

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, 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: Steven Carlson
2. a. Name of Accompanying Relative: _____ **OR** None
b. Relationship to Traveler: Spouse Child Other (specify): _____
3. a. Dates: Departure: March 13, 2026 Return: March 15, 2026
b. Dates at Personal Expense, if any: _____ **OR** None
4. Departure City: Arlington, VA Destination: Chapel Hill, North Carolina Return City: Arlington, VA
5. Sponsor(s), Who Paid for the Trip: Congressional Management Foundation; With Honor
6. Describe Meetings and Events Attended: See attached agenda with all the meetings and events I attended.
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: Steven Carlson Digitally signed by Steven Carlson
Date: 2026.03.26 14:12:41 -04'00' Date: 03/26/2026

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: Chris Pappas Date: 03/26/2026

Signature of Supervising Member: Chris Pappas Digitally signed by Chris Pappas
Date: 2026.03.26 14:29:08 -04'00'

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 in the trip within 10 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 or provided in-kind support for the trip: _____

2. Travel Destination(s): _____

3. Date of Departure: _____ Date of Return: _____

4. Name(s) of Traveler(s): _____

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				
Accompanying Family Member				

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: _____

Name: _____ Title: _____

Organization: _____

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

Address: _____

Telephone: _____ Email: _____

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.

COMMITTEE ON ETHICS

TRAVELER FORM

1. Name of Traveler: Steven Carlson
2. Sponsor(s) who will be paying or providing in-kind support for the trip: Congressional Management Foundation
With Honor Institute
3. City and State **OR** Foreign Country of Travel: _____
4. a. Date of Departure: March 13, 2026 Date of Return: March 15, 2026
b. Yes No Will you be extending the trip at your personal expense?
If yes, list dates at personal expense: _____
5. a. Yes No Will you be accompanied by a family member at the sponsor's expense? **If yes:**
 - (1) Name of Accompanying Family Member: _____
 - (2) Relationship to Traveler: Spouse Child Other (specify): _____
 - (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, invitation, 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.**

The retreat is designed to strengthen leadership and management skills and foster trusted relationships across the aisle, which is connected to duties as a Chief of Staff.

9. **Yes No Is the traveler aware of any registered federal lobbyists or foreign agents involved in 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: Chris Pappas

Digitally signed by Chris Pappas
Date: 2026.02.10 14:49:28 -05'00'

Date: February 10, 2026

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's website (ethics.house.gov) provides detailed instructions for filling out the form. The Committee will notify the House invitees directly of its decision and will not notify the trip sponsors.

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. Signatures must comply with section 104(bb) of the Travel Regulations.

1. Sponsor who will be paying for the trip:

Congressional Management Foundation

2. I represent that the trip will not be financed, in whole or in part, by a registered federal lobbyist or foreign agent. *Signify that the statement is true by checking box.*

3. **Check only one.** I represent that:

a. The primary trip sponsor has not accepted from any other source, funds intended directly or indirectly to finance any aspect of the trip; **OR**

b. The trip is arranged without regard to congressional participation and the primary trip sponsor has accepted funds only from entities that will receive a tangible benefit in exchange for those funds; **OR**

c. The primary trip sponsor has accepted funds, services, or in-kind assistance 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: With Honor Institute

4. Provide names and titles of **ALL** House Members *and* employees you are inviting. **For each House invitee, provide an explanation of why the individual was invited** (include additional pages if necessary): _____

Please see attached.

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

6. Date of Departure: March 13, 2026 Date of Return: March 15, 2026

7. a. City of departure: Washington, D.C.

b. Destination(s): Chapel Hill, N.C.

c. City of return: Washington, D.C.

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. _____
-

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 the statement is true by clicking the box; OR*
 - b. *Not Applicable.* Trip sponsor is a U.S. institution of higher education.
12. For *each* sponsor required to submit a sponsor form, describe the sponsor's interest in the subject matter of the trip *and* its role in organizing and/or conducting the trip:
See attached.
-

13. **Answer parts a and b. Answer part c if 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:
No first class travel or chartered or private aircraft.
-

14. I represent that the expenditures related to local area travel during the trip will be unrelated to personal or recreational activities of the invitee(s). *Signify that the statement is true by checking box.*

15. **Check only one.** I represent that either:
- a. The trip involves an event that is arranged or organized *without regard* to congressional participation and that meals provided to congressional participants are similar to those provided to or purchased by other event attendees; **OR**
 - b. The trip involves events that are arranged specifically *with regard* to congressional participation. If "b" is checked:
 - 1) Detail the cost *per day* of meals (approximate cost may be provided): _____
Approximately \$100 per day.
 - 2) Provide the reason for selecting the location of the event or trip: _____
Location of University of North Carolina Chapel Hill's School of Government

16. Name, nightly cost, and reasons for selecting each hotel or other lodging facility:

Hotel Name: The Rizzo Center Hotel City: Chapel Hill, N.C. Cost Per Night: \$222 (incl. bkfst)
 Reason(s) for Selecting: Owned by UNC-Chapel Hill and near campus.

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.*

18. **Total Expenses for each Participant:**

<input type="checkbox"/> Actual Amounts <input checked="" type="checkbox"/> Good Faith Estimates	Total Transportation Expenses per Participant	Total Lodging Expenses per Participant	Total Meal Expenses per Participant
For each Member, Officer, or Employee	\$500	\$450 (incl. breakfast)	\$315
For each Accompanying Family Member	N/A	N/A	N/A


	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	\$100	Taxi or rideshare transfers.
For each Accompanying Family Member	N/A	N/A

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:  Date: February 2, 2026
 Name: Jen Daulby Title: CEO
 Organization: Congressional Management Foundation
 Address: 216 Seventh Street, S.E., 2nd Floor, Washington, D.C. 20003
 Email: jdaulby@congressfoundation.org Telephone: (202) 546-0100

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

Primary Trip Sponsor Form
Congressional Management Foundation
Supplemental Responses

12. CMF is the premier nonpartisan 501(c)(3) nonprofit dedicated to strengthening the First Branch. With Honor Institute, a 501(c)(3) tax-exempt nonprofit organization, fights polarization in Congress. This event is designed to strengthen the first branch through management training that focuses on de-polarization and other best practices. The University of North Carolina-Chapel Hill will host the event on its campus and related sites. CMF organized the trip in conjunction with University of North Carolina-Chapel Hill and contributed other in-kind support. With Honor Institute made a financial contribution to UNC-Chapel Hill earmarked in support of this event.

COMMITTEE ON ETHICS

ADDITIONAL TRIP SPONSOR FORM

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

NOTE: Willful or knowing misrepresentations on this form may be subject to criminal prosecution pursuant to 18 U.S.C. § 1001. Failure to comply with the Committee's Travel Regulations may also lead to the denial of permission to sponsor future trips. Signatures must comply with section 104(bb) of the Travel Regulations.

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

Signature:  10/2, 2025 17:59:44 EDT Date: 10/2/25

Name: Allan E Filip Title: Executive Vice President

Organization: With Honor

Address: 700 Pennsylvania Ave SE, Washington, DC 20003

Telephone: 8105889687 Email: filip@withhonor.org

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



Department of the Treasury
Internal Revenue Service
Tax Exempt and Government Entities
P.O. Box 2508
Cincinnati, OH 45201

WITH HONOR INSTITUTE
700 PENNSYLVANIA AVE SE UNIT 380
WASHINGTON, DC 20003

Date:
11/01/2023

Employer ID number:
92-3112476

Person to contact:
Name: Suzanne Richey
ID number: 50750
Telephone: 877-829-5500

Accounting period ending:
December 31

Public charity status:
170(b)(1)(A)(vi)

Form 990 / 990-EZ / 990-N required:
Yes

Effective date of exemption:
March 17, 2023

Contribution deductibility:
Yes

Addendum applies:
No

DLN:
26053490005633

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

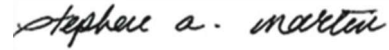
If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

We sent a copy of this letter to your representative as indicated in your power of attorney.

Sincerely,

A handwritten signature in black ink that reads "Stephen A. Martin". The signature is written in a cursive style.

Stephen A. Martin
Director, Exempt Organizations
Rulings and Agreements



CONGRESSIONAL
MANAGEMENT
FOUNDATION

CMF's Bipartisan Chiefs of Staff Retreat – A Leadership Summit Hosted at the University of North Carolina

About CMF:

The Congressional Management Foundation (CMF) is the premier bipartisan 501(c)(3) foundation dedicated to strengthening the First Branch of government, having served the Capitol Hill community for nearly 50 years. As champions for a more effective Congress, CMF provides hands-on, actionable support and essential resources to Members and their staff.

Background:

This March, CMF will bring together a bipartisan group of House Chiefs of Staff for a retreat designed to strengthen leadership and management skills, foster trusted relationships across the aisle, and provide the space to step back from the day-to-day to think strategically about leading in Congress. Hosted in partnership with the UNC School of Government, the retreat will blend expert-led professional development with unique campus experiences, meaningful conversations with distinguished leaders, and opportunities to connect with peers in a collaborative, nonpartisan setting.

Some retreat highlights will include:

- Interactive management and leadership sessions taught by UNC School of Government faculty and nationally recognized experts.
- Skill-building workshops on collaboration, resiliency, civic discourse, and leading high-performing teams.
- Tours of UNC landmarks, including Kenan Memorial Stadium, the Dean E. Smith Center, and the Morehead Planetarium, and attendance at UNC-sponsored events
- Opportunities to connect and build lasting bipartisan relationships with fellow Chiefs of Staff in a relaxed, retreat-style setting.

The application process is now open and will close on February 9. All nominees are evaluated by CMF Staff and will be contacted if accepted by February 11. Lodging, food, and transportation during the retreat will be provided by the University of North Carolina and CMF. Lodging will be at the Rizzo Center Hotel 150 Dubose Home Lane. However, accepted staff must secure travel to and from Chapel Hill.

Congressional Management Foundation

With financial support from With Honor Institute 501(c)(3)

Chief of Staff Leadership and Management Training Retreat

Rizzo Center

University of North Carolina–Chapel Hill

Chapel Hill, NC

March 13-15, 2026

MISSION GOALS: *CMF will bring together a bipartisan group of House Chiefs of Staff for a retreat designed to strengthen leadership and management skills, foster trusted relationships across the aisle, and provide the space to step back from the day-to-day to think strategically about leading in Congress. Hosted in partnership with With Honor Institute and the UNC School of Government, the retreat will blend expert-led professional development with unique campus experiences, meaningful conversations with distinguished leaders, and opportunities to connect with peers in a collaborative, nonpartisan setting.*

RELEVANCE TO OFFICIAL DUTIES: *The subject matter of the trip is important to House Chiefs of Staff because they are likely to face the challenges and opportunities considered and discussed at the retreat.*

LOCATION: *The purpose of travel to Chapel Hill, North Carolina, is to attend training and related discussions taught and led by experts convened by Congressional Management Foundation in cooperation with the University of North Carolina–Chapel Hill School of Government, which is located nearby.*

ITINERARY

Friday, March 13

UNC School of Government, Room 2403

Casual attire recommended, comfortable walking shoes

Travel: D.C. area to Chapel Hill, N.C., via reimbursed coach class bus, train, or airfare or mileage reimbursement for travel using personal vehicle.

Transfer from applicable station to Rizzo Center via reimbursed taxi or rideshare. The Rizzo Center does not charge for on-site parking for those traveling using personal vehicles.

2:00 p.m.

Welcome

Jen Daulby, Congressional Management Foundation

Aimee Wall, UNC School of Government

- Introducing the concepts and views beneficial to congressional staff managers that will be considered and discussed at the retreat and outlining ways in which attendees can expand their professional development and network.

2:30 p.m.

Introductions

Willow Jacobson, UNC School of Government

- Introducing the participants and facilitators who will engage at the retreat and outlining ways in which attendees can expand their professional development and network.

3:00 p.m.

The Public Context of Managing and Leading

Jen Daulby, Congressional Management Foundation

Willow Jacobson, UNC School of Government

- Recognize and consider the unique demands and realities of leading in this complex public sector environment—including political, legal, and institutional dynamics.
- Explore the importance of the role and the impact that it has.

4:00 p.m.

Campus Tour

Maria Estorino, Vice Provost for University Libraries and University Librarian

Nicholas Graham, University Archivist

- This tour will offer attendees to understand the historic context of UNC as a site of learning for public servants in the context of the program to improve their ability as a chief of staff.

5:30 p.m.

Reception and Dinner

The Carolina Club, Dowd-Harris Room
Lee Roberts, Chancellor, UNC Chapel Hill

- This meal will offer attendees—all Chiefs of Staff in U.S. House of Representatives offices—the unique space and opportunity to reflect and share their thoughts on the program’s topics with their peer group.

The entirety of the allotted time for the working lunch will be spent covering officially-connected activity.

Saturday, March 14

Rizzo Center, [add room]

Casual/business casual attire recommended

9:00 a.m. Q&A with Jeff Buckeye

Jen Daulby, Congressional Management Foundation

- This Q&A session with a private sector chief of staff will allow attendees to better understand the context of the chief of staff role outside of just their work in the House of Representatives, and take away learnings from other leaders in the field to apply to their own office.

10:30 a.m. Break

11:00 a.m. Vision and Values that Drive Your Team

Willow Jacobson, School of Government

- This session will help attendees learn how to set goals and priorities with clear vision to align their Member’s values with their strategic plan leading an office.

11:45 a.m. Individual and Shared Challenges For Your Team

Anita Brown-Graham, School of Government

- This session will help attendees better understand how to lead and manage their staff under the high pressure situations in the House of Representatives.

12:30 p.m. Lunch

Rizzo Center, [add room]

- This meal will give attendees a chance to decompress and engage with their chief of staff colleagues to discuss the lessons learned from earlier in the day.

The entirety of the allotted time for the working lunch will be spent covering officially-connected activity.

1:30 p.m. Key Elements of High-Performing Teams

SOG faculty, School of Government

- This session will teach attendees how to identify what elements of their staff will help lead to better outcomes by becoming a high performing team.

2:30 p.m. Break

3:00 p.m. Finding Common Ground

John Rose, Professor of the Practice, UNC School of Civic Life and Leadership

Jed Atkins, Dean, UNC School of Civic Life and Leadership

- This session will teach attendees how to find common ground among different stakeholders, a key skill for leaders in congressional offices.

4:30 p.m. Wrap-up and Recess

- Offering the opportunity for attendees to engage in a guided reflection of the work of the past several days and tips for applying these new skills in the practical workplace

6:00 p.m. Cocktail hour (business casual attire)

Front Porch, DuBose House at the Rizzo Center

- This reception will offer attendees—all Chiefs of Staff in U.S. House of Representatives offices—the unique space and opportunity to reflect and share their thoughts on the day's topics with their peer group.

The entirety of the allotted time for the working lunch will be spent covering officially-connected activity.

7:00 p.m. Dinner

DuBose House at the Rizzo Center

Keynote: Pat Berges, Founder, H3 Leadership

- This meal and keynote will give the attendees the opportunity to learn from a leading expert on high performing teams to understand how they can apply these lessons to their own office.

The entirety of the allotted time for the working lunch will be spent covering officially-connected activity.

Sunday, March 15

- 9:00 a.m. Welcome and Debrief**
Willow Jacobson, School of Government
Kim Nelson, School of Government
- Introducing the concepts and views beneficial to congressional staff managers for the day's session that will be considered and discussed and how the previous learnings of the program will be applied to it.

- 9:15 a.m. Taking Care of Ourselves: Building Resilience, Avoiding Burnout**
Robert Goldberg, Organization Insight

Most organizations and professionals who work in them have been operating at hyperpace over the past few years, with multiple priorities and challenges. It can be both exciting and exhausting. The pace of change is not expected to slow down, but how we manage ourselves is something we can control. During this highly interactive workshop, you will have the opportunity to:

- Learn practical tools and mindsets to help you become more personally resilient
- Understand how to avoid burnout (and support others) by recognizing the signs and what actions to take
- Build deeper relationships with other individuals experiencing similar challenges

- 10:30 a.m. Break**

- 11:45 a.m. Taking Care of Ourselves (cont.)**

- 12:15 p.m. Closing Remarks**
Jen Daulby, CMF
- Offering the opportunity for attendees to engage in a guided reflection of the work of the past several days and tips for applying these new skills in the practical workplace

Grab and Go Lunch available

- Travel:** Chapel Hill, N.C., to D.C. area via reimbursed coach class bus, train, or airfare or mileage reimbursement for travel using personal vehicle.

The Rizzo Center does not charge for on-site parking for those traveling using personal vehicles.

<u>First Name</u>	<u>Last Name</u>	<u>Office</u>	<u>Reason</u>
Aaron	Bonnaure	House Majority Chief Deputy Whip	Chief of Staff. All have been invited to this COS event.
Brett	Horton	House Majority Leader	Chief of Staff. All have been invited to this COS event.
David	Hoppe	Speaker of the House	Chief of Staff. All have been invited to this COS event.
Hayden	Haynes	Speaker of the House	Chief of Staff. All have been invited to this COS event.
Kyle	Parker	Helsinki Commission	Chief of Staff. All have been invited to this COS event.
Robert	Boland	House Majority Whip	Chief of Staff. All have been invited to this COS event.
Michael	Horanburg	Rep. Nick Begich III (AK01 R)	Chief of Staff. All have been invited to this COS event.
Madison	Green Gentile	Rep. Barry Moore (AL01 R)	Chief of Staff. All have been invited to this COS event.
Tristan	Breaux	Rep. Shomari C. Figures (AL02 D)	Chief of Staff. All have been invited to this COS event.
Haley	Wilson	Rep. Mike Rogers (AL03 R)	Chief of Staff. All have been invited to this COS event.
Chris	Lawson	Rep. Robert B. Aderholt (AL04 R)	Chief of Staff. All have been invited to this COS event.
Elta	Sullins	Rep. Dale Strong (AL05 R)	Chief of Staff. All have been invited to this COS event.
Terry	Allen	Rep. Gary Palmer (AL06 R)	Chief of Staff. All have been invited to this COS event.
Hillary	Beard	Rep. Terri Sewell (AL07 D)	Chief of Staff. All have been invited to this COS event.
Janet	Rossi	Rep. Rick Crawford (AR01 R)	Chief of Staff. All have been invited to this COS event.
Brooke	Bennett	Rep. French Hill (AR02 R)	Chief of Staff. All have been invited to this COS event.
Beau	Walker	Rep. Steve Womack (AR03 R)	Chief of Staff. All have been invited to this COS event.
Nancy	Peele	Rep. Bruce Westerman (AR04 R)	Chief of Staff. All have been invited to this COS event.
Leafaina	Yahn	Del. Amata Coleman Radewagen (AS01 R)	Chief of Staff. All have been invited to this COS event.
Gregory	Smith	Rep. Eli Crane (AZ02 R)	Chief of Staff. All have been invited to this COS event.
Sarah	Ghermay	Rep. Yassamin Ansari (AZ03 D)	Chief of Staff. All have been invited to this COS event.
Bradley	Howard	Rep. Greg Stanton (AZ04 D)	Chief of Staff. All have been invited to this COS event.
Kate	LaBorde	Rep. Andy Biggs (AZ05 R)	Chief of Staff. All have been invited to this COS event.
Becky	Freeman	Rep. Juan Ciscomani (AZ06)	Chief of Staff. All have been invited to this COS event.
Amy	Emerick Clerklin	Arizona District 7 (AZ07)	Chief of Staff. All have been invited to this COS event.
Kip	Talley	Rep. Abraham Hamadeh (AZ08 R)	Chief of Staff. All have been invited to this COS event.
Leslie	Foti	Rep. Paul Gosar (AZ09 R)	Chief of Staff. All have been invited to this COS event.
Mark	Spannagel	Rep. Doug LaMalfa (CA01 R)	Chief of Staff. All have been invited to this COS event.
Joe	Sheehy	Rep. Jared Huffman (CA02 D)	Chief of Staff. All have been invited to this COS event.
Bob	Holste	Rep. Kevin Kiley (CA03 R)	Chief of Staff. All have been invited to this COS event.
Melanie	Rhinehart Van Tassell	Rep. Mike Thompson (CA04 D)	Chief of Staff. All have been invited to this COS event.
Rocky	Deal	Rep. Tom McClintock (CA05)	Chief of Staff. All have been invited to this COS event.

Nancy	Juarez	Rep. Ami Bera (CA06)	Chief of Staff. All have been invited to this COS event.
Jeremy	Marcus	Rep. Doris Matsui (CA07 D)	Chief of Staff. All have been invited to this COS event.
Bradley	Bottoms	Rep. John Garamendi (CA08 D)	Chief of Staff. All have been invited to this COS event.
Rachael	Goldenberg	Rep. Josh Harder (CA09 D)	Chief of Staff. All have been invited to this COS event.
Sarah	Jackson	Rep. Mark DeSaulnier (CA10 D)	Chief of Staff. All have been invited to this COS event.
Terri	McCullough	Rep. Nancy Pelosi (CA11 D)	Chief of Staff. All have been invited to this COS event.
Diala	Jadallah-Redding	Rep. Lateefah Simon (CA12 D)	Chief of Staff. All have been invited to this COS event.
Ben	Rodriguez	Rep. Adam Gray (CA13 D)	Chief of Staff. All have been invited to this COS event.
Yardena	Wolf	Rep. Eric Swalwell (CA14 D)	Chief of Staff. All have been invited to this COS event.
Kate	Kenworthy	Rep. Kevin Mullin (CA15 D)	Chief of Staff. All have been invited to this COS event.
Tim	Del Monaco	Rep. Sam Liccardo (CA16 D)	Chief of Staff. All have been invited to this COS event.
Marie	Baldassarre	Rep. Ro Khanna (CA17 D)	Chief of Staff. All have been invited to this COS event.
Ricky	Le	Rep. Zoe Lofgren (CA18 D)	Chief of Staff. All have been invited to this COS event.
Mark	Dennin	Rep. Jimmy Panetta (CA19 D)	Chief of Staff. All have been invited to this COS event.
Katherine	Sears	Rep. Vince Fong (CA20 R)	Chief of Staff. All have been invited to this COS event.
Juan	Lopez	Rep. Jim Costa (CA21 D)	Chief of Staff. All have been invited to this COS event.
Andrew	Renteria	Rep. David Valadao (CA22 R)	Chief of Staff. All have been invited to this COS event.
Lorissa	Bounds	Rep. Jay Obernolte (CA23 R)	Chief of Staff. All have been invited to this COS event.
Jeremy	Tittle	Rep. Salud Carbajal (CA24 D)	Chief of Staff. All have been invited to this COS event.
Scott	Hinkle	Rep. Raul Ruiz (CA25 D)	Chief of Staff. All have been invited to this COS event.
Carina	Armenta	Rep. Julia Brownley (CA26 D)	Chief of Staff. All have been invited to this COS event.
Jennifer	Goedke	Rep. George T. Whitesides (CA27 D)	Chief of Staff. All have been invited to this COS event.
David	Silberg	Rep. Judy Chu (CA28 D)	Chief of Staff. All have been invited to this COS event.
Claudia	Urrabazo-Beckelman	Rep. Luz Rivas (CA29 D)	Chief of Staff. All have been invited to this COS event.
Clay	Schroers	Rep. Laura Friedman (CA30 D)	Chief of Staff. All have been invited to this COS event.
Martin	Medrano	Rep. Gilbert R. Cisneros Jr. (CA31 D)	Chief of Staff. All have been invited to this COS event.
Johan	Propst	Rep. Brad Sherman (CA32 D)	Chief of Staff. All have been invited to this COS event.
Boris	Medzhibovskiy	Rep. Pete Aguilar (CA33)	Chief of Staff. All have been invited to this COS event.
Carlos	Paz	Rep. Jimmy Gomez (CA34 D)	Chief of Staff. All have been invited to this COS event.
Matt	Alpert	Rep. Norma Torres (CA35 D)	Chief of Staff. All have been invited to this COS event.
Marc	Cevasco	Rep. Ted Lieu (CA36 D)	Chief of Staff. All have been invited to this COS event.
Jim	Cho	Rep. Sydney Kamlager-Dove (CA37 D)	Chief of Staff. All have been invited to this COS event.
Molly	Carey	Rep. Linda Sanchez (CA38 D)	Chief of Staff. All have been invited to this COS event.

Richard	McPike	Rep. Mark Takano (CA39 D)	Chief of Staff. All have been invited to this COS event.
Patrick	Mocete	Rep. Young Kim (CA40 R)	Chief of Staff. All have been invited to this COS event.
Rebecca	Keightley	Rep. Ken Calvert (CA41 R)	Chief of Staff. All have been invited to this COS event.
Patrick	Swymer	Rep. Robert Garcia (CA42 D)	Chief of Staff. All have been invited to this COS event.
J Ellis	McGinnis	Rep. Maxine Waters (CA43 D)	Chief of Staff. All have been invited to this COS event.
Liam	Forsythe	Rep. Nanette Diaz Barragan (CA44 D)	Chief of Staff. All have been invited to this COS event.
Dao	Nguyen	Rep. Derek Tran (CA45 D)	Chief of Staff. All have been invited to this COS event.
Rene	Munoz	Rep. Lou Correa (CA46 D)	Chief of Staff. All have been invited to this COS event.
Steffanie	Bezruki	Rep. Dave Min (CA47 D)	Chief of Staff. All have been invited to this COS event.
Veronica	Wong	Rep. Darrell Issa (CA48 R)	Chief of Staff. All have been invited to this COS event.
Jonathan	Gilbert	Rep. Mike Levin (CA49 D)	Chief of Staff. All have been invited to this COS event.
MaryAnne	Pintar	Rep. Scott Peters (CA50)	Chief of Staff. All have been invited to this COS event.
Amy	Kuhn	Rep. Sara Jacobs (CA51 D)	Chief of Staff. All have been invited to this COS event.
Larry	Cohen	Rep. Juan Vargas (CA52 D)	Chief of Staff. All have been invited to this COS event.
Joeana	Middleton	Rep. Diana DeGette (CO01 D)	Chief of Staff. All have been invited to this COS event.
Bo	Morris	Rep. Joe Neguse (CO02 D)	Chief of Staff. All have been invited to this COS event.
Nick	Bayer	Rep. Jeff Hurd (CO03 R)	Chief of Staff. All have been invited to this COS event.
Brian	Calabrese	Rep. Jeff Crank (CO05 R)	Chief of Staff. All have been invited to this COS event.
Mitchell	Rivard	Rep. Jason Crow (CO06 D)	Chief of Staff. All have been invited to this COS event.
Kaylin	Dines	Rep. Brittany Pettersen (CO07 D)	Chief of Staff. All have been invited to this COS event.
Tyler	Moore	Rep. Gabe Evans (CO08 R)	Chief of Staff. All have been invited to this COS event.
Scott	Stephanou	Rep. John Larson (CT01 D)	Chief of Staff. All have been invited to this COS event.
Ayanti	Grant	Rep. Joe Courtney (CT02)	Chief of Staff. All have been invited to this COS event.
Rebecca	Salay	Rep. Rosa L. DeLauro (CT03 D)	Chief of Staff. All have been invited to this COS event.
Cara	Camacho	Rep. Jim Himes (CT04 D)	Chief of Staff. All have been invited to this COS event.
Anmarie	Goyzueta	Rep. Jahana Hayes (CT05 D)	Chief of Staff. All have been invited to this COS event.
Raven	Reeder	Del. Eleanor Holmes Norton (DC01 D)	Chief of Staff. All have been invited to this COS event.
Roddy	Flynn	Rep. Sarah McBride (DE01 D)	Chief of Staff. All have been invited to this COS event.
Frank	Collins	Rep. Jimmy Patronis Jr. (FL01 R)	Chief of Staff. All have been invited to this COS event.
Sarah	Gilbert	Rep. Neal Dunn (FL02 R)	Chief of Staff. All have been invited to this COS event.
Charles	Truxal	Rep. Kat Cammack (FL03 R)	Chief of Staff. All have been invited to this COS event.
Jamie	Robinette	Rep. Aaron Bean (FL04 R)	Chief of Staff. All have been invited to this COS event.
Jen	Nawrocki Bradley	Rep. John Rutherford (FL05 R)	Chief of Staff. All have been invited to this COS event.

Jason	Fischer	Rep. Randy Fine (FL06 R)	Chief of Staff. All have been invited to this COS event.
Hannah	Fraher	Rep. Mike Haridopolos (FL08 R)	Chief of Staff. All have been invited to this COS event.
Liana	Guerra	Rep. Darren Soto (FL09 D)	Chief of Staff. All have been invited to this COS event.
Yuri	Beckelman	Rep. Maxwell Frost (FL10 D)	Chief of Staff. All have been invited to this COS event.
Jaryn	Emhof	Rep. Daniel Webster (FL11 R)	Chief of Staff. All have been invited to this COS event.
Liz	Hittos	Rep. Gus Bilirakis (FL12 R)	Chief of Staff. All have been invited to this COS event.
Bill	Christian	Rep. Anna Paulina Luna (FL13 R)	Chief of Staff. All have been invited to this COS event.
Lara	Hopkins	Rep. Kathy Castor (FL14 D)	Chief of Staff. All have been invited to this COS event.
Landon	Hoffman	Rep. Laurel Lee (FL15 R)	Chief of Staff. All have been invited to this COS event.
Blake	Nolan	Rep. Vern Buchanan (FL16 R)	Chief of Staff. All have been invited to this COS event.
Alex	Blair	Rep. Greg Steube (FL17 R)	Chief of Staff. All have been invited to this COS event.
Melissa	Kelly	Rep. Scott Franklin (FL18 R)	Chief of Staff. All have been invited to this COS event.
Mehgan	Perez-Acosta	Rep. Byron Donalds (FL19 R)	Chief of Staff. All have been invited to this COS event.
Naomie	Pierre-Louis	Rep. Sheila Cherfilus-McCormick (FL20 D)	Chief of Staff. All have been invited to this COS event.
AnnMarie	Graham Barnes	Rep. Brian Mast (FL21 R)	Chief of Staff. All have been invited to this COS event.
Bradley	Solyan	Rep. Lois Frankel (FL22 D)	Chief of Staff. All have been invited to this COS event.
Morgan	Cintron	Rep. Jared Moskowitz (FL23 D)	Chief of Staff. All have been invited to this COS event.
Fanta	Doumbia	Rep. Frederica S. Wilson (FL24 D)	Chief of Staff. All have been invited to this COS event.
Meredith	Jones	Rep. Debbie Wasserman Schultz (FL25 D)	Chief of Staff. All have been invited to this COS event.
Cesar	Gonzalez	Rep. Mario Diaz-Balart (FL26 R)	Chief of Staff. All have been invited to this COS event.
Tom	Moran	Rep. Maria Elvira Salazar (FL27 R)	Chief of Staff. All have been invited to this COS event.
Alex	Ferro	Rep. Carlos A. Gimenez (FL28)	Chief of Staff. All have been invited to this COS event.
Chris	Crawford	Rep. Buddy Carter (GA01 R)	Chief of Staff. All have been invited to this COS event.
Kenneth	Cutts	Rep. Sanford D. Bishop Jr. (GA02 D)	Chief of Staff. All have been invited to this COS event.
Alex	Stone	Rep. Brian T. Jack (GA03 R)	Chief of Staff. All have been invited to this COS event.
Marcus	Garza	Rep. Hank Johnson Jr. (GA04 D)	Chief of Staff. All have been invited to this COS event.
Melanee	Farrah	Rep. Nikema Williams (GA05 D)	Chief of Staff. All have been invited to this COS event.
Rebecca	Walldorff	Rep. Lucy McBath (GA06 D)	Chief of Staff. All have been invited to this COS event.
Philip	Singleton	Rep. Rich McCormick (GA07 R)	Chief of Staff. All have been invited to this COS event.
Alice	Johnson	Rep. Austin Scott (GA08)	Chief of Staff. All have been invited to this COS event.
Nick	Brown	Rep. Andrew Clyde (GA09 R)	Chief of Staff. All have been invited to this COS event.
Brandon	Phillips	Rep. Mike Collins (GA10 R)	Chief of Staff. All have been invited to this COS event.
Robert	Adkerson	Rep. Barry Loudermilk (GA11 R)	Chief of Staff. All have been invited to this COS event.

Heath	Wheat	Rep. Rick W. Allen (GA12 R)	Chief of Staff. All have been invited to this COS event.
Zoe	Prince	Rep. David Scott (GA13 D)	Chief of Staff. All have been invited to this COS event.
Ed	Buckham	Rep. Marjorie Taylor Greene (GA14 R)	Chief of Staff. All have been invited to this COS event.
Trinajae	Apatang	Del. James Moylan (GU)	Chief of Staff. All have been invited to this COS event.
Tim	Nelson	Rep. Ed Case (HI01)	Chief of Staff. All have been invited to this COS event.
Wendy	Clerinx	Rep. Jill Tokuda (HI02 D)	Chief of Staff. All have been invited to this COS event.
Ken	Clifford	Rep. Mariannette Miller-Meeks (IA01 R)	Chief of Staff. All have been invited to this COS event.
Ashley	Gutwein	Rep. Zach Nunn (IA03 R)	Chief of Staff. All have been invited to this COS event.
Matthew	Leopold	Rep. Randy Feenstra (IA04 R)	Chief of Staff. All have been invited to this COS event.
Cliff	Bayer	Rep. Russ Fulcher (ID01 R)	Chief of Staff. All have been invited to this COS event.
Nicole	Wallace	Rep. Michael Simpson (ID02)	Chief of Staff. All have been invited to this COS event.
Edward	Hamb	Rep. Jonathan Jackson (IL01 D)	Chief of Staff. All have been invited to this COS event.
Matt	McMurray	Rep. Robin Kelly (IL02 D)	Chief of Staff. All have been invited to this COS event.
Ellen	Ray	Rep. Delia Ramirez (IL03 D)	Chief of Staff. All have been invited to this COS event.
Patty	Garcia	Rep. Jesus G. Garcia (IL04 D)	Chief of Staff. All have been invited to this COS event.
Robyn	Russell	Rep. Mike Quigley (IL05 D)	Chief of Staff. All have been invited to this COS event.
Chloe	Hunt	Rep. Sean Casten (IL06 D)	Chief of Staff. All have been invited to this COS event.
Tumia	Romero	Rep. Danny Davis (IL07)	Chief of Staff. All have been invited to this COS event.
Brian	Kaissi	Rep. Raja Krishnamoorthi (IL08 D)	Chief of Staff. All have been invited to this COS event.
Andrew	Orlebeke	Rep. Jan Schakowsky (IL09)	Chief of Staff. All have been invited to this COS event.
Casey	O'Shea	Rep. Brad Schneider (IL10 D)	Chief of Staff. All have been invited to this COS event.
Samantha	Warren	Rep. Bill Foster (IL11 D)	Chief of Staff. All have been invited to this COS event.
Matt	McCullough	Rep. Mike Bost (IL12 R)	Chief of Staff. All have been invited to this COS event.
John	Lee	Rep. Nikki Budzinski (IL13 D)	Chief of Staff. All have been invited to this COS event.
Caroline	Paris-Behr	Rep. Lauren Underwood (IL14 D)	Chief of Staff. All have been invited to this COS event.
William	Wadsworth	Rep. Mary Miller (IL15 R)	Chief of Staff. All have been invited to this COS event.
Mary Ellen	Richardson	Rep. Darin LaHood (IL16 R)	Chief of Staff. All have been invited to this COS event.
Joe	Diver	Rep. Eric Sorensen (IL17 D)	Chief of Staff. All have been invited to this COS event.
Kevin	Spicer	Rep. Frank J. Mrvan III (IN01 D)	Chief of Staff. All have been invited to this COS event.
Ben	Falkowski	Rep. Rudy Yakym III (IN02 R)	Chief of Staff. All have been invited to this COS event.
Joe	Kirby	Rep. Marlin A. Stutzman (IN03 R)	Chief of Staff. All have been invited to this COS event.
Sarah	Rosnick	Rep. Jim Baird (IN04 R)	Chief of Staff. All have been invited to this COS event.
Kristi	Risk	Rep. Victoria Spartz (IN05 R)	Chief of Staff. All have been invited to this COS event.

Ryan	Kelly	Rep. Victoria Spartz (IN05 R)	Chief of Staff. All have been invited to this COS event.
Jeff	Bishop	Rep. Jefferson Shreve (IN06 R)	Chief of Staff. All have been invited to this COS event.
Megan	Sims	Rep. Andre Carson (IN07 D)	Chief of Staff. All have been invited to this COS event.
Michael	Curcio	Rep. Mark Messmer (IN08 R)	Chief of Staff. All have been invited to this COS event.
Kyle	Kizzier	Rep. Erin Houchin (IN09 R)	Chief of Staff. All have been invited to this COS event.
Brandon	Harder	Rep. Tracey Mann (KS01 R)	Chief of Staff. All have been invited to this COS event.
Krisann	Pearce	Rep. Derek Schmidt (KS02 R)	Chief of Staff. All have been invited to this COS event.
Allison	Teixeira Sulier	Rep. Sharice Davids (KS03 D)	Chief of Staff. All have been invited to this COS event.
Joshua	Bell	Rep. Ron Estes (KS04 R)	Chief of Staff. All have been invited to this COS event.
Caroline	Cash	Rep. James Comer Jr. (KY01 R)	Chief of Staff. All have been invited to this COS event.
Lauren	Hodge	Rep. Brett Guthrie (KY02 R)	Chief of Staff. All have been invited to this COS event.
Amy	Soenksen	Rep. Morgan McGarvey (KY03 D)	Chief of Staff. All have been invited to this COS event.
Matt	Gurtler	Rep. Thomas Massie (KY04 R)	Chief of Staff. All have been invited to this COS event.
Karen	Kelly	Rep. Hal Rogers (KY05 R)	Chief of Staff. All have been invited to this COS event.
Mary	Rosado	Rep. Andy Barr IV (KY06 R)	Chief of Staff. All have been invited to this COS event.
Megan	Bel Miller	Rep. Steve Scalise (LA01 R)	Chief of Staff. All have been invited to this COS event.
Willie	Lyles	Rep. Troy Carter (LA02 D)	Chief of Staff. All have been invited to this COS event.
Andrew	David	Rep. Clay Higgins (LA03 R)	Chief of Staff. All have been invited to this COS event.
Ruth	Ward	Rep. Mike Johnson (LA04 R)	Chief of Staff. All have been invited to this COS event.
Ted	Verrill	Rep. Julia Letlow (LA05 R)	Chief of Staff. All have been invited to this COS event.
Jared	Evans	Rep. Cleo Fields (LA06 D)	Chief of Staff. All have been invited to this COS event.
Elizabeth	O'Hara	Rep. Richard E. Neal (MA01 D)	Chief of Staff. All have been invited to this COS event.
Jennifer	Chandler	Rep. Jim McGovern (MA02 D)	Chief of Staff. All have been invited to this COS event.
Mark	McDevitt	Rep. Lori Trahan (MA03 D)	Chief of Staff. All have been invited to this COS event.
Liz	Amster	Rep. Jake Auchincloss (MA04 D)	Chief of Staff. All have been invited to this COS event.
Elizabeth	Amster	Rep. Jake Auchincloss (MA04 D)	Chief of Staff. All have been invited to this COS event.
Brooke	Scannell	Rep. Katherine Clark (MA05 D)	Chief of Staff. All have been invited to this COS event.
Rick	Jakious	Rep. Seth Moulton (MA06)	Chief of Staff. All have been invited to this COS event.
Sarah	Groh	Rep. Ayanna Pressley (MA07 D)	Chief of Staff. All have been invited to this COS event.
Kevin	Ryan	Rep. Stephen F. Lynch (MA08 D)	Chief of Staff. All have been invited to this COS event.
Garrett	Donovan	Rep. Bill Keating (MA09 D)	Chief of Staff. All have been invited to this COS event.
Matthew	Hutson	Rep. Andy Harris (MD01 R)	Chief of Staff. All have been invited to this COS event.
Sean	Naron	Rep. Johnny Olszewski Jr. (MD02 D)	Chief of Staff. All have been invited to this COS event.

James	DeAtley	Rep. Sarah K. Elfreth (MD03 D)	Chief of Staff. All have been invited to this COS event.
Aaron	Harawa	Rep. Glenn Ivey (MD04 D)	Chief of Staff. All have been invited to this COS event.
Jim	Notter	Rep. Steny Hoyer (MD05 D)	Chief of Staff. All have been invited to this COS event.
Sonny	Holding	Rep. April McClain Delaney (MD06 D)	Chief of Staff. All have been invited to this COS event.
Allegra	Carson	Rep. Kweisi Mfume (MD07 D)	Chief of Staff. All have been invited to this COS event.
Jeremy	Hekhuis	Rep. Jamie Raskin (MD08 D)	Chief of Staff. All have been invited to this COS event.
Jesse	Connolly	Rep. Chellie Pingree (ME01)	Chief of Staff. All have been invited to this COS event.
Margaret	Reynolds	Rep. Jared Golden (ME02 D)	Chief of Staff. All have been invited to this COS event.
Tony	Lis	Rep. Jack Bergman (MI01 R)	Chief of Staff. All have been invited to this COS event.
Lindsay	Ryan	Rep. John Moolenaar (MI02 R)	Chief of Staff. All have been invited to this COS event.
Rikki	Miller	Rep. Hillary Scholten (MI03 D)	Chief of Staff. All have been invited to this COS event.
Todd	Whiteman	Rep. Bill Huizenga (MI04 R)	Chief of Staff. All have been invited to this COS event.
Mike	Rorke	Rep. Tim Walberg (MI05 R)	Chief of Staff. All have been invited to this COS event.
Meg	Makarewicz	Rep. Debbie Dingell (MI06 D)	Chief of Staff. All have been invited to this COS event.
Kyle	VonEnde	Rep. Tom Barrett (MI07 R)	Chief of Staff. All have been invited to this COS event.
Shane	Wolfe	Rep. Kristen McDonald Rivet (MI08 D)	Chief of Staff. All have been invited to this COS event.
Nick	Hawatmeh	Rep. Lisa McClain (MI09 R)	Chief of Staff. All have been invited to this COS event.
Jackson	Gross	Rep. John James (MI10 R)	Chief of Staff. All have been invited to this COS event.
Justin	German	Rep. Haley Stevens (MI11 D)	Chief of Staff. All have been invited to this COS event.
Larissa	Richardson	Rep. Rashida Tlaib (MI12)	Chief of Staff. All have been invited to this COS event.
Linto	Thomas	Rep. Shri Thanedar (MI13 D)	Chief of Staff. All have been invited to this COS event.
David	FitzSimmons	Rep. Brad Finstad (MN01 R)	Chief of Staff. All have been invited to this COS event.
Laura	Cottrell	Rep. Angie Craig (MN02 D)	Chief of Staff. All have been invited to this COS event.
Megan	Hondl	Rep. Kelly L. Morrison (MN03 D)	Chief of Staff. All have been invited to this COS event.
Joshua	Straka	Rep. Betty McCollum (MN04)	Chief of Staff. All have been invited to this COS event.
Connor	McNutt	Rep. Ilhan Omar (MN05 D)	Chief of Staff. All have been invited to this COS event.
Taylor	Reaves	Rep. Tom Emmer Jr. (MN06 R)	Chief of Staff. All have been invited to this COS event.
Sean	Murphy	Rep. Michelle Fischbach (MN07 R)	Chief of Staff. All have been invited to this COS event.
Desiree	Koetzle	Rep. Pete Stauber (MN08 R)	Chief of Staff. All have been invited to this COS event.
Whitley	O'Neal	Rep. Wesley Bell (MO01 D)	Chief of Staff. All have been invited to this COS event.
Charlie	Keller	Rep. Ann Wagner (MO02 R)	Chief of Staff. All have been invited to this COS event.
Charles	Lovett	Rep. Bob Onder (MO03 R)	Chief of Staff. All have been invited to this COS event.
Michael	Martin	Rep. Mark Alford (MO04 R)	Chief of Staff. All have been invited to this COS event.

Christina	Mahoney	Rep. Emanuel Cleaver II (MO05 D)	Chief of Staff. All have been invited to this COS event.
Buffy	Smith	Rep. Sam Graves (MO06 R)	Chief of Staff. All have been invited to this COS event.
Kyle	McKay	Rep. Eric Burlison (MO07 R)	Chief of Staff. All have been invited to this COS event.
Matthew	Meyer	Rep. Jason Smith (MO08 R)	Chief of Staff. All have been invited to this COS event.
Herb	Yamada	Del. Kim King-Hinds (MP)	Chief of Staff. All have been invited to this COS event.
Paul	Howell	Rep. Trent Kelly (MS01 R)	Chief of Staff. All have been invited to this COS event.
Timla	Washington	Rep. Bennie G. Thompson (MS02 D)	Chief of Staff. All have been invited to this COS event.
Jordan	Downs	Rep. Michael Guest (MS03 R)	Chief of Staff. All have been invited to this COS event.
Joe	Nicholson	Rep. Mike Ezell (MS04 R)	Chief of Staff. All have been invited to this COS event.
Heather	Swift	Rep. Ryan Zinke (MT01 R)	Chief of Staff. All have been invited to this COS event.
Robert	McIntosh	Rep. Troy Downing (MT02 R)	Chief of Staff. All have been invited to this COS event.
Hannah	Spengler	Rep. Don Davis (NC01 D)	Chief of Staff. All have been invited to this COS event.
Matt	Lee	Rep. Deborah Ross (NC02 D)	Chief of Staff. All have been invited to this COS event.
Greg	Brooks	Rep. Gregory F. Murphy (NC03 R)	Chief of Staff. All have been invited to this COS event.
Elizabeth	Adkins	Rep. Valerie Foushee (NC04 D)	Chief of Staff. All have been invited to this COS event.
Hunter	Bradshaw	Rep. Virginia Fox (NC05 R)	Chief of Staff. All have been invited to this COS event.
Alex	Vargo	Rep. Addison McDowell (NC06 R)	Chief of Staff. All have been invited to this COS event.
Anna	McCormack	Rep. David Rouzer (NC07 R)	Chief of Staff. All have been invited to this COS event.
Mark	Kelly	Rep. Mark Harris (NC08 R)	Chief of Staff. All have been invited to this COS event.
Luke	Blanchat	Rep. Richard Hudson (NC09 R)	Chief of Staff. All have been invited to this COS event.
Sean	McCabe	Rep. Pat Harrigan (NC10 R)	Chief of Staff. All have been invited to this COS event.
Toby	Douthat	Rep. Chuck Edwards (NC11 R)	Chief of Staff. All have been invited to this COS event.
Adrienne	Christian	Rep. Alma Adams (NC12 D)	Chief of Staff. All have been invited to this COS event.
Danielle	Owen	Rep. Alma Adams (NC12 D)	Chief of Staff. All have been invited to this COS event.
Kris	Denzel	Rep. Brad Knott (NC13 R)	Chief of Staff. All have been invited to this COS event.
Philippa	Bradley	Rep. Tim Moore (NC14 R)	Chief of Staff. All have been invited to this COS event.
Shana	Teehan	Rep. Julie Fedorchak (ND01 R)	Chief of Staff. All have been invited to this COS event.
Jake	Dumas	Rep. Mike Flood (NE01 R)	Chief of Staff. All have been invited to this COS event.
Mark	Dreiling	Rep. Don Bacon (NE02 R)	Chief of Staff. All have been invited to this COS event.
Joshua	Jackson	Rep. Adrian Smith (NE03 R)	Chief of Staff. All have been invited to this COS event.
Steven	Carlson	Rep. Chris Pappas (NH01 D)	Chief of Staff. All have been invited to this COS event.
Mariana	Adame de Vreeze	Rep. Maggie Goodlander (NH02 D)	Chief of Staff. All have been invited to this COS event.
Mary	Cruz	Rep. Donald Norcross (NJ01)	Chief of Staff. All have been invited to this COS event.

Allison	Murphy	Rep. Jefferson Van Drew (NJ02 R)	Chief of Staff. All have been invited to this COS event.
Keith	Roachford	Rep. Herb Conaway Jr. (NJ03 D)	Chief of Staff. All have been invited to this COS event.
Mary	Noonan	Rep. Chris Smith (NJ04 R)	Chief of Staff. All have been invited to this COS event.
Cheryl	Krouse	Rep. Josh Gottheimer (NJ05)	Chief of Staff. All have been invited to this COS event.
Liam	Fitzsimmons	Rep. Frank Pallone Jr. (NJ06 D)	Chief of Staff. All have been invited to this COS event.
Dan	Scharfenberger	Rep. Tom Kean Jr. (NJ07 R)	Chief of Staff. All have been invited to this COS event.
Yujin	Lee	Rep. Rob Menendez (NJ08 D)	Chief of Staff. All have been invited to this COS event.
Benjamin	Rich	Rep. Nellie Pou (NJ09 D)	Chief of Staff. All have been invited to this COS event.
Noelle	Rosellini	Rep. LaMonica R. McIver (NJ10 D)	Chief of Staff. All have been invited to this COS event.
Blaine	Boyd	Rep. Mikie Sherrill (NJ11 D)	Chief of Staff. All have been invited to this COS event.
Alex	Huang	Rep. Bonnie Watson Coleman (NJ12 D)	Chief of Staff. All have been invited to this COS event.
Kimberly	Espinosa	Rep. Melanie Stansbury (NM01 D)	Chief of Staff. All have been invited to this COS event.
Austin	Yager	Rep. Gabe Vasquez (NM02 D)	Chief of Staff. All have been invited to this COS event.
Nathan	Schelble	Rep. Teresa Leger Fernandez (NM03 D)	Chief of Staff. All have been invited to this COS event.
Mitchell	Moonier	Rep. Dina Titus (NV01 D)	Chief of Staff. All have been invited to this COS event.
Molly	Lowe Cutrona	Rep. Mark Amodei (NV02 R)	Chief of Staff. All have been invited to this COS event.
Lauren	Toy	Rep. Susie Lee (NV03 D)	Chief of Staff. All have been invited to this COS event.
Yvanna	Cancela	Rep. Steven Horsford (NV04 D)	Chief of Staff. All have been invited to this COS event.
Nicole	Rapanos	Rep. Nick LaLota (NY01 R)	Chief of Staff. All have been invited to this COS event.
Deena	Tauster	Rep. Andrew Garbarino (NY02 R)	Chief of Staff. All have been invited to this COS event.
Matt	Fried	Rep. Tom Suozzi (NY03 D)	Chief of Staff. All have been invited to this COS event.
Sarah	Carlson	Rep. Laura A. Gillen (NY04 D)	Chief of Staff. All have been invited to this COS event.
Kayla	Williams	Rep. Gregory W. Meeks (NY05 D)	Chief of Staff. All have been invited to this COS event.
Maeve	Healy	Rep. Grace Meng (NY06 D)	Chief of Staff. All have been invited to this COS event.
Melissa	Jung	Rep. Nydia Velazquez (NY07 D)	Chief of Staff. All have been invited to this COS event.
Tasia	Jackson	Rep. Hakeem Jeffries (NY08 D)	Chief of Staff. All have been invited to this COS event.
Christopher	Cox	Rep. Yvette D. Clarke (NY09 D)	Chief of Staff. All have been invited to this COS event.
Andrew	Wright	Rep. Dan Goldman (NY10 D)	Chief of Staff. All have been invited to this COS event.
Taylor	Weyeneth	Rep. Nicole Malliotakis (NY11 R)	Chief of Staff. All have been invited to this COS event.
John	Doty	Rep. Jerry Nadler (NY12 D)	Chief of Staff. All have been invited to this COS event.
Robert	Gottheim	Rep. Jerry Nadler (NY12)	Chief of Staff. All have been invited to this COS event.
Candace	Person	Rep. Adriano Espaillat (NY13)	Chief of Staff. All have been invited to this COS event.
Mike	Casca	Rep. Alexandria Ocasio-Cortez (NY14 D)	Chief of Staff. All have been invited to this COS event.

Angel	Vazquez	Rep. Ritchie Torres (NY15 D)	Chief of Staff. All have been invited to this COS event.
Richard	Orsillo	Rep. George S. Latimer (NY16 D)	Chief of Staff. All have been invited to this COS event.
Nathaniel	Soule	Rep. Mike Lawler (NY17 R)	Chief of Staff. All have been invited to this COS event.
Chris	Walsh	Rep. Pat Ryan (NY18 D)	Chief of Staff. All have been invited to this COS event.
Daniel	Fleiss	Rep. Josh Riley (NY19 D)	Chief of Staff. All have been invited to this COS event.
Jeff	Morgan	Rep. Paul D. Tonko (NY20 D)	Chief of Staff. All have been invited to this COS event.
Patrick	Hester	Rep. Elise Stefanik (NY21 R)	Chief of Staff. All have been invited to this COS event.
Abigail	Duggan	Rep. John W. Mannion (NY22 D)	Chief of Staff. All have been invited to this COS event.
Will	Smith	Rep. Nick Langworthy (NY23)	Chief of Staff. All have been invited to this COS event.
Spencer	Carr	Rep. Claudia Tenney (NY24 R)	Chief of Staff. All have been invited to this COS event.
Joanne	Stiles	Rep. Joseph Morelle (NY25 D)	Chief of Staff. All have been invited to this COS event.
Sean	Hart	Rep. Joseph Morelle (NY25)	Chief of Staff. All have been invited to this COS event.
Adam	Fogel	Rep. Timothy M. Kennedy (NY26 D)	Chief of Staff. All have been invited to this COS event.
Reginald	Harris	Rep. Greg Landsman (OH01 D)	Chief of Staff. All have been invited to this COS event.
Nick	Lunneborg	Rep. Dave Taylor (OH02 R)	Chief of Staff. All have been invited to this COS event.
Todd	Valentine	Rep. Joyce Beatty (OH03)	Chief of Staff. All have been invited to this COS event.
Kevin	Eichinger	Rep. Jim Jordan (OH04 R)	Chief of Staff. All have been invited to this COS event.
Emily	Benavides	Rep. Bob Latta (OH05 R)	Chief of Staff. All have been invited to this COS event.
Graham	Lescallette	Rep. Michael Rulli (OH06 R)	Chief of Staff. All have been invited to this COS event.
Mark	O'Connell	Rep. Michael Rulli (OH06 R)	Chief of Staff. All have been invited to this COS event.
Philip	Poe	Rep. Max Miller (OH07 R)	Chief of Staff. All have been invited to this COS event.
Connor	White	Rep. Warren Davidson (OH08 R)	Chief of Staff. All have been invited to this COS event.
Steve	Katich	Rep. Marcy Kaptur (OH09 D)	Chief of Staff. All have been invited to this COS event.
Jason	Galanes	Rep. Mike Turner (OH10 R)	Chief of Staff. All have been invited to this COS event.
Conor	Fryer	Rep. Shontel Brown (OH11 D)	Chief of Staff. All have been invited to this COS event.
Laura	Engquist	Rep. Troy Balderson (OH12)	Chief of Staff. All have been invited to this COS event.
Hailey	Barringer	Rep. Emilia Sykes (OH13 D)	Chief of Staff. All have been invited to this COS event.
Amanda	Shaw Kain	Rep. Dave Joyce (OH14 R)	Chief of Staff. All have been invited to this COS event.
Kaitlyn	Dwyer	Rep. Mike Carey (OH15 R)	Chief of Staff. All have been invited to this COS event.
Cameron	Foster	Rep. Kevin Hern (OK01 R)	Chief of Staff. All have been invited to this COS event.
Jon	Jones	Rep. Josh Brecheen (OK02 R)	Chief of Staff. All have been invited to this COS event.
Stacey	Glasscock	Rep. Frank Lucas (OK03)	Chief of Staff. All have been invited to this COS event.
Will	McPherson	Rep. Tom Cole (OK04 R)	Chief of Staff. All have been invited to this COS event.

Amy	Albro	Rep. Stephanie Bice (OK05)	Chief of Staff. All have been invited to this COS event.
Rachael	Bornstein	Rep. Suzanne Bonamici (OR01 D)	Chief of Staff. All have been invited to this COS event.
Nick	Strader	Rep. Cliff Bentz (OR02 R)	Chief of Staff. All have been invited to this COS event.
Kari	Williamson	Rep. Maxine Dexter (OR03 D)	Chief of Staff. All have been invited to this COS event.
Karmen	Fore	Rep. Val Hoyle (OR04 D)	Chief of Staff. All have been invited to this COS event.
Blakely	Wall	Rep. Janelle Bynum (OR05 D)	Chief of Staff. All have been invited to this COS event.
Emily	Creland	Rep. Andrea Salinas (OR06 D)	Chief of Staff. All have been invited to this COS event.
Joseph	Knowles	Rep. Brian Fitzpatrick (PA01 R)	Chief of Staff. All have been invited to this COS event.
Scott	Heppard	Rep. Brendan Boyle (PA02 D)	Chief of Staff. All have been invited to this COS event.
Kimberly	Turner-Dixon	Rep. Dwight Evans (PA03 D)	Chief of Staff. All have been invited to this COS event.
Megan	Ruane	Rep. Madeleine Dean (PA04 D)	Chief of Staff. All have been invited to this COS event.
Armita	Pedramrazi	Rep. Mary Gay Scanlon (PA05 D)	Chief of Staff. All have been invited to this COS event.
Michelle	Dorothy	Rep. Chrissy Houlahan (PA06 D)	Chief of Staff. All have been invited to this COS event.
Alyssa	Anderson	Rep. Ryan E. Mackenzie (PA07 R)	Chief of Staff. All have been invited to this COS event.
Julia	Hearthway	Rep. Ryan E. Mackenzie (PA07 R)	Chief of Staff. All have been invited to this COS event.
Pierce	Frauenheim	Rep. Rob Bresnahan Jr. (PA08 R)	Chief of Staff. All have been invited to this COS event.
Matthew	Perricone	Rep. Dan Meuser (PA09 R)	Chief of Staff. All have been invited to this COS event.
Lauren	Muglia	Rep. Scott Perry (PA10 R)	Chief of Staff. All have been invited to this COS event.
Noelle	Britton	Rep. Lloyd Smucker (PA11)	Chief of Staff. All have been invited to this COS event.
Wasiullah	Mohamed	Rep. Summer Lee (PA12 D)	Chief of Staff. All have been invited to this COS event.
Dante	Cutrona	Rep. John Joyce (PA13 R)	Chief of Staff. All have been invited to this COS event.
Mike	D'Orazio	Rep. Guy Reschenthaler (PA14 R)	Chief of Staff. All have been invited to this COS event.
Matthew	Brennan	Rep. Glenn Thompson Jr. (PA15 R)	Chief of Staff. All have been invited to this COS event.
Kevin	Dawson	Rep. Mike Kelly Jr. (PA16 R)	Chief of Staff. All have been invited to this COS event.
Matthew	Koos	Rep. Chris Deluzio (PA17 D)	Chief of Staff. All have been invited to this COS event.
Maximiliano	Trujillo	Rep. Pablo Jose Hernandez (PR01 O)	Chief of Staff. All have been invited to this COS event.
Dylan	Sodaro	Rep. Gabe Amo Jr. (RI01 D)	Chief of Staff. All have been invited to this COS event.
Jess	Vaughn	Rep. Seth Magaziner (RI02 D)	Chief of Staff. All have been invited to this COS event.
Monalisa	Dugue	Sen. Sheldon Whitehouse (RIS02 D)	Chief of Staff. All have been invited to this COS event.
Craig	Metz	Rep. Joe Wilson (SC02 R)	Chief of Staff. All have been invited to this COS event.
Rick	Adkins	Rep. Sheri Biggs (SC03 R)	Chief of Staff. All have been invited to this COS event.
Heather	Smith	Rep. William Timmons IV (SC04 R)	Chief of Staff. All have been invited to this COS event.
Joseph	Mott	Rep. Ralph Norman Jr. (SC05 R)	Chief of Staff. All have been invited to this COS event.

Yelberton	Watkins	Rep. James E. Clyburn (SC06 D)	Chief of Staff. All have been invited to this COS event.
Matt	Orf	Rep. Russell Fry (SC07 R)	Chief of Staff. All have been invited to this COS event.
Andrew	Christianson	Rep. Dusty Johnson (SD01 R)	Chief of Staff. All have been invited to this COS event.
Susan	Falconer	Rep. Diane Harshbarger (TN01)	Chief of Staff. All have been invited to this COS event.
Kelsey	Greenwald	Rep. Tim Burchett (TN02 R)	Chief of Staff. All have been invited to this COS event.
Daniel	Tidwell	Rep. Chuck Fleischmann (TN03 R)	Chief of Staff. All have been invited to this COS event.
Richard	Vaughn	Rep. Scott DesJarlais (TN04 R)	Chief of Staff. All have been invited to this COS event.
Grant	Henry	Rep. Andy Ogles (TN05 R)	Chief of Staff. All have been invited to this COS event.
Leah	Grider	Rep. John Rose (TN06)	Chief of Staff. All have been invited to this COS event.
William	Courtney	Rep. David Kustoff (TN08 R)	Chief of Staff. All have been invited to this COS event.
Marilyn	Dillihay	Rep. Steve Cohen (TN09 D)	Chief of Staff. All have been invited to this COS event.
Amanda	Baldwin	Rep. Nathaniel Moran (TX01 R)	Chief of Staff. All have been invited to this COS event.
Kenneth	Depew	Rep. Dan Crenshaw (TX02 R)	Chief of Staff. All have been invited to this COS event.
Hillary	Parkinson	Rep. Keith Self (TX03 R)	Chief of Staff. All have been invited to this COS event.
Austin	Higginbotham	Rep. Pat Fallon (TX04 R)	Chief of Staff. All have been invited to this COS event.
Matt	Esguerra	Rep. Lance Gooden (TX05 R)	Chief of Staff. All have been invited to this COS event.
Robert	Carretta	Rep. Jake Elzey (TX06 R)	Chief of Staff. All have been invited to this COS event.
Sarah	Kaplan Feinmann	Rep. Lizzie Fletcher (TX07 D)	Chief of Staff. All have been invited to this COS event.
Chrissi	Lee	Rep. Morgan Luttrell (TX08 R)	Chief of Staff. All have been invited to this COS event.
Aaron	Linfesty	Rep. Al Green (TX09)	Chief of Staff. All have been invited to this COS event.
Andrew	Ross	Rep. Michael McCaul (TX10 R)	Chief of Staff. All have been invited to this COS event.
John	Byers	Rep. August Pfluger II (TX11 R)	Chief of Staff. All have been invited to this COS event.
Zachary	Weidlich	Rep. Craig Goldman (TX12 R)	Chief of Staff. All have been invited to this COS event.
Casey	Hood	Rep. Ronny Jackson (TX13 R)	Chief of Staff. All have been invited to this COS event.
Jeanette	Whitener	Rep. Randy Weber (TX14 R)	Chief of Staff. All have been invited to this COS event.
Karen	Navarro	Rep. Monica De La Cruz (TX15 R)	Chief of Staff. All have been invited to this COS event.
Eduardo	Lerma	Rep. Veronica Escobar (TX16 D)	Chief of Staff. All have been invited to this COS event.
Luis	Vega	Rep. Pete Sessions (TX17 R)	Chief of Staff. All have been invited to this COS event.
Tom	Graham	Rep. Pete Sessions (TX17 R)	Chief of Staff. All have been invited to this COS event.
Marvalette	Hunter	Texas District 18 (TX18)	Chief of Staff. All have been invited to this COS event.
Katie	Vincentz	Rep. Jodey Arrington (TX19 R)	Chief of Staff. All have been invited to this COS event.
Ben	Thomas	Rep. Joaquin Castro (TX20 D)	Chief of Staff. All have been invited to this COS event.
Sabrina	Hancock	Rep. Chip Roy (TX21 R)	Chief of Staff. All have been invited to this COS event.

Robert	Schroeder	Rep. Troy E. Nehls (TX22 R)	Chief of Staff. All have been invited to this COS event.
Cesar	Prieto	Rep. Tony Gonzales II (TX23 R)	Chief of Staff. All have been invited to this COS event.
Ryan	Dilworth	Rep. Beth Van Duynes (TX24 R)	Chief of Staff. All have been invited to this COS event.
Lauren	Holmes	Rep. Roger Williams (TX25 R)	Chief of Staff. All have been invited to this COS event.
Andrew	Leppert	Rep. Brandon Gill (TX26 R)	Chief of Staff. All have been invited to this COS event.
Mark	Longoria	Rep. Michael Cloud (TX27 R)	Chief of Staff. All have been invited to this COS event.
Patrick	Oconnor	Rep. Henry Cuellar (TX28)	Chief of Staff. All have been invited to this COS event.
Chris	McCarthy	Rep. Sylvia Garcia (TX29 D)	Chief of Staff. All have been invited to this COS event.
Kimberly	McClain	Rep. Jasmine Crockett (TX30 D)	Chief of Staff. All have been invited to this COS event.
Jonas	Miller	Rep. John Carter (TX31 R)	Chief of Staff. All have been invited to this COS event.
Amanda	Pecharich	Rep. Julie Johnson (TX32 D)	Chief of Staff. All have been invited to this COS event.
Ahmed	Elsayed	Rep. Marc Veasey (TX33 D)	Chief of Staff. All have been invited to this COS event.
Louise	Bentsen	Rep. Vicente Gonzalez (TX34 D)	Chief of Staff. All have been invited to this COS event.
Stephanie	Trinh	Rep. Greg Casar (TX35 D)	Chief of Staff. All have been invited to this COS event.
Lauren	Ziegler	Rep. Brian Babin (TX36 R)	Chief of Staff. All have been invited to this COS event.
Michael	Mucchetti	Rep. Lloyd Doggett II (TX37 D)	Chief of Staff. All have been invited to this COS event.
James	Kyrkanides	Rep. Wesley Hunt (TX38 R)	Chief of Staff. All have been invited to this COS event.
Rachel	Wagley	Rep. Blake Moore (UT01 R)	Chief of Staff. All have been invited to this COS event.
Bryan	Wheat	Rep. Celeste Maloy (UT02 R)	Chief of Staff. All have been invited to this COS event.
Jared	Dallin	Rep. Michael S. Kennedy (UT03 R)	Chief of Staff. All have been invited to this COS event.
Lee	Lonsberry	Rep. Burgess Owens (UT04 R)	Chief of Staff. All have been invited to this COS event.
Carolyn	King	Rep. Rob Wittman (VA01 R)	Chief of Staff. All have been invited to this COS event.
Jay	Kronzer	Rep. Jen Kiggans (VA02 R)	Chief of Staff. All have been invited to this COS event.
David	Dailey	Rep. Bobby Scott (VA03 D)	Chief of Staff. All have been invited to this COS event.
Shahid	Ahmed	Rep. Jennifer McClellan (VA04 D)	Chief of Staff. All have been invited to this COS event.
Christopher	Hall	Rep. John McGuire III (VA05 R)	Chief of Staff. All have been invited to this COS event.
Reid	Dagul	Rep. Ben Cline (VA06 R)	Chief of Staff. All have been invited to this COS event.
Brendon	Mills	Rep. Eugene Vindman (VA07 D)	Chief of Staff. All have been invited to this COS event.
Zachary	Cafritz	Rep. Don Beyer Jr. (VA08 D)	Chief of Staff. All have been invited to this COS event.
James	Decker	Rep. Morgan Griffith (VA09 R)	Chief of Staff. All have been invited to this COS event.
Abby	Carter	Rep. Suhas Subramanyam (VA10 D)	Chief of Staff. All have been invited to this COS event.
Angeline	Jabbar	Del. Stacey E. Plaskett (VI01 D)	Chief of Staff. All have been invited to this COS event.
Megan	Garcia	Rep. Becca Balint (VT01 D)	Chief of Staff. All have been invited to this COS event.

Aaron	Schmidt	Rep. Suzan DelBene (WA01 D)	Chief of Staff. All have been invited to this COS event.
Collin	Davenport	Rep. Rick Larsen (WA02 D)	Chief of Staff. All have been invited to this COS event.
Emily	Kolano	Rep. Marie Gluesenkamp Perez (WA03 D)	Chief of Staff. All have been invited to this COS event.
Noah	Yantis	Rep. Dan Newhouse (WA04 R)	Chief of Staff. All have been invited to this COS event.
Jenny	Gorski	Rep. Michael Baumgartner (WA05 R)	Chief of Staff. All have been invited to this COS event.
Zahraa	Saheb	Rep. Emily Randall (WA06 D)	Chief of Staff. All have been invited to this COS event.
Lilah	Pomerance	Rep. Pramila Jayapal (WA07 D)	Chief of Staff. All have been invited to this COS event.
Louise	O'Rourke	Rep. Kim Schrier (WA08 D)	Chief of Staff. All have been invited to this COS event.
Sarah	Servin	Rep. Adam Smith (WA09 D)	Chief of Staff. All have been invited to this COS event.
Andrew	Noh	Rep. Marilyn Strickland (WA10 D)	Chief of Staff. All have been invited to this COS event.
Grace	White	Rep. Bryan Steil (WI01 R)	Chief of Staff. All have been invited to this COS event.
Glenn	Wavrunek	Rep. Mark Pocan (WI02 D)	Chief of Staff. All have been invited to this COS event.
Claire	Osborn	Rep. Derrick Van Orden (WI03 R)	Chief of Staff. All have been invited to this COS event.
Sean	Gard	Rep. Gwen Moore (WI04 D)	Chief of Staff. All have been invited to this COS event.
Robert	Wagener	Rep. Scott Fitzgerald (WI05 R)	Chief of Staff. All have been invited to this COS event.
Timothy	Svoboda	Rep. Glenn Grothman (WI06 R)	Chief of Staff. All have been invited to this COS event.
Jason	Bauknecht	Rep. Tom Tiffany (WI07 R)	Chief of Staff. All have been invited to this COS event.
Tyler	Houlton	Rep. Tony Wied (WI08 R)	Chief of Staff. All have been invited to this COS event.
Matthew	Donnellan	Rep. Carol Miller (WV01 R)	Chief of Staff. All have been invited to this COS event.
James	Hampson	Rep. Riley M. Moore (WV02 R)	Chief of Staff. All have been invited to this COS event.
Michael	Hough	Rep. Riley M. Moore (WV02 R)	Chief of Staff. All have been invited to this COS event.
Carly	Miller	Rep. Harriet Hageman (WY01 R)	Chief of Staff. All have been invited to this COS event.



Bipartisan Chiefs of Staff Retreat

March 13–15, 2026

Rizzo Center | Chapel Hill, North Carolina

Program Objectives

- Gain greater self-awareness of leadership strengths and areas for growth
- Develop skills for more effective conversations with a focus on civic discourse
- Apply practical resiliency strategies to sustain leadership performance
- Expand and strengthen professional networks
- Celebrate the impact and importance of public service

Friday, March 13

UNC–Chapel Hill Campus | Casual attire recommended; comfortable walking shoes encouraged.

- | | |
|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1:00 p.m. | Check-In Begins — Lobby, Rizzo Center |
| 1:30 p.m. | Shuttle to Campus (Meet at Rizzo entrance – McLean Building) |
| 2:00 p.m. | Welcome — Wilson Library, Room 504
Jen Daulby, Congressional Management Foundation
Aimee Wall, UNC School of Government
Allan Filip, With Honor |
| 2:30 p.m. | Cohort Introductions and The Public Context of Managing and Leading
Willow Jacobson, UNC School of Government
Jen Daulby, Congressional Management Foundation |
| 4:00 p.m. | Campus Tour
Maria Estorino Nicholas Graham Dawne Lucas Jason Tomberlin |
| 5:00 p.m. | Connections at The Crunkleton — Cocktail Reception |
| 6:30 p.m. | Dinner & Entertainment — The Baxter Bar & Arcade |
| 8:00 p.m. | Transportation back to the Rizzo Center |
| 8:45 p.m. | Optional Nightcap — Shaffer-Kenan Sports Lounge, Rizzo Center |

Saturday, March 14

Rizzo Center – Magnolia Room | Business casual attire recommended.

- 8:00 a.m.** **Drop-In Breakfast** — Meadowmont Main Dining Room, Rizzo Center
- 9:00 a.m.** **Leadership Dialogue**
Aimee Wall, UNC School of Government
- 9:15 a.m.** **Culture and Vision To Drive Your Team**
Rick Morse, UNC School of Government
- 10:30 a.m.** **Break**
- 11:00 a.m.** **Fireside Chat**
Tim Clark, Airbnb
- 11:45 a.m.** **Individual and Shared Challenges for Your Team**
Anita Brown-Graham, UNC School of Government
- 12:30 p.m.** **Lunch** — Meadowmont Main Dining Room, Rizzo Center
- 1:30 p.m.** **Tools, Techniques, and Strategies to Meet Leadership Challenges**
Obad Pasha, UNC School of Government
- 2:30 p.m.** **Break**
- 3:00 p.m.** **Leveraging Common Ground for Shared Outcomes**
Jed Atkins & Ejuerleigh Jones, UNC School of Civic Life and Leadership
- 4:30 p.m.** **Wrap-up and Recess**
Jen Daulby, Congressional Management Foundation
- 6:00 p.m.** **Happy Hour** — Front Porch, DuBose House, Rizzo Center
- 7:00 p.m.** **Dinner** — DuBose House, Rizzo Center

Sunday, March 15

Rizzo Center – Magnolia Room | Business casual attire recommended.

- 8:00 a.m.** **Drop-In Breakfast** — Meadowmont Main Dining Room, Rizzo Center
- 9:00 a.m.** **Leadership Dialogue**
Kim Nelson, UNC School of Government

- 9:20 a.m.** **Resilient Leadership: Reduce Stress, Prevent Burnout & Maximize Your Impact**
Susan Biali, MD
- 12:15 p.m.** **Closing Remarks**
Jen Daulby, Congressional Management Foundation
Aimee Wall, UNC School of Government
- 12:45 p.m.** **Grab-and-Go Lunch**

Michael Guest, Mississippi
Chairman
Mark DeSaulnier, California
Ranking Member

Andrew R. Garbarino, New York
Ashley Hinson, Iowa
Nathaniel Moran, Texas
Brad Knott, North Carolina

Deborah K. Ross, North Carolina
Glenn F. Ivey, Maryland
Sylvia R. Garcia, Texas
Sahas Subramanyam, Virginia



ONE HUNDRED NINETEENTH CONGRESS

U.S. House of Representatives

COMMITTEE ON ETHICS

Thomas A. Rust
Staff Director and Chief Counsel

Jordan Downs
Chief of Staff to the Chairman

David Arrojo
Counsel to the Ranking Member

1015 Longworth House Office Building
Washington, D.C. 20515-6328
Telephone: (202) 225-7103
<https://Ethics.House.gov>

March 12, 2026

Mr. Steven Carlson
Office of the Honorable Chris Pappas
452 Cannon House Office Building
Washington, DC 20515

Dear Mr. Carlson:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Chapel Hill, North Carolina, scheduled for March 13 to 15, 2026, sponsored by Congressional Management Foundation and With Honor 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 \$525 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

Mark DeSaulnier
Ranking Member

MG/MD:eme