: Anca Butcaru, Congressional Institute<br>Brooke Bennett, Office of Rep. French Hill<br>Kyle Kizzier, Office of Rep. Erin Houchin                                  | <b>Lexington</b>                                    |
|                                                 | <b>How to Plan Your Office's Strategy</b><br>Moderator: Mark Strand, Congressional Institute<br>Rachel Wagley, Office of Rep. Blake Moore<br>Carolyn King, Office of Rep. Rob Wittman                                        | <b>Empire/Crystal</b>                               |
|                                                 | <b>Congressional Ethics: A Primer</b><br>Moderator: Jennifer Dill, Congressional Institute<br>Kelle Strickland, House Ethics Committee<br>Elliot Berke, Berke Farah, LLP                                                     | <b>Mt. Vernon</b>                                   |
|                                                 | <b>How to Get Things Done on The Floor</b><br>Moderator: Tim Lang, Congressional Institute<br>Jason Smith, Parliamentarian of the House<br>John Leganski, Office of the Speaker<br>Ben Napier, Office of the Majority Leader | <b>Commonwealth</b>                                 |
| <b>3:30 PM – 4:30 PM</b>                        | <b>Breakout Sessions Repeat</b>                                                                                                                                                                                              |                                                     |
| <b>6:00 PM – 9:00 PM</b>                        | <b>Reception<br/>Dinner</b><br>Welcome: The Honorable Ben Cline, U.S. Representative for Virginia's 6 <sup>th</sup> Congressional District<br><br>Lee Carter, Maslansky + Partners                                           | <b>Grand Ballroom Foyer<br/>Grand Ballroom West</b> |

**Friday, May 5**

|                            |                                                                                                                                                                                                                                                                                    |                            |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| <b>8:00 AM – 9:00 AM</b>   | <b>Breakfast</b>                                                                                                                                                                                                                                                                   | <b>Grand Ballroom West</b> |
| <b>9:00 AM – 10:00 AM</b>  | <b>Leadership Chiefs of Staff Townhall</b><br>Moderator: Mark Strand, Congressional Institute<br>Machalagh Carr, Office of the Speaker<br>Brett Horton, Office of the Majority Leader<br>Robert Boland, Office of the Majority Whip<br>Patrick Hester, House Republican Conference | <b>Grand Ballroom East</b> |
| <b>10:00 AM – 11:00 AM</b> | <b>Maximizing the MRA Under the New Communications Rules</b><br>Tim Monahan, Office of the Speaker/Committee on House Administration<br>Casey Contres, Communications Strategist & Former House Chief                                                                              | <b>Grand Ballroom East</b> |
| <b>11:00 AM – 11:15 AM</b> | <b>Open Mic Discussion</b><br>Moderator: Mark Strand, Congressional Institute                                                                                                                                                                                                      | <b>Grand Ballroom East</b> |
| <b>11:30 AM</b>            | <b>Conference Concludes</b>                                                                                                                                                                                                                                                        |                            |

Report name: House Staff Attendance List for Ethics  
Report date: 05/12/2023  
Event name: 2023 Chiefs of Staff Conference

| First Name | Last Name  | Institution                       |
|------------|------------|-----------------------------------|
| Alyssa     | Anderson   | Office of Rep. Ciscomani          |
| Dale       | Anderson   | Office of Rep. Lamborn            |
| Taylor     | Andreeae   | Office of Rep. Gallagher          |
| Rebecca    | Angelison  | Office of Rep. Latta              |
| Maggie     | Ayrea      | Office of Rep. Graves (LA)        |
| Mark       | Bednar     | Office of Speaker McCarthy        |
| Megan      | Bel Miller | Office of Rep. Scalise            |
| Joshua     | Bell       | Office of Rep. Estes              |
| A. Brooke  | Bennett    | Office of Rep. Hill               |
| Chris      | Bien       | Office of Speaker McCarthy        |
| Jeff       | Bishop     | Office of Rep. Molinaro           |
| Alli       | Black      | House Republican Conference       |
| Gabriella  | Boffelli   | Office of Rep. González-Colón     |
| Robert     | Boland     | Office of Majority Whip Emmer     |
| Hailey     | Borden     | Office of Majority Whip Emmer     |
| Lorissa    | Bounds     | Office of Rep. Obernolte          |
| Parish     | Braden     | House Committee on Agriculture    |
| Jen        | Bradley    | Office of Rep. Rutherford         |
| Chris      | Brinson    | Office of Rep. Rogers (AL)        |
| Francis    | Brooke     | Office of Majority Leader Scalise |
| Greg       | Brooks     | Office of Rep. Wenstrup           |
| Nicholas   | Brown      | Office of Rep. Clyde              |
| Stuart     | Burns      | Office of Rep. Posey              |
| Courtney   | Butcher    | House Republican Conference       |

|            |              |                                     |
|------------|--------------|-------------------------------------|
| John       | Byers        | Office of Rep. Pfluger              |
| Larry      | Calhoun      | Office of Rep. Cammack              |
| Aaron      | Calkins      | Office of Rep. Burlison             |
| Ashley     | Callen       | Office of Majority Leader Scalise   |
| Christina  | Cameron      | Office of Speaker McCarthy          |
| Chad       | Carlough     | Office of Rep. Carl                 |
| Ryan       | Carney       | Office of Rep. Steil                |
| Machalagh  | Carr         | Office of Speaker McCarthy          |
| Jessica    | Carter       | Office of Rep. Newhouse             |
| Anne Marie | Chotvacs     | House Committee on Appropriations   |
| Andrew     | Christianson | Office of Rep. Johnson (SD)         |
| Jon        | Clark        | House Committee on Veterans Affairs |
| Michael    | Comer        | Office of Majority Leader Scalise   |
| Billy      | Constangy    | Office of Rep. Hudson               |
| Tim        | Costa        | Office of Rep. Meuser               |
| Brian      | Cress        | House Republican Conference         |
| John       | Crews        | Office of Majority Leader Scalise   |
| Dante      | Cutrona      | Office of Rep. Joyce (PA)           |
| Molly      | Cutrona      | Office of Rep. Amodei               |
| Andrew     | David        | Office of Rep. Higgins              |
| Jonathan   | Day          | Office of Rep. Wilson               |
| James      | Decker       | Office of Rep. Burgess              |
| Chris      | Del Beccaro  | Office of Rep. McCaul               |
| Jackie     | Del Bonis    | Office of Majority Whip Emmer       |
| Ben        | DeMarzo      | Office of Rep. Miller (IL)          |
| Liz        | Dessauer     | Office of Rep. Spartz               |
| Monica     | Didick       | Office of Rep. Smith (NE)           |
| Jordan     | Downs        | Office of Rep. Guest                |
| Mark       | Dreiling     | Office of Rep. Bacon                |

|          |          |                                   |
|----------|----------|-----------------------------------|
| Tyler    | Edmonds  | Office of Rep. Kiggans            |
| Jaryn    | Emhof    | Office of Rep. Webster            |
| Laura    | Engquist | Office of Rep. Balderson          |
| Wesley   | Enos     | Office of Rep. Nunn               |
| Michelle | Exner    | Office of Speaker McCarthy        |
| Lauren   | Fine     | Office of Majority Leader Scalise |
| Ian      | Foley    | Office of Majority Whip Emmer     |
| Cameron  | Foster   | Office of Rep. Hern               |
| Sally    | Fox      | Office of Rep. Emmer              |
| Steven   | Gaier    | Office of Speaker McCarthy        |
| Robert   | Gies     | Office of Rep. D'Esposito         |
| Cesar    | Gonzalez | Office of Rep. Diaz-Balart        |
| Andrea   | Grace    | Office of Rep. Lawler             |
| Michael  | Grider   | Office of Rep. Burchett           |
| Payne    | Griffin  | Office of Rep. Strong             |
| Josh     | Grogis   | Office of Rep. Cole               |
| Elliott  | Guffin   | Office of Rep. Hudson             |
| Kimberly | Hamm     | Office of Speaker McCarthy        |
| Jirun    | Han      | Office of Rep. Chavez DeRemer     |
| Sabrina  | Hancock  | Office of Rep. Roy                |
| Dan      | Hanlon   | Office of Rep. Mace               |
| Nick     | Hawatmeh | Office of Rep. McClain            |
| Garant   | Henry    | Office of Rep. Ogles              |
| Patrick  | Hester   | House Republican Conference       |
| Jake     | Hilkin   | Office of Majority Leader Scalise |
| Van      | Hilleary | Office of Rep. Rose               |
| Lauren   | Hodge    | Office of Rep. Allen              |
| Robert   | Holste   | Office of Rep. Kiley              |
| Brett    | Horton   | Office of Majority Leader Scalise |

|         |                  |                                      |
|---------|------------------|--------------------------------------|
| Matt    | Hutson           | Office of Rep. Harris                |
| Emily   | Hytha            | Office of Rep. Fischbach             |
| Kyle    | Jackson          | Office of Rep. Bucshon               |
| Jon     | Jones            | Office of Rep. Brecheen              |
| Sarah   | Jorgenson        | Office of Rep. Graves                |
| Charlie | Keller           | Office of Rep. Wagner                |
| Mark    | Kelly            | Office of Rep. Good                  |
| Melissa | Kelly            | Office of Rep. Franklin              |
| Jazmine | Kemp             | Main Street Caucus                   |
| Micah   | Ketchel          | Office of Rep. Waltz                 |
| Carolyn | King             | Office of Rep. Wittman               |
| Kyle    | Kizzer           | Office of Rep. Houchin               |
| Allen   | Klump            | Office of Rep. Duncan                |
| Joe     | Knowles          | Office of Rep. Fitzpatrick           |
| Desiree | Koetzle          | Office of Rep. Stauber               |
| Steve   | Koncar           | Office of Rep. Luna                  |
| BJ      | Koohmaraie       | Office of Majority Leader Scalise    |
| Kate    | LaBorde          | Office of Rep. Biggs                 |
| James   | Langenderfer     | Office of Rep. Mast                  |
| Chrissi | Lee              | Office of Rep. Luttrell              |
| John    | Leganski         | Office of Speaker McCarthy           |
| Roz     | Leighton         | Office of Rep. Armstrong             |
| Kyle    | Lombardi         | Office of Rep. McCarthy              |
| Michael | Lowry            | Office of Rep. Aderholt              |
| Kelly   | Lungren McCollum | Office of Rep. Griffith              |
| Ashton  | Maloney          | Office of Rep. Moolenaar             |
| Chris   | Maneval          | Office of Majority Whip Emmer        |
| Chris   | Marklund         | House Committee on Natural Resources |
| Michael | Martin           | Office of Rep. Alford                |

|          |              |                                   |
|----------|--------------|-----------------------------------|
| Anna     | McCormack    | Office of Rep. Rouzer             |
| Ryan     | McCormack    | Office of Rep. Fitzgerald         |
| Justin   | Melvin       | Office of Rep. Kustoff            |
| Ashley   | Menzler      | Office of Rep. Reschenthaler      |
| Tyler    | Menzler      | Office of Rep. Miller-Meeks       |
| Chad     | Michaels     | Office of Rep. Schweikert         |
| Carson   | Middleton    | Office of Rep. Foxx               |
| Carly    | Miller       | Office of Rep. Hageman            |
| Matt     | Miller       | Office of Rep. Cline              |
| James    | Min          | Office of Rep. McCarthy           |
| Annie    | Minkler      | Office of Majority Leader Scalise |
| Alye     | Minar        | Office of Majority Leader Scalise |
| Tim      | Monahan      | House Committee on Administration |
| Tom      | Moran        | Office of Rep. Salazar            |
| Cullen   | Murphy       | Office of Speaker McCarthy        |
| Dennis   | Nalls        | Office of Majority Whip Emmer     |
| Ben      | Napier       | Office of Majority Leader Scalise |
| Karen    | Navarro      | Office of Rep. De La Cruz         |
| Anderson | Okoniewski   | House Republican Conference       |
| Hillary  | Parkinson    | Office of Rep. Self               |
| Mehgan   | Perez-Acosta | Office of Rep. Donalds            |
| Brandon  | Phillips     | Office of Rep. Collins            |
| Phillip  | Pinegar      | Office of Rep. Baird              |
| Dana     | Planning     | Office of Speaker McCarthy        |
| David    | Planning     | Office of Majority Whip Emmer     |
| Jessica  | Powell       | Office of Rep. Womack             |
| Cesar    | Prieto       | Office of Rep. Gonzales (TX)      |
| Sam      | Pritchard    | Office of Rep. Hinson             |
| Jessica  | Proud        | Office of Rep. Langworthy         |

|         |            |                                   |
|---------|------------|-----------------------------------|
| Nikki   | Rapanos    | Office of Rep. Lalota             |
| Kevin   | Reilly     | Office of Rep. Lee                |
| Bart    | Reising    | Office of Majority Leader Scalise |
| Andrew  | Renteria   | Office of Rep. Valadao            |
| Jim     | Robertson  | Office of Rep. Stefanik           |
| Kyle    | Robertson  | Office of Rep. Pence              |
| Jamie   | Robynette  | Office of Rep. Bean               |
| Jason   | Rogers     | Office of Majority Whip Emmer     |
| Shelbie | Rogers     | Office of Majority Whip Emmer     |
| Mary    | Rosado     | Office of Rep. Barr               |
| Steve   | Ruhlen     | Office of Rep. Granger            |
| Zac     | Rutherford | Office of Rep. Harshbarger        |
| Eric    | Schmitz    | Office of Majority Leader Scalise |
| Robert  | Schroeder  | Office of Rep. Nehls              |
| Ellen   | Seher      | Office of Majority Leader Scalise |
| Jonah   | Shumate    | Office of Rep. Crawford           |
| Philip  | Singleton  | Office of Rep. McCormick          |
| Jeff    | Small      | Office of Rep. Boebert            |
| Gregory | Smith      | Office of Rep. Crane              |
| Mike    | Smullen    | Office of Rep. Johnson (OH)       |
| David   | Sours      | Office of Rep. Ferguson           |
| Brittan | Specht     | Office of Speaker McCarthy        |
| Kelle   | Strickland | House Committee on Ethics         |
| Al      | Sugarman   | Office of Majority Leader Scalise |
| Timothy | Svoboda    | Office of Rep. Grothman           |
| Heather | Swift      | Office of Rep. Zinke              |
| Deena   | Tauster    | Office of Rep. Garbarino          |
| Shana   | Teehan     | Office of Rep. Moore (AL)         |
| Daniel  | Tidwell    | Office of Rep. Fleischmann        |

|           |           |                                   |
|-----------|-----------|-----------------------------------|
| Catherine | Treadwell | Office of Rep. Mills              |
| Claire    | Trokey    | Office of Majority Leader Scalise |
| Chris     | Tudor     | Office of Rep. McClintock         |
| Will      | Turner    | Office of Rep. Mike Garcia        |
| Richard   | Vaughn    | Office of Rep. DesJarlais         |
| Ted       | Verrill   | Office of Rep. Letlow             |
| Jake      | Vreeburg  | House Republican Conference       |
| Rachel    | Wagley    | Office of Rep. Moore (UT)         |
| Jeanette  | Whitener  | Office of Rep. Weber              |
| Jordan    | Wood      | Office of Rep. Gooden             |



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](http://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. Yes ☐ No ☐ Is travel being offered to an accompanying family member of the House invitee(s)?
6. Date of departure: May 3, 2023 Date of return: May 5, 2023
7. a. City of departure: Washington, DC  
b. Destination(s): Hot Springs, VA  
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:  
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 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):  
Day 1 - \$49, Day 2 - \$85, Day 3 - \$17
- 2) Provide the reason for selecting the location of the event or trip:  
Relative proximity to DC and capacity to handle a large event
16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:
- Hotel Name: Omni Homestead City: Hot Springs, VA Cost Per Night: \$98+fees&tax  
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 the box.*



U.S. House of Representatives

# COMMITTEE ON ETHICS

## 18. Total Expenses for each Participant:

| <input type="checkbox"/> Actual Amounts<br><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                                                               | \$120                                         | \$320                                  | \$151                               |
| For each Accompanying Family Member                                                                 | \$120                                         | n/a                                    | \$151                               |

|                                       | 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 | \$492                                   | Room Rental                                                                                |
| For each Accompanying Family Member   | \$492                                   | Room Rental                                                                                |

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

## 19. Check only one:

- a. ☒ I certify that I am an officer of the organization listed below; **OR**  
b. ☐ Not Applicable. Trip sponsor is an individual or a U.S. institution of higher education.

## 20. I certify 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: Mark Strand Date: March 15, 2023

Name: Mark Strand Title: President

Organization: Congressional Institute

Address: 1700 Diagonal Road #300, Alexandria, VA 22314

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

## 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](mailto:ethicscommittee@mail.house.gov) | 202-225-7103  
More information and forms available at [ethics.house.gov](http://ethics.house.gov)

## 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 Majority and Senate Minority personal offices, the Staff Director in House Majority committee offices as well as select leadership staff.

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

The purpose of the Congressional Institute (a 501(c)4 organization) is to promote public education about Congress and to hold educational conferences for Members of Congress, staff and others. The Congressional Institute is the sole organizer and conductor of this event. This retreat is designed to strengthen professional relationships among Chiefs of Staff, senior leadership and committee staff, educate them on policy issues and best practices, and encourage the exchange of ideas with colleagues.

**Question 18: Total expenses for each participant:**

The estimated lodging rate and per participant food/refreshment expense figure for this event (and provided on this form) do not include the separate costs to the Congressional Institute to rent conference/banquet space large enough to accommodate this large event with appropriate security and audio/visual capabilities necessary to conduct our program. Dividing these conference and facility rental costs by the number of participants estimated to attend this event, the estimated figure would be \$492 as disclosed on the sponsor form.



**2023 House Republican Chiefs of Staff Conference**  
**Hot Springs, VA**

**Wednesday, May 3**

- 10:30 AM – 2:30 PM**    **Bus Departs from Hill**                      **S. Capitol St (Between Rayburn & Longworth)**  
Box lunches will be available on the bus.
- 2:00 PM – 7:00 PM**    **Nametag Pickup**
- 3:00 PM – 3:15 PM**    **Welcome**
- 3:15 PM – 4:15 PM**    **Millions of Constituents, Hundreds of Districts, One Conference: A Look at Public Opinion Across the GOP**  
David Winston, The Winston Group  
Myra Miller, The Winston Group  
Dave Sackett, The Tarrance Group  
BJ Martino, The Tarrance Group
- 4:15 PM – 5:15 PM**    **Developing A Communications Strategy That Works for Your Member**  
Ed Patru, Direct Communications Company  
Matt Lira, Hangar Capital
- 6:00 PM – 9:00 PM**    **Reception**  
**Dinner**  
Kim Strassel, *The Wall Street Journal*

**Thursday, May 4.**

- 8:00 AM – 9:00 AM**    **Breakfast**
- 9:00 AM – 10:00 AM**    **Leadership Chiefs of Staff**  
Moderator: Mark Strand, Congressional Institute  
Dan Meyer, Office of the Speaker  
Brett Horton, Office of the Majority Leader  
Robert Boland, Office of the Majority Whip  
Patrick Hester, House Republican Conference
- 10:00 AM – 12:00 PM**    **Managing Your Staff Effectively**  
Mark Horstman, Manager Tools, LLC
- 12:00 PM – 1:15 PM**    **Lunch**  
Matt Pottinger, Hoover Institution

**1:30 PM – 2:30 PM**

**Ethics: Official, Campaigns, and Redistricting**

Moderator: Kelle Strickland  
Elliot Berke, Berke Farah LLC  
Erin Clark, NRCC

**Breakout Sessions:**

**2:30 PM – 3:30 PM**

**How To Get Things Done In Your Office**

Moderator: Mark Strand  
Brooke Bennett, Office of Rep. French Hill

**How to Get Things Done In Committee**

The Honorable Ileana Ros-Lehtinen, Former Committee Chair  
The Honorable Greg Walden, Former Committee Chair

**How to Get Things Done In Appropriations**

Anne-Marie Chotvacs, House Appropriations Committee  
Matt Leffingwell, Tiber Creek Group

**How to Get Things Done on The Floor**

Judy Schneider, Former CRS Expert

**3:30 PM – 4:30 PM**

**Breakout Sessions Repeat**

**6:00 PM – 9:00 PM**

**Reception**

**Dinner**

Guy Benson, Fox News

**Friday, May 5**

**8:00 AM – 9:00 AM**

**Breakfast**

**9:00 AM – 10:00 AM**

**Planning Your Office's Agenda**

Moderator: Mark Strand

**10:00 AM – 11:00 AM**

**Maximizing the MRA Under the New Communications Rules**

Moderator: George Hadijski, Congressional Management Foundation  
Tim Monahan, Office of the Speaker/Committee on House Administration  
Nick Crocker, Committee on House Administration

**11:00 AM – 11:15 AM**

**Open Mic Discussion**

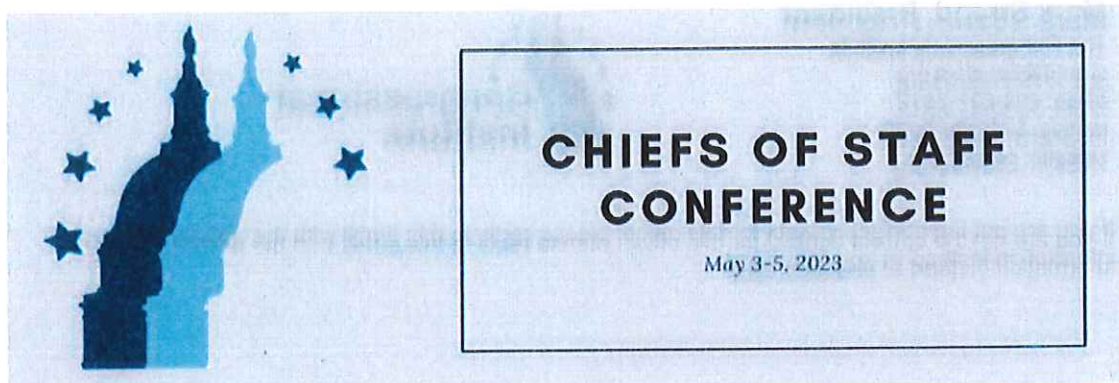
Moderator: Mark Strand, Congressional Institute

**11:30 AM**

**Conference Concludes**

From: Congressional Institute [rsvp@conginst.org](mailto:rsvp@conginst.org)  
Subject: Test - Register Now for the GOP Chiefs of Staff Conference  
Date: March 15, 2023 at 11:15 AM  
To: [amym@conginst.org](mailto:amym@conginst.org)

RC



**PLEASE NOTE: TRAVELER FORMS ARE DUE TO ETHICS ON WEDNESDAY, APRIL 3, 2023!!!**

Dear \*/fname/\*,

On behalf of the Congressional Institute, I'm happy to invite you to the annual 2023 Chiefs of Staff Issues Conference, which will be from Wednesday, May 3, 2023, through Friday, May 5, 2023, at The Omni Homestead in Hot Springs, Virginia. We hope you and your family will join us.

You have many challenges as a Chief of Staff, including the daily management of your office. We're developing an engaging program to help you do your job more effectively. We are inviting House Republican personal chiefs of staff, committee staff directors, and leadership staff so you can get to know colleagues you might not usually meet during a normal workday.

We are working with the Committee on Ethics so that the Congressional Institute is able to cover certain costs for you. We ask that you submit your paperwork to the Ethics Committee as soon as possible.

We look forward to seeing you at this issues conference so you can hear about the future of the country and Congress, learn new management ideas, discuss best practices, and strengthen professional relationships.

**To Register:**

**Step 1: Submit Ethics Packet by Wednesday, April 3, 2023**

IF YOU THINK THAT THERE IS EVEN A POSSIBILITY YOU WILL ATTEND, you need pre-authorization from the Committee on Ethics; you may always withdraw your paperwork.

Download the Institute's [Primary Trip Sponsor Form](#) and submit the whole package with your completed Traveler Form by Wednesday, April 3, 2023, 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 your Member's principal campaign fund would need to pay for you.

**DOWNLOAD ETHICS FORMS >**

If you cannot use the button above, please copy and paste the following URL into your browser:

**Step 2: Register on the [Congressional Institute's website](#)**

The Congressional Institute will coordinate all logistical arrangements, including room reservations. 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.

**REGISTER NOW >**

Email Address: \*/email/\*

Access Code: \*/other\_id/\*

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

If you are unable to attend, please click the following link to [unsubscribe](#).

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@conglinst.org](mailto:rsvp@conglinst.org). We look forward to seeing you in Hot Springs!

---

**Mark Strand, President**

The Congressional Institute

[strand@conglinst.org](mailto:strand@conglinst.org)

office: 703-837-8812

mobile: 571-366-0090

website: [conglinst.org](http://conglinst.org)



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

## COS2023 - Invited House Staff

| First Name | Last Name  | Job Title                            | Institution                            |
|------------|------------|--------------------------------------|----------------------------------------|
| Rob        | Adkerson   | Chief of Staff                       | Office of Rep. Loudermilk              |
| Amy        | Albro      | Chief of Staff                       | Office of Rep. Bice                    |
| Anna       | Alburger   | Chief of Staff                       | Office of Rep. Joyce (OH)              |
| Dale       | Anderson   | Chief of Staff                       | Office of Rep. Lamborn                 |
| Taylor     | Andreae    | Chief of Staff                       | Office of Rep. Gallagher               |
| Gary       | Andres     | Staff Director                       | House Committee on Budget              |
| Rebecca    | Angelson   | Chief of Staff                       | Office of Rep. Latta                   |
| Cyrus      | Artz       | Staff Director                       | House Committee on Education and Labor |
| Maggie     | Ayrea      | Deputy Chief of Staff                | Office of Rep. Graves (LA)             |
| Jason      | Bauknecht  | Chief of Staff                       | Office of Rep. Tiffany                 |
| Cliff      | Bayer      | Chief of Staff                       | Office of Rep. Fulcher                 |
| Mark       | Bednar     | Director of Strategic Communications | Office of Speaker McCarthy             |
| Megan      | Bel Miller | Chief of Staff                       | Office of Rep. Scalise                 |
| Josh       | Bell       | Chief of Staff                       | Office of Rep. Estes                   |
| Brooke     | Bennett    | Chief of Staff                       | Office of Rep. Hill                    |
| Chris      | Bien       | Deputy Director of Floor Operations  | Office of Speaker McCarthy             |
| Jeff       | Billman    | Chief of Staff                       | Office of Rep. Jackson                 |
| Jeff       | Bishop     | Chief of Staff                       | Office of Rep. Molinaro                |
| Ali        | Black      | Communications Director              | House Republican Conference            |
| Alex       | Blair      | Chief of Staff                       | Office of Rep. Steube                  |
| Gabriella  | Boffelli   | Chief of Staff                       | Office of Rep. González-Colón          |
| Robert     | Boland     | Chief of Staff                       | Office of Majority Whip Emmer          |
| Alex       | Bolton     | Chief of Staff                       | Office of Rep. Malliotakis             |
| Aaron      | Bonnaure   | Chief of Staff                       | Office of Rep. Resenthaler             |
| Kate       | Bonner     | Chief of Staff                       | Office of Rep. Smucker                 |
| Hailey     | Borden     | Director of Downtown Coalitions      | Office of Majority Whip Emmer          |

|            |          |                          |                                   |
|------------|----------|--------------------------|-----------------------------------|
| Lorissa    | Bounds   | Chief of Staff           | Office of Rep. Obernolte          |
| Parish     | Braden   | Staff Director           | House Committee on Agriculture    |
| Joshua     | Bradley  | Chief of Staff           | Office of Rep. Moran              |
| Jen        | Bradley  | Chief of Staff           | Office of Rep. Rutherford         |
| Sean       | Brady    | Chief of Staff           | Office of Rep. Buchanan           |
| Matt       | Brennan  | Chief of Staff           | Office of Rep. Thompson           |
| Francis    | Brennan  | Rapid Response Director  | House Republican Conference       |
| Chris      | Brinson  | Chief of Staff           | Office of Rep. Rogers (AL)        |
| Francis    | Brooke   | Policy Director          | Office of Majority Leader Scalise |
| Greg       | Brooks   | Chief of Staff           | Office of Rep. Wenstrup           |
| Keelie     | Broom    | Chief of Staff           | Office of Rep. Owens              |
| Nick       | Brown    | Chief of Staff           | Office of Rep. Clyde              |
| Ed         | Buckham  | Chief of Staff           | Office of Rep. Greene             |
| Samantha   | Bullock  | Communications Director  | Office of Majority Whip Emmer     |
| Stuart     | Burns    | Chief of Staff           | Office of Rep. Posey              |
| Courtney   | Butcher  | Member Services Director | House Republican Conference       |
| Jeff       | Butler   | Chief of Staff           | Office of Rep. McHenry            |
| John       | Byers    | Chief of Staff           | Office of Rep. Pfluger            |
| Larry      | Calhoun  | Chief of Staff           | Office of Rep. Cammack            |
| Aaron      | Calkins  | Chief of Staff           | Office of Rep. Burlison           |
| Ashley     | Callen   | General Counsel          | Office of Majority Leader Scalise |
| Christina  | Cameron  | Media Affairs Advisor    | Office of Speaker McCarthy        |
| Chad       | Carlough | Chief of Staff           | Office of Rep. Carl               |
| Ryan       | Carney   | Chief of Staff           | Office of Rep. Steil              |
| Machalagh  | Carr     | General Counsel          | Office of Speaker McCarthy        |
| Bob        | Carretta | Chief of Staff           | Office of Rep. Ellzey             |
| Jessica    | Carter   | Chief of Staff           | Office of Rep. Newhouse           |
| Caroline   | Cash     | Chief of Staff           | Office of Rep. Comer              |
| Anne Marie | Chotvacs | Staff Director           | House Committee on Appropriations |

|          |              |                                          |                                     |
|----------|--------------|------------------------------------------|-------------------------------------|
| Nick     | Christensen  | Chief of Staff                           | Office of Rep. Graves (MO)          |
| Andrew   | Christianson | Chief of Staff                           | Office of Rep. Johnson (SD)         |
| Jon      | Clark        | Staff Director                           | House Committee on Veterans Affairs |
| Michael  | Comer        | Deputy Communications Director           | Office of Majority Leader Scalise   |
| Billy    | Constangy    | Leadership Chief of Staff                | Office of Rep. Hudson               |
| Tim      | Costa        | Chief of Staff                           | Office of Rep. Meuser               |
| Carly    | Couture      | Chief of Staff                           | Office of Rep. Hageman              |
| Chris    | Crawford     | Chief of Staff                           | Office of Rep. Carter (GA)          |
| Brian    | Cress        | Member Services and Operations Assistant | House Republican Conference         |
| John     | Crews        |                                          | Office of Majority Leader Scalise   |
| Tim      | Cummings     | Chief of Staff                           | Office of Rep. Timmons              |
| Molly    | Cutrona      | Chief of Staff                           | Office of Rep. Amodei               |
| Dante    | Cutrona      | Chief of Staff                           | Office of Rep. Joyce (PA)           |
| Arie     | Dana         | Chief of Staff                           | Office of Rep. Steel                |
| Andrew   | David        | Chief of Staff                           | Office of Rep. Higgins              |
| Jonathan | Day          | Chief of Staff                           | Office of Rep. Wilson               |
| James    | Decker       | Chief of Staff                           | Office of Rep. Burgess              |
| Chris    | Del Beccaro  | Chief of Staff                           | Office of Rep. McCaul               |
| Jackie   | Del Bonis    | Member Services Director                 | Office of Majority Whip Emmer       |
| Ben      | DeMarzo      | Chief of Staff                           | Office of Rep. Miller (IL)          |
| Liz      | Dessauer     | Chief of Staff                           | Office of Rep. Spartz               |
| Monica   | Didiuk       | Chief of Staff                           | Office of Rep. Smith (NE)           |
| Justin   | Discigil     | Chief of Staff                           | Office of Rep. Crenshaw             |
| David    | DiStefano    | Chief of Staff                           | Office of Rep. Carey                |
| Kelly    | Dixon        | Staff Director                           | House Committee on Rules            |
| Emily    | Domenech     | Senior Policy Advisor                    | Office of Speaker McCarthy          |
| Matt     | Donnellan    | Chief of Staff                           | Office of Rep. Miller (WV)          |
| Jordan   | Downs        | Chief of Staff                           | Office of Rep. Guest                |
| Mark     | Drelling     | Chief of Staff                           | Office of Rep. Bacon                |

|         |             |                                   |                                   |
|---------|-------------|-----------------------------------|-----------------------------------|
| Braden  | Dreiling    | Chief of Staff                    | Office of Rep. LaTurner           |
| Jake    | Dumas       | Chief of Staff                    | Office of Rep. Flood              |
| Tyler   | Edmonds     | Chief of Staff                    | Office of Rep. Kiggans            |
| Kevin   | Eichinger   | Chief of Staff                    | Office of Rep. Jordan             |
| Joe     | Ellis       | Chief of Staff                    | Office of Rep. Miller             |
| Jaryn   | Emhof       | Chief of Staff                    | Office of Rep. Webster            |
| Max     | Engling     | Deputy Member Services Director   | Office of Speaker McCarthy        |
| Laura   | Engquist    | DC Chief of Staff                 | Office of Rep. Balderson          |
| John    | Etue        | Chief of Staff                    | Office of Rep. Williams           |
| Michele | Exner       | Communications Director           | Office of Speaker McCarthy        |
| Ben     | Falkowski   | Chief of Staff                    | Office of Rep. Yakym              |
| Alex    | Ferro       | Chief of Staff                    | Office of Rep. Gimenez            |
| Jay     | Fields      | Caucus Executive Director         | Republican Study Committee        |
| Lauren  | Fine        | Communications Director           | Office of Majority Leader Scalise |
| David   | FitzSimmons | Chief of Staff                    | Office of Rep. Finstad            |
| Ian     | Foley       | Policy Director                   | Office of Majority Whip Emmer     |
| Cameron | Foster      | Chief of Staff                    | Office of Rep. Hern               |
| Sally   | Fox         | Chief of Staff                    | Office of Rep. Emmer              |
| Becky   | Freeman     | Chief of Staff                    | Office of Rep. Ciscumani          |
| Jason   | Galanes     | Chief of Staff                    | Office of Rep. Turner             |
| Steven  | Gialer      | Senior Policy Advisor and Counsel | Office of Speaker McCarthy        |
| Robert  | Gies        | Chief of Staff                    | Office of Rep. D'Esposito         |
| Cesar   | Gonzalez    | Chief of Staff                    | Office of Rep. Diaz-Balart        |
| Michael | Gordon      | Chief of Staff                    | Office of Rep. Williams           |
| Alex    | Gourdikian  | Director of Operations            | Office of Speaker McCarthy        |
| Andrea  | Grace       | Chief of Staff                    | Office of Rep. Lawler             |
| Michael | Griener     | Chief of Staff                    | Office of Rep. Burchett           |
| Payne   | Griffin     | Chief of Staff                    | Office of Rep. Strong             |
| Josh    | Grogis      | Chief of Staff                    | Office of Rep. Cole               |

|         |          |                                    |                                        |
|---------|----------|------------------------------------|----------------------------------------|
| Jackson | Gross    | Chief of Staff                     | Office of Rep. James                   |
| Elliott | Guffin   | Chief of Staff                     | Office of Rep. Hudson                  |
| Matt    | Gurtler  | Chief of Staff                     | Office of Rep. Massie                  |
| James   | Hampson  | Chief of Staff                     | Office of Rep. Bishop                  |
| Jihun   | Han      | Chief of Staff                     | Office of Rep. Chavez DeRemer          |
| Sabrina | Hancock  | Chief of Staff                     | Office of Rep. Roy                     |
| Dave    | Hanke    | Staff Director                     | Select Committee on China              |
| Dan     | Hanlon   | Chief of Staff                     | Office of Rep. Mace                    |
| Brandon | Harder   | Chief of Staff                     | Office of Rep. Mann                    |
| Rachel  | Harris   | Chief of Staff                     | Office of Rep. Lesko                   |
| Nick    | Hawatmeh | Chief of Staff                     | Office of Rep. McClain                 |
| Hayden  | Haynes   | Chief of Staff                     | Office of Rep. Johnson (LA)            |
| Grant   | Henry    | Chief of staff                     | Office of Rep. Ogles                   |
| Patrick | Hester   | Chief of Staff                     | House Republican Conference            |
| Adam    | Hewitt   | Chief of Staff                     | Office of Rep. Davidson                |
| Jake    | Hilkin   | Deputy Director of Member Services | Office of Majority Leader Scalise      |
| Preston | Hill     | Policy Advisor                     | Office of Speaker McCarthy             |
| Van     | Hilleary | Chief of Staff                     | Office of Rep. Rose                    |
| Liz     | Hittos   | Chief of Staff                     | Office of Rep. Bilirakis               |
| Chris   | Hixon    | Staff Director                     | House Committee on Judiciary           |
| Lauren  | Hodge    | Chief of Staff                     | Office of Rep. Allen                   |
| Nate    | Hodson   | Staff Director                     | House Committee on Energy and Commerce |
| Matt    | Hoffmann | Staff Director                     | House Committee on Financial Services  |
| Bob     | Holste   | Chief of Staff                     | Office of Rep. Kiley                   |
| Brett   | Horton   | Chief of Staff                     | Office of Majority Leader Scalise      |
| Michael | Hough    | Chief of Staff                     | Office of Rep. Mooney                  |
| Adam    | Howard   | Staff Director                     | House Committee on Intelligence        |
| Paul    | Howell   | Chief of Staff                     | Office of Rep. Kelly (MS)              |

|         |                |                              |                                      |
|---------|----------------|------------------------------|--------------------------------------|
| Matt    | Hutson         | Chief of Staff               | Office of Rep. Harris                |
| Emily   | Hytha          | Chief of Staff               | Office of Rep. Fischbach             |
| Kyle    | Jackson        | Chief of Staff               | Office of Rep. Bucshon               |
| Stephen | Janushkowsky   | Chief of Staff               | Office of Rep. Babin                 |
| Jake    | Johnsen        | Chief of Staff               | Office of Rep. Rogers (KY)           |
| Ben     | Johnson        | Staff Director               | House Committee on Small Business    |
| Alice   | Johnson        | Chief of Staff               | Office of Rep. Scott                 |
| Jon     | Jones          | Chief of Staff               | Office of Rep. Brecheen              |
| Sarah   | Jorgenson      | Staff Director, ELC Chairman | Office of Rep. Graves                |
| Natalie | Joyce          | Deputy Chief of Staff        | Office of Speaker McCarthy           |
| Rebecca | Keightley      | Chief of Staff               | Office of Rep. Calvert               |
| David   | Keller         | Chief of Staff               | Office of Rep. Banks                 |
| Charlie | Keller         | Chief of Staff               | Office of Rep. Wagner                |
| Melissa | Kelly          | Chief of Staff               | Office of Rep. Franklin              |
| Mark    | Kelly          | Chief of Staff               | Office of Rep. Good                  |
| Jazmine | Kemp           | Caucus Executive Director    | Main Street Caucus                   |
| Micah   | Ketchel        | Chief of Staff               | Office of Rep. Waltz                 |
| Carolyn | King           | Chief of Staff               | Office of Rep. Wittman               |
| Kyle    | Kizzer         | Chief of Staff               | Office of Rep. Houchin               |
| Kyle    | Klein          | Staff Director               | House Committee on Homeland Security |
| Allien  | Klump          | Chief of Staff               | Office of Rep. Duncan                |
| Joe     | Knowles        | Caucus Executive Director    | Problem Solvers                      |
| Desiree | Koetzle        | Chief of Staff               | Office of Rep. Stauber               |
| Steve   | Koncar         | Chief of Staff               | Office of Rep. Luna                  |
| BJ      | Koohmarale     | Counsel                      | Office of Majority Leader Scalise    |
| Allie   | Kotsovos Humes | Member Services Coordinator  | Office of Speaker McCarthy           |
| James   | Kyrkanides     | Chief of Staff               | Office of Rep. Hunt                  |
| Kate    | LaBorde        | Chief of Staff               | Office of Rep. Biggs                 |
| Bronwyn | Lance          | Chief of Staff               | Office of Rep. Edwards               |

|         |              |                              |                                                    |
|---------|--------------|------------------------------|----------------------------------------------------|
| Jillian | Lane Wyant   | Chief of Staff               | Office of Rep. Gaetz                               |
| James   | Langenderfer | Chief of Staff               | Office of Rep. Mast                                |
| R.J.    | Laukitis     | Chief of Staff               | Office of Rep. Walberg                             |
| Chrissi | Lee          | Chief of Staff               | Office of Rep. Luttrell                            |
| John    | Leganski     | Director of Floor Operations | Office of Speaker McCarthy                         |
| Roz     | Leighton     | Chief of Staff               | Office of Rep. Armstrong                           |
| Matt    | Leopold      | Chief of Staff               | Office of Rep. Feenstra                            |
| Tony    | Lis          | Chief of Staff               | Office of Rep. Bergman                             |
| Kyle    | Lombardi     | Senior Policy Advisor        | Office of Speaker McCarthy                         |
| Ryan    | Long         | Senior Policy Advisor        | Office of Speaker McCarthy                         |
| Charley | Lovett       | Chief of Staff               | Office of Rep. Santos                              |
| Michael | Lowry        | Chief of Staff               | Office of Rep. Aderholt                            |
| Ashton  | Maloney      | Chief of Staff               | Office of Rep. Moolenaar                           |
| Chris   | Maneval      | Deputy Chief of Staff        | Office of Majority Whip Emmer                      |
| Mark    | Marin        | Staff Director               | House Committee on Oversight and Government Reform |
| Michael | Martin       | Chief of Staff               | Office of Rep. Alford                              |
| Josh    | Mathis       | Staff Director               | House Committee on Science, Space and Technology   |
| Kelly   | McCollum     | Chief of Staff               | Office of Rep. Griffith                            |
| Ryan    | McCormack    | Chief of Staff               | Office of Rep. Fitzgerald                          |
| Anna    | McCormack    | Chief of Staff               | Office of Rep. Rouzer                              |
| Matt    | McCullough   | Chief of Staff               | Office of Rep. Bost                                |
| Robert  | McIntosh     | Chief of Staff               | Office of Rep. Sessions                            |
| Justin  | Melvin       | Chief of Staff               | Office of Rep. Kustoff                             |
| Zach    | Mendelovici  | Chief of Staff               | Office of Rep. Buck                                |
| Tyler   | Menzler      | Chief of Staff               | Office of Rep. Miller-Meeks                        |
| Ashley  | Menzler      | Chief of Staff               | Office of Rep. Reschenthaler                       |
| Matt    | Meyer        | Chief of Staff               | Office of Rep. Smith (MO)                          |

|          |              |                              |                                      |
|----------|--------------|------------------------------|--------------------------------------|
| Dan      | Meyer        | Chief of Staff               | Office of Speaker McCarthy           |
| Chad     | Michaels     | DC Chief of Staff            | Office of Rep. Schweikert            |
| Carson   | Middleton    | Chief of Staff               | Office of Rep. Foxx                  |
| Jonas    | Miller       | Chief of Staff               | Office of Rep. Carter (TX)           |
| Matt     | Miller       | Chief of Staff               | Office of Rep. Cline                 |
| James    | Min          | Chief of Staff               | Office of Rep. McCarthy              |
| Annie    | Minkler      | Deputy Floor Director        | Office of Majority Leader Scalise    |
| Alye     | Mlinar       | Policy Advisor               | Office of Majority Leader Scalise    |
| Patrick  | Mocete       | Chief of Staff               | Office of Rep. Kim                   |
| Vivian   | Moeglein     | Staff Director               | House Committee on Natural Resources |
| Tim      | Monahan      | Staff Director               | House Committee on Administration    |
| Tom      | Moran        | Chief of Staff               | Office of Rep. Salazar               |
| Lauren   | Muglia       | Chief of Staff               | Office of Rep. Perry                 |
| Allison  | Murphy       | Chief of Staff               | Office of Rep. Van Drew              |
| Cullen   | Murphy       | Staff Assistant              | Office of Speaker McCarthy           |
| Dennis   | Nalls        | Deputy Floor Director        | Office of Majority Whip Emmer        |
| Ben      | Napier       | Director of Floor Operations | Office of Majority Leader Scalise    |
| Karen    | Navarro      | Chief of Staff               | Office of Rep. De La Cruz            |
| Joe      | Nicholson    | Chief of Staff               | Office of Rep. Ezell                 |
| Mary     | Noonan       | Chief of Staff               | Office of Rep. Smith (NJ)            |
| Corey    | Norman       | Chief of Staff               | Office of Rep. Curtis                |
| Anderson | Okoniewski   | Operations Director          | House Republican Conference          |
| Jake     | Olson        | Chief of Staff               | Office of Rep. Van Duyne             |
| Matt     | Orr          | Chief of Staff               | Office of Rep. Fry                   |
| Alan     | Ott          | Chief of Staff               | Office of Rep. Grothman              |
| Hillary  | Parkinson    | Chief of Staff               | Office of Rep. Self                  |
| Nancy    | Peele        | Chief of Staff               | Office of Rep. Westerman             |
| Mehgan   | Perez-Acosta | Chief of Staff               | Office of Rep. Donalds               |
| Brandon  | Phillips     | Chief of Staff               | Office of Rep. Collins               |

|            |            |                                   |                                                      |
|------------|------------|-----------------------------------|------------------------------------------------------|
| Mark       | Piland     | Chief of Staff                    | Office of Rep. Norman                                |
| Phillip    | Pinegar    | Chief of Staff                    | Office of Rep. Baird                                 |
| David      | Planning   | Floor Director                    | Office of Majority Whip Emmer                        |
| Dana       | Planning   | Deputy Director of Special Events | Office of Speaker McCarthy                           |
| Jared      | Powell     | Chief of Staff                    | Office of Rep. McMorris Rodgers                      |
| Cesar      | Prieto     | Chief of Staff                    | Office of Rep. Gonzales (TX)                         |
| Sam        | Pritchard  | Chief of Staff                    | Office of Rep. Hinson                                |
| Jessica    | Proud      | Chief of Staff                    | Office of Rep. Langworthy                            |
| Chad       | Ramey      | Chief of Staff                    | Office of Rep. Luetkemeyer                           |
| Nikki      | Rapanos    | Chief of Staff                    | Office of Rep. LaLota                                |
| Kevin      | Reilly     | Chief of Staff                    | Office of Rep. Lee                                   |
| Bart       | Reising    | Director of Member Services       | Office of Majority Leader Scalise                    |
| Tim        | Reitz      | Caucus Executive Director         | House Freedom Caucus                                 |
| Andrew     | Renteria   | Chief of Staff                    | Office of Rep. Valadao                               |
| Mary Ellen | Richardson | Chief of Staff                    | Office of Rep. LaHood                                |
| Kyle       | Robertson  | Chief of Staff                    | Office of Rep. Pence                                 |
| Jim        | Robertson  | Deputy Chief of Staff             | Office of Rep. Stefanik                              |
| Jamie      | Robinette  | Chief of Staff                    | Office of Rep. Bean                                  |
| Jason      | Rogers     | General Counsel                   | Office of Majority Whip Emmer                        |
| Shelbie    | Rogers     | Director of Operations            | Office of Majority Whip Emmer                        |
| Mark       | Roman      | Staff Director                    | House Committee on Ways and Means                    |
| Anna       | Romeo      | Caucus Executive Director         | Republican Governance/ Office of Rep. Joyce          |
| Mary       | Rosado     | Chief of Staff                    | Office of Rep. Barr                                  |
| Alex       | Ross       | Chief of Staff                    | Office of Rep. Duarte                                |
| Jack       | Ruddy      | Staff Director                    | House Committee on Transportation and Infrastructure |
| Steve      | Ruhlen     | Chief of Staff                    | Office of Rep. Granger                               |
| Zac        | Rutherford | Chief of Staff                    | Office of Rep. Harshbarger                           |

|          |            |                                 |                                    |
|----------|------------|---------------------------------|------------------------------------|
| Eric     | Schmitz    | Coalitions Coordinator          | Office of Majority Leader Scalise  |
| Robert   | Schroeder  | Chief of Staff                  | Office of Rep. Nehls               |
| Ellen    | Seher      | Director of Operations          | Office of Majority Leader Scalise  |
| Brendan  | Shields    | Staff Director                  | House Committee on Foreign Affairs |
| Bobby    | Shringi    | Chief of Staff                  | Office of Rep. Moylan              |
| Jonah    | Shumate    | Chief of Staff                  | Office of Rep. Crawford            |
| Stephen  | Siao       | Chief of Staff                  | Office of Rep. Green               |
| Philip   | Singleton  | Chief of Staff                  | Office of Rep. McCormick           |
| Kris     | Skrzycki   | Chief of Staff                  | Office of Rep. Murphy              |
| Alison   | Slagell    | Deputy Chief of Staff           | Office of Rep. Lucas               |
| Jeff     | Small      | Chief of Staff                  | Office of Rep. Boebert             |
| Gregory  | Smith      | Chief of Staff                  | Office of Rep. Crane               |
| William  | Smith      | Chief of Staff                  | Office of Rep. Palmer              |
| Caleb    | Smith      | Digital Communications Director | Office of Speaker McCarthy         |
| Mike     | Smullen    | Chief of Staff                  | Office of Rep. Johnson (OH)        |
| Shannan  | Sorrell    | Chief of Staff                  | Office of Rep. Fallon              |
| David    | Sours      | Chief of Staff                  | Office of Rep. Ferguson            |
| Allen    | Souza      | Senior Policy Advisor           | Office of Speaker McCarthy         |
| Mark     | Spannagel  | Chief of Staff                  | Office of Rep. LaMalfa             |
| Matt     | Sparks     | Head of Communications          | Office of Speaker McCarthy         |
| Brittan  | Specht     | Senior Policy Advisor           | Office of Speaker McCarthy         |
| Danielle | Stewart    | Chief of Staff                  | Office of Rep. Kean                |
| Brad     | Stewart    | Chief of Staff                  | Office of Rep. Nunn                |
| Nick     | Stewart    | Chief of Staff                  | Office of Rep. Tenney              |
| Nick     | Strader    | Chief of Staff                  | Office of Rep. Bentz               |
| Kelle    | Strickland | Staff Director                  | House Committee on Ethics          |
| AJ       | Sugarman   | Policy Advisor                  | Office of Majority Leader Scalise  |
| Heather  | Swift      | Chief of Staff                  | Office of Rep. Zinke               |
| Deena    | Tauster    | Chief of Staff                  | Office of Rep. Garbarino           |

|           |             |                                |                                   |
|-----------|-------------|--------------------------------|-----------------------------------|
| Shana     | Teehan      | Chief of Staff                 | Office of Rep. Moore (AL)         |
| Daniel    | Tidwell     | Incoming Chief of Staff        | Office of Rep. Fleischmann        |
| Sophie    | Trainor     | Chief of Staff                 | Office of Rep. Guthrie            |
| Catherine | Treadwell   | Chief of Staff/General Counsel | Office of Rep. Mills              |
| Claire    | Trokey      |                                | Office of Majority Leader Scalise |
| Chris     | Tudor       | DC Chief of Staff              | Office of Rep. McClintock         |
| Will      | Turner      | Chief of Staff                 | Office of Rep. Garcia             |
| Tom       | Van Flein   | Chief of Staff                 | Office of Rep. Gosar              |
| Dirk      | Vander Beek | Chief of Staff                 | Office of Rep. Dunn               |
| Richard   | Vaughn      | Chief of Staff                 | Office of Rep. DesJarlais         |
| Ted       | Verrill     | Chief of staff                 | Office of Rep. Letlow             |
| Chris     | Vieson      | Staff Director                 | House Committee on Armed Services |
| Jake      | Vreeburg    | Policy Director                | House Republican Conference       |
| Rachel    | Wagley      | Chief of Staff                 | Office of Rep. Moore (UT)         |
| Brett     | Wakeman     | Chief of Staff                 | Office of Rep. Van Orden          |
| Beau      | Walker      | Chief of Staff                 | Office of Rep. Womack             |
| Nikki     | Wallace     | Chief of Staff                 | Office of Rep. Simpson            |
| Trevor    | Whetstone   | Chief of Staff                 | Office of Rep. Rosendale          |
| Clay      | White       | Chief of Staff                 | Office of Rep. Stewart            |
| Todd      | Whiteman    | Chief of Staff                 | Office of Rep. Huizenga           |
| Jeanette  | Whitener    | Chief of Staff                 | Office of Rep. Weber              |
| Elle      | Whitson     | Chief of Staff                 | Office of Rep. Arrington          |
| Ben       | Williamson  | Chief of Staff                 | Office of Rep. Cloud              |
| Veronica  | Wong        | Chief of Staff                 | Office of Rep. Issa               |
| Jordan    | Wood        | Chief of Staff                 | Office of Rep. Gooden             |
| Leafaina  | Yahn        | Chief of Staff                 | Office of Rep. Radewagen          |
| Jason     | Yaworske    | Senior Policy Advisor          | Office of Speaker McCarthy        |