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: Rebecca (Becca) Salter
2. a. Name of Accompanying Relative: _____ ***OR*** ☑ None
   b. Relationship to Traveler: ☐ Spouse ☐ Child ☐ Other (specify): _____
3. a. Dates: Departure: June 21, 2026 Return: June 23, 2026
   b. Dates at Personal Expense, if any: _____ ***OR*** ☑ None
4. Departure City: Arlington, VA Destination: Cambridge, MD Return City: Washington, DC
5. Sponsor(s), Who Paid for the Trip: Congressional Institute
6. Describe Meetings and Events Attended: attended sessions focused on leadership, building resilient teams, team cohesion, resources for staff development, and more.
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: Rebecca Salter **Date:** 7/6/26

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: Adrian Smith **Date:** 7/6/26

Signature of Supervising Member: Adrian Smith

last updated 7/2023

COMMITTEE ON ETHICS

SPONSOR POST-TRAVEL DISCLOSURE FORM

☒ *Original* ☐ *Amendmen*

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: Congressional Institute
2. Travel Destination(s): Cambridge, MD
3. Date of Departure: June 21, 2026 Date of Return: June 23, 2026
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	n/a	$383.64	$220.63	$416.39 - Room Rental
Accompanying Family Member	n/a	n/a	n/a	

6. ☒ All expenses connected to the trip were for actual costs incurred and not a *per diem* or lump sum payment. *Signify statement is true by checking box.*

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

Signature: Brenda L Becker **Date:** June 29, 2026

Name: Brenda Becker **Title:** Chair

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

Telephone: 703-837-8812 **Email:** amym@conginst.org

Committee staff may contact the above-named individual if additional information is required.

If you have questions regarding your completion of this form, please contact the Committee on Ethics at 202-225-7103.

last updated 7/2023

2026 CHIEFS OF STAFF CONFERENCE

CONFERENCE AGENDA

DAY 1

The Congressional Institute welcomes you to this year's Chiefs of Staff Conference, grounded in our commitment to strengthen the institution by supporting those who serve within it.

Sunday, June 21, 2026	**3:00 pm**	**BUSES DEPART CAPITOL HILL**	S. Capitol Street (Between Rayburn & Longworth)
	3:00 pm - 6:00 pm	**CONFERENCE REGISTRATION** *Attendees may arrive and check in at any time during this open registration period to receive event materials and credentials.*	Hotel Lobby
	4:00 pm	**HOTEL CHECK-IN**	
	5:00 pm	**BUSES ARRIVE AT THE HYATT REGENCY CHESAPEAKE BAY**	Hotel Main Entrance (Lower Level)
	7:00 pm - 10:00 pm	**DINNER**	Regatta Pavilion *Rain Location: Choptank Ballroom*

DAY 2

Monday, June 22, 2026	**7:45 am - 8:45 am**	**BREAKFAST**	Water's Edge Grill
	8:00 am - 5:00 pm	**CONGRESSIONAL INSTITUTE HELP DESK**	Chesapeake Foyer

9:00 am - 10:15 am	**KICKOFF & WELCOME** Brenda Becker, Chair, Congressional Institute Board of Directors **OPERATING WITHOUT A STRATEGIC PLAN VS. LEADING WITH ONE** Jamie Jones Miller, Dean and CEO, Northeastern University, Arlington Campus, Former House Chief of Staff *Jaryn Emhof, Chief of Staff, Office of the Honorable Daniel Webster, Moderator*	Chesapeake Ballroom
10:15 am - 11:45 am	**BUILD THE CULTURE. BUILD THE TEAM. BUILD WHAT'S NEXT.** Dee Ann Turner, CEO, Dee Ann Turner & Assoc., Former Vice President, Talent, Chick-Fil-A *Blake Nolan, Chief of Staff, Office of the Honorable Vern Buchanan, Moderator for Q and A*	Chesapeake Ballroom
11:45 am - 12:45 pm	**CONGRESSIONAL INSTITUTE LUNCH**	Manor Lawn *Rain Location: Choptank Ballroom*
1:00 pm - 2:15 pm	**AI, CONGRESSIONAL OFFICE OPERATIONS, AND GOVERNANCE** Dean Ball, Senior Fellow, Foundation for American Innovation Melissa Kelly, Chief of Staff, Office of the Honorable Scott Franklin *Lisa Camooso Miller, Congressional Institute, Moderator*	Chesapeake Ballroom
2:15 pm - 3:15 pm	**APPLIED WORKING SESSIONS** Join one of the three applied working sessions offered across two separate breakout periods. **AI WORKSHOP: HOW TO MAKE IT WORK FOR YOU AND YOUR OFFICE** Meghan Dorn, Congressional Affairs Lead, OpenAI (ChatGPT) Lauren Oliphant, Solutions Engineering Leader for Government and Education, OpenAI *Lisa Camooso Miller, Congressional Institute, Moderator* **ETHICS: TOP QUESTIONS AND BEST PRACTICES** Elliot Berke, Managing Partner, Berke Farah LLP Daniel Bucheli, Director, Communications Standards Commission Merrill Weber, Deputy General Counsel, National Republican Congressional Committee *Jo-Marie St. Martin, Congressional Institute Board of Directors, Moderator*	Chesapeake Ballroom Galleon (Lobby Level)

	TURNING AN IDEA INTO LAW: BUILDING A LEGISLATIVE STRATEGY Yvette Wissmann, Floor Director, Majority Leader Steve Scalise Chris Vieson, Cofounder and Principal, The VM Group DC, Former Committee Staff Director Sofia Jones, Member Services and Coalitions Director, House Committee on Agriculture *Jake Vreeburg, Fierce Government Relations, Former Policy Director and Staff Director, Moderator*	Schooner (Lobby Level)
3:30 pm - 4:30 pm	**APPLIED WORKING SESSIONS** Join one of the three applied working sessions offered across two separate breakout periods.	
	AI WORKSHOP: HOW TO MAKE IT WORK FOR YOU AND YOUR OFFICE Macaulay Porter, Civic Outreach Manager, Google (Gemini) *Lisa Camooso Miller, Congressional Institute, Moderator*	Chesapeake Ballroom
	ETHICS: TOP QUESTIONS AND BEST PRACTICES Elliot Berke, Managing Partner, Berke Farah LLP Daniel Bucheli, Director, Communications Standards Commission Merrill Weber, Deputy General Counsel, National Republican Congressional Committee *Jo-Marie St. Martin, Congressional Institute Board of Directors, Moderator*	Galleon (Lobby Level)
	TURNING AN IDEA INTO LAW: BUILDING A LEGISLATIVE STRATEGY Yvette Wissmann, Floor Director, Majority Leader Steve Scalise Chris Vieson, Cofounder and Principal, The VM Group DC, Former Committee Staff Director Sofia Jones, Member Services and Coalitions Director, House Committee on Agriculture *Jake Vreeburg, Fierce Government Relations, Former Policy Director and Staff Director, Moderator*	Schooner (Lobby Level)
4:30 pm - 7:00 pm	**BREAK** *As a reminder, while participating in privately sponsored travel, you may not use this time for official meetings, agenda-setting activities, or campaign-related work. You may check email or briefly communicate with your office as needed.*	
7:00 pm - 10:00 pm	**THE RIVERSIDE DINNER**	Crescent Pool *Rain Location: Choptank Ballroom*

DAY 3

Tuesday,
June 23, 2026

Hotel checkout is at 11:00 am. Attendees can bring their luggage to Choptank.

8:00 am - 10:00 am	**CONGRESSIONAL INSTITUTE HELP DESK**	Chesapeake Foyer
8:30 am - 9:30 am	**BREAKFAST BRIEFING: POLICY, THE PEOPLE AND THE ROAD AHEAD** Robert Blizzard, Founder/CEO, UpONE Insights Patrick Ruffini, Founding Partner, Echelon Insights *Parker Poling, Congressional Institute Board of Directors, Moderator*	Chesapeake Ballroom
9:30 am	**CONFERENCE CONCLUDES**	
10:00 am	**BUSES DEPART HOTEL**	Conference Center Entrance (Lower Level)
11:00 am	**HOTEL CHECK-OUT**	
12:00 pm	**BUSES ARRIVE AT CAPITOL HILL**	S. Capitol Street

Chiefs of Staff Conference - Participant List

First Name	Last Name	Company Name	Title
Emily	Ackerman	Office of Majority Whip Emmer	Floor Director
Sara Brooks	Adams	Office of Majority Leader Scalise	Deputy Operations Director
Nolan	Ahern	Office of Majority Whip Emmer	Deputy Policy Director
Aidan	Aldridge	House Republican Conference	Member Services Coordinator
Amanda	Baldwin	Office of Rep. Moran (TX-01)	Chief of Staff
Bill	Ball	Office of Speaker Johnson	Senior Policy Advisor
Katie	Bankert	Office of Rep. Williams (TX-25)	Chief of Staff
Blaire	Bartlett	Office of Rep. Knott (NC-13)	Chief of Staff
Curt	Beaulieu	Office of Speaker Johnson	Senior Policy Advisor
Lyssa	Bell	Republican Study Committee	Executive Director
Caroline	Bender	Office of Rep. Houchin (IN-09)	Chief of Staff
Chris	Bien	Office of Speaker Johnson	Deputy Chief of Staff
Claire	Bienvenu	Office of Speaker Johnson	Legislative Assistant
Jeff	Bishop	Office of Rep. Shreve (IN-06)	Chief of Staff
Robert	Boland	Office of Majority Whip Emmer	Chief of Staff
Aaron	Bonnaure	Office of Rep. Reschenthaler (PA-14)	Chief of Staff to the House Chief Deputy Republican Whip
Lorissa	Bounds	Office of Rep. Obernolte (CA-23)	Chief of Staff
Gable	Brady	Office of Majority Leader Scalise	Policy Advisor
Greg	Brooks	Office of Speaker Johnson	House Operations Director
Daniel	Bucheli	House Commission on Communication Standards	Director
Jackie	Burke	Office of Majority Whip Emmer	Member Services Director
Courtney	Butcher	Office of Speaker Johnson	Deputy Chief of Staff
Brian	Calabrese	Office of Rep. Crank (CO-05)	Chief of Staff
Jerry	Calengor	Office of Majority Leader Scalise	Deputy Communications Director
Clara	Cargile	Office of Majority Leader Scalise	Policy Advisor
Spencer	Carr	Office of Rep. Tenney (NY-24)	Chief of Staff
Jon	Clark	Committee on Veterans' Affairs	Staff Director
Ken	Clifford	Office of Rep. Miller-Meeks (IA-01)	Chief of Staff
Briana	Connolly	Main Street Caucus	Executive Director
Brian	Cress	Office of Speaker Johnson	Deputy Director of Member Services
Jamie	Cummins	Office of Majority Leader Scalise	Counsel
Reid	Dagul	Office of Rep. Cline (VA-06)	Chief of Staff
Sean	Dillon	Committee on Small Business	Staff Director
Bill	Duhnke	Office of Speaker Johnson	Deputy Chief of Staff
Daniel	Dziadon	Office of Rep. Lucas (OK-03)	Chief of Staff
Brenna	Elliott	Office of Majority Leader Scalise	Deputy Floor Director
Jaryn	Emhof	Office of Rep. Webster (FL-11)	Chief of Staff
Laura	Engquist	Office of Rep. Balderson (OH-12)	Chief of Staff
Alyssa	Erdel	House Republican Conference	Member Services Director
Allie	Esau	Office of Rep. Stauber (MN-08)	Chief of Staff
Matt	Esguerra	Office of Rep. Gooden (TX-05)	Chief of Staff
Casey	Fitzpatrick	Office of Majority Leader Scalise	Policy Advisor
Ian	Foley	Office of Majority Whip Emmer	Policy Director
Garrett	Fultz	Office of Speaker Johnson	Chief of Staff
Cesar	Gonzalez	Office of Rep. Diaz-Balart (FL-26)	Chief of Staff
Ella	Gunn	Office of Speaker Johnson	Cloakroom Floor Director
Christopher	Hall	Office of Rep. McGuire (VA-05)	Chief of Staff
Jonathan	Harder	Office of Rep. McClain (MI-09)	Deputy Chief of Staff
Taylor	Haulsee	Office of Speaker Johnson	Deputy Communications Director
Nick	Hawatmeh	House Republican Conference	Chief of Staff

Emily	Hebein	Office of Rep. Latta (OH-05)	Chief of Staff
Bryson	Henriott	Office of Majority Leader Scalise	Senior Floor Assistant
Jake	Hilkin	Office of Majority Leader Scalise	Member Services Director
Christopher	Hixon	Committee on Judiciary	Staff Director
Landon	Hoffman	Office of Rep. Lee (FL-15)	Chief of Staff
Bob	Holste	Office of Rep. Kiley (CA-03)	Chief of Staff
Quentin	Hout	Office of Majority Leader Scalise	Policy Advisor
Matt	Hutson	Office of Rep. Harris (MD-01)	Chief of Staff
Dylan	Jacobs	House Republican Conference	Member Services Coordinator
Alice	Johnson	Office of Rep. Scott (GA-08)	Chief of Staff
Sofia	Jones	Committee on Agriculture	Member Services Director
Jon	Jones	Office of Rep. Brecheen (OK-02)	Chief of Staff
Melissa	Kelly	Office of Rep. Franklin (FL-18)	Chief of Staff
Erik	Kinney	House Republican Conference	Policy Director
Katherine	Koohmaraie	Office of Rep. Dunn (FL-02)	Chief of Staff
BJ	Koohmaraie	Office of Majority Leader Scalise	Policy Director
Meghan	Lake	Office of Majority Leader Scalise	Policy Advisor
John	Lanning	Office of Speaker Johnson	Assistant Director of Member Services
Andrew	Leppert	Office of Rep. Gill (TX-26)	Chief of Staff
Lee	Lonsberry	Office of Rep. Owens (UT-04)	Chief of Staff
Nick	Lunneborg	Office of Rep. Taylor (OH-02)	Chief of Staff
Michael	Martin	Office of Rep. Alford (MO-04)	Chief of Staff
Sean	McCabe	Office of Rep. Harrigan (NC-10)	Chief of Staff
Tim	Medeiros	Office of Rep. Feenstra (IA-04)	Chief of Staff
Carson	Middleton	Office of Rep. Foxx (NC-05)/Committee on Rules	Chief of Staff/Policy Director
Megan	Miller	Office of Rep. Scalise (LA-01)	Chief of Staff
Tom	Moran	Office of Rep. Salazar (FL-27)	Chief of Staff
Jeff	Morehouse	Office of Rep. Hudson (NC-09)	Leadership Chief of Staff
Cullen	Murphy	Office of Speaker Johnson	Deputy Director of Floor Operations
Emilio	Navarrete	Office of Rep. Fallon (TX-04)	Chief of Staff
Griffin	Neal	Office of Speaker Johnson	Press Secretary
Blake	Nolan	Office of Rep. Buchanan (FL-16)	Chief of Staff
James	Norton	Office of Rep. Boebert (CO-04)	Chief of Staff
Brooke	Oliver	Office of Rep. Pfluger (TX-11)	Chief of Staff
Ashleigh	Padgett	Office of Rep. Loudermilk (GA-11)	Chief of Staff
Hillary	Parkinson	Office of Rep. Self (TX-03)	Chief of Staff
Krisann	Pearce	Office of Rep. Schmidt (KS-02)	Chief of Staff
Phil	Poe	Office of Rep. Miller (OH-07)	Chief of Staff
Garrett	Puckett	House Republican Conference	Directors of Coalitions
Taylor	Reaves	Office of Rep. Emmer (MN-06)	Chief of Staff
Shelbie	Rogers	Office of Majority Whip Emmer	Director of Operations
Jason	Rogers	Office of Majority Whip Emmer	General Counsel
Mike	Rorke	Office of Rep. Walberg (MI-05)	Chief of Staff
Mary	Rosado	Office of Rep. Barr (KY-06)	Chief of Staff
Alex	Rosemond	Office of Rep. Hudson (NC-09)	Chief of Staff
Lindsay	Ryan	Office of Rep. Moolenaar (MI-02)	Chief of Staff
Becca	Salter	Office of Rep. Smith (NE-03)	Chief of Staff
Eric	Schmitz	Office of Speaker Johnson	Director of Coalitions
Katherine	Sears	Office of Rep. Fong (CA-20)	Chief of Staff
Ellen	Seher	Office of Majority Leader Scalise	Scheduler
Justin	Shockey	Office of Majority Whip Emmer	Deputy Floor Director
Philip	Singleton	Office of Rep. McCormick (GA-07)	Chief of Staff
Gregory	Smith	Office of Rep. Crane (AZ-02)	Chief of Staff

Jessica	Smith	Committee on House Administration	Deputy House Oversight Director
Brittany	Smith	Office of Speaker Johnson	Scheduler
Callie	Strock	Office of Speaker Johnson	Deputy Communications Director for Strategy & Message
Timothy	Svoboda	Office of Rep. Grothman (WI-06)	Chief of Staff
Heather	Swift	Office of Rep. Zinke (MT-01)	Chief of Staff
Daniel	Tidwell	Office of Rep. Fleischmann (TN-03)	Chief of Staff
Lance	Trover	Office of Rep. Johnson (LA-04)	Communications Director
Chris	Tudor	Office of Rep. McClintock (CA-05)	Chief of Staff
Alex	Vargo	Office of Rep. McDowell (NC-06)	Chief of Staff
Jesse	von Stein	Office of Rep. Mills (FL-07)	Chief of Staff
Kyle	VonEnde	Office of Rep. Barrett (MI-07)	Chief of Staff
Robert	Wagener	Office of Rep. Fitzgerald (WI-05)	Chief of Staff
Ruth	Ward	Office of Rep. Johnson (LA-04)	Chief of Staff
Steve	Waskiewicz	Committee on Rules	Staff Director
Heath	Wheat	Office of Rep. Allen (GA-12)	Chief of Staff
Grace	White	Office of Rep. Steil (WI-01)	Chief of Staff
Jordan	Wilson	Committee on House Administration	Director of Member Services, Modernization & Innovation
Yvette	Wissmann	Office of Majority Leader Scalise	Floor Director
Eric	Zulkosky	Office of Majority Leader Scalise	Chief of Staff

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 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, 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: _____
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: June 21, 2026 Date of Return: June 23, 2026
7. a. City of departure: Washington, DC
   b. Destination(s): Cambridge, MD
   c. City of return: Washington, DC
8. ***Check only one.*** I represent that
   a. ☐ The sponsor of the trip is an institution of higher education within the meaning of section 101 of the Higher Education Act of 1965; **OR**
   b. ☒ The sponsor of the trip does not retain or employ a registered federal lobbyist or foreign agent; **OR**
   c. ☐ The sponsor employs or retains a registered federal lobbyist or foreign agent, but the trip is for attendance at a one-day event *and* lobbyist / foreign agent involvement in planning, organizing, requesting, or arranging the trip was *de minimis* under the Committee's travel regulations.

9. ***Check only one of the following.***
   a. ☒ I checked 8(a) or (b) above; **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 addendum

13. ***Answer parts a and b. Answer part c if necessary***:
   a. Mode of travel: Air ☐ Rail ☐ Bus ☒ Car ☐ Other ☐ (specify:_____)
   b. Class of travel: Coach ☒ Business ☐ First ☐ Charter ☐ Other ☐ (specify:_____)
   c. If travel will be first class, or by chartered or private aircraft, explain why such travel is warranted:

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

15. ***Check only one.*** I represent that either:
   a. ☐ The trip involves an event that is arranged or organized *without regard* to congressional participation and that meals provided to congressional participants are similar to those provided to or purchased by other event attendees; **OR**
   b. ☒ The trip involves events that are arranged specifically *with regard* to congressional participation. If "b" is checked:
      1) Detail the cost *per day* of meals (approximate cost may be provided):
         Day 1- $67, Day 2 - $119, Day 3 - $36
      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: Hyatt Regency Chesapeake Bay City: Cambridge, MD Cost Per Night: $192
   Reason(s) for Selecting: proximity to DC, availability & 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.*

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

☐ Actual Amounts ☒ Good Faith Estimates	Total **Transportation** Expenses per Participant	Total **Lodging** Expenses per Participant	Total **Meal** Expenses per Participant
For each Member, Officer, or Employee	$118	$384	$222
For each Accompanying Family Member	$118	n/a	$222

	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	$442	Room Rental
For each Accompanying Family Member	$442	Room Rental

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: Brenda L Becker Date: April 22, 2026

Name: Brenda Becker Title: Chair

Organization: Congressional Institute

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

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

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
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 conference focuses on the important role of the Chief of Staff in congressional offices. Therefore, the invitation to this conference is being extended to Chiefs of Staff in House Majority personal offices, the Staff Directors in House Majority committee offices, select leadership staff, and any House staff who will present at the conference.

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. The Congressional Institute is dedicated to helping Congressional offices better serve their constituents and to otherwise support and further the Member's legislative and representational roles. Chiefs of Staffs play essential parts in these, and other important aspects and functions, of personal, committee, and leadership offices. This conference 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. The Congressional Institute is fully responsible for organizing and funding the conference.

2026 CHIEFS OF STAFF CONFERENCE

DRAFT AGENDA

This is a draft agenda showing proposed timing, structure, and potential topics, subject to further update and refinement.

DAY 1	The Congressional Institute welcomes you to this year's Chiefs of Staff Conference, grounded in the Institute's commitment to strengthen the institution by supporting those who serve within it.	
Sunday, June 21, 2026	**1:00 pm-3:00 pm**	**BUSES DEPART CAPITOL HILL**
	2:00 pm - 6:00 pm	**CONFERENCE REGISTRATION**
	6:30 pm - 10:00 pm	**DINNER (OUTSIDE)**

DAY 2		
Monday, June 22, 2026	**7:45 am - 8:45 am**	**BREAKFAST**
	9:00 am - 10:00 am	**AMERICA'S FOUNDING PRINCIPLES AND MEETING THE CHALLENGES OF TODAY** Speaker/panel discussion discussing America's foundational principles and how America is uniquely positioned to meet the challenges of today as we commemorate 250 years since the signing of the Declaration of Independence. *OR* **ARTICLE I – THE FIRST BRANCH** Speaker/panel discussion on the role of the First Branch.
	10:00 am - 10:15 am	**BREAK**

10:15 am - 11:45 am	**BUILDING AND RETAINING THE TEAM: STRATEGIES FOR RECRUITMENT, RETENTION, AND CULTURE BUILDING** This panel discussion will provide chiefs/managers with tools, tactics, and practical advice for meeting staff recruitment and retention challenges in Congress based on private sector best practices applied to the uniqueness of Capitol Hill.
11:45 am - 1:00 pm	**LUNCH**
1:15 pm- 2:15 pm	**CRISIS COMMUNICATION: LEADING IN A CRISIS.** This session/workshop focuses on how to identify risks early, prepare for high-pressure moments, and guide the overall communications strategy when challenges arise.
2:30 pm - 3:30 pm	**SMALL GROUP WORKING SESSIONS (FIRST HOUR)** Note: three separate sessions are offered in each of the hour-long afternoon time blocks for attendees to choose the topic(s) most beneficial to them. Grounded in leadership development, these sessions are designed, through smaller discussions, to provide tools/advice for leading and supporting a team and making informed, strategic decisions. **OPTION 1: OPERATING WITHOUT A STRATEGIC PLAN VS. LEADING WITH ONE** What does a strategic plan look like in a Congressional office and what happens without one? This session will explore the purpose and value of strategic planning and how it shapes priorities, decision making, and day-to-day operations, as well as the risks of operating without a clear plan. It will also provide practical guidance on how to build and implement a strategic plan. **OPTION 2: RUNNING A CUSTOMER SERVICE-FOCUSED OPERATION** This session will focus on how Chiefs of Staff can establish and reinforce a clear standard of customer service across their teams in day-to-day operations and how excellence in service can improve your office's productivity and brand. **OPTION 3: ETHICS IN PRACTICE** This session will focus on the ten most frequently asked ethics questions Chiefs of Staff encounter in day-to-day operations with an eye toward the unique challenges posed by a campaign year. The goal is to provide interesting, relevant guidance on the issues/problems most likely encountered by chiefs, what to do, and what to avoid.
3:45 pm – 4:45pm	**SMALL GROUP WORKING SESSIONS (SECOND HOUR)** **OPTION 1: OPERATING WITHOUT A STRATEGIC PLAN VS. LEADING WITH ONE** What does a strategic plan look like in a Congressional office, and what

	happens without one? This session will explore the purpose and value of strategic planning and how it shapes priorities, decision-making, and day-to-day operations, as well as the risks of operating without a clear plan. It will also provide practical guidance on how to build and implement a strategic plan. **OPTION 2: RUNNING A CUSTOMER SERVICE-FOCUSED OPERATION** This session will focus on how Chiefs of Staff can establish and reinforce a clear standard of customer service across their teams in day-to-day operations and how excellence in service can improve your office's productivity and brand. **OPTION 3: ETHICS IN PRACTICE** This session will focus on the ten most frequently asked ethics questions Chiefs of Staff encounter in day-to-day operations with an eye toward the unique challenges posed by a campaign year. The goal is to provide interesting, relevant guidance on the issues/problems most likely encountered by chiefs, what to do, and what to avoid.
4:45 pm - 5:30 pm	**AI AND THE LEGISLATIVE BRANCH** This session will provide guidance on the AI tools currently available in the House that can help enhance staff and operational capacity, and where the technology could go in the future. The discussion will center not just on the tools per se, but also on ensuring good policies and practices to be put in place in using those tools, while providing an opportunity to consider and discuss the benefits, as well as the potential challenges, associated with AI use in the legislative branch.
7:00 pm - 10:00 pm	**DINNER**

DAY 3

Tuesday,
June 23, 2026

8:00 am - 9:00 am	**BREAKFAST**
9:00 am - 10:30 am	**LIVING AND LEADING WITH PURPOSE** Guest speaker
10:30 am	**CONFERENCE CONCLUDES**
11:00 am- 1:00 pm	**BUS DEPARTS HOTEL**

Chiefs of Staff Conference - Invitation List

First Name	Last Name	Company Name	Title
Emily	Ackerman	Office of Majority Whip Emmer	Floor Director
Sara Brooks	Adams	Office of Majority Leader Scalise	Scheduler
Rick	Adkins	Office of Rep. Biggs (SC-03)	Chief of Staff
Nolan	Ahern	Office of Majority Whip Emmer	Deputy Policy Director
Amy	Albro	Office of Rep. Bice (OK-05)	Chief of Staff (OK)
Aidan	Aldridge	House Republican Conference	Member Services Coordinator
Viviana	Almaguer	Office of Rep. Hunt (TX-38)	Chief of Staff
Alyssa	Anderson Becker	Office of Rep. Mackenzie (PA-07)	Chief of Staff
Rey	Anthony	Office of Rep. Gimenez (FL-28)	Chief of Staff
Cyrus	Artz	Office of Speaker Johnson	Senior Policy Advisor
Amanda	Baldwin	Office of Rep. Moran (TX-01)	Chief of Staff
Bill	Ball	Office of Speaker Johnson	Senior Policy Advisor
Katie	Bankert	Office of Rep. Williams (TX-25)	Chief of Staff
Joe	Barry	Republican Policy Committee	Executive Director
Blaire	Bartlett	Office of Rep. Knott (NC-13)	Chief of Staff
Jason	Bauknecht	Office of Rep. Tiffany (WI-07)	Chief of Staff
Nick	Bayer	Office of Rep. Hurd (CO-03)	Chief of Staff
Cliff	Bayer	Office of Rep. Fulcher (ID-01)	Chief of Staff
Chris	Bayles	Office of Rep. Palmer (AL-06)	Chief of Staff
Curt	Beaulieu	Office of Speaker Johnson	Senior Policy Advisor
Lyssa	Bell	Republican Study Committee	Executive Director
Josh	Bell	Office of Rep. Estes (KS-04)	Chief of Staff
Caroline	Bender	Office of Rep. Houchin (IN-09)	Chief of Staff
Brooke	Bennett	Office of Rep. Hill (AR-02)	Chief of Staff
Chris	Bien	Office of Speaker Johnson	Director of Floor Operations
Claire	Bienvenu	Office of Speaker Johnson	Legislative Assistant
Jeff	Bishop	Office of Rep. Shreve (IN-06)	Chief of Staff
Alex	Blair	Office of Rep. Steube (FL-17)	Chief of Staff
Robert	Boland	Office of Majority Whip Emmer	Chief of Staff
Aaron	Bonnaure	Office of Rep. Reschenthaler (PA-14)	Chief of Staff to the House Chief Deputy Republican Whip
Julian	Bordallo	Office of Rep. Moylan (GU-AL)	Chief of Staff
Lorissa	Bounds	Office of Rep. Obernolte (CA-23)	Chief of Staff
Parish	Braden	Committee on Agriculture	Staff Director
Philippa	Bradley	Office of Rep. Moore (NC-14)	Chief of Staff
Jenifer	Bradley	Office of Rep. Rutherford (FL-05)	Chief of Staff
Gable	Brady	Office of Majority Leader Scalise	Policy Advisor
Matt	Brennan	Office of Rep. Thompson (PA-15)	Chief of Staff
Noelle	Britton	Office of Rep. Smucker (PA-11)	Chief of Staff
Annie	Brody	Office of Majority Whip Emmer	Downtown Coalitions Director
Ken	Brooke	Office of Rep. Amodei (NV-02)	Chief of Staff
Greg	Brooks	Office of Speaker Johnson	House Operations Director
Nick	Brown	Office of Rep. Clyde (GA-09)	Chief of Staff
Elena	Brunk	Office of Rep. Hamadeh (AZ-08)	Chief of Staff
Daniel	Bucheli	Office of Rep. Coffman	Communications Director
Jackie	Burke	Office of Majority Whip Emmer	Member Services Director
Marisa	Burleson	Office of Rep. Murphy (NC-03)	Chief of Staff
Courtney	Butcher	Office of Speaker Johnson	Director of Member Services
John	Byers	Office of Rep. Pfluger (TX-11)	Chief of Staff
Brian	Calabrese	Office of Rep. Crank (CO-05)	Chief of Staff
Jerry	Calengor	Office of Majority Leader Scalise	Deputy Communications Director

Clara	Cargile	Office of Majority Leader Scalise	Policy Advisor
Spencer	Carr	Office of Rep. Tenney (NY-24)	Chief of Staff
Bob	Carretta	Office of Rep. Ellzey (TX-06)	Chief of Staff
Claire	Case	Office of Rep. Van Orden (WI-03)	Chief of Staff
Caroline	Cash	Office of Rep. Comer (KY-01)	Chief of Staff
Dylan	Chandler	Office of Rep. Smith (MO-08)	Chief of Staff
Nick	Christensen	Committee on Transportation & Infrastructure	Staff Director
Bill	Christian	Office of Rep. Luna (FL-13)	Chief of Staff
Andrew	Christianson	Office of Rep. Johnson (SD-AL)	Chief of Staff
Jon	Clark	Committee on Veterans' Affairs	Staff Director
Ken	Clifford	Office of Rep. Miller-Meeks (IA-01)	Chief of Staff
Frank	Collins	Office of Rep. Patronis (FL-01)	Chief of Staff
Brittany	Comins	House Republican Conference	Communications Advisor
Briana	Connolly	Main Street Caucus	Executive Director
Chris	Crawford	Office of Rep. Carter (GA-01)	Chief of Staff
Brian	Cress	Office of Speaker Johnson	Deputy Director of Member Services
Jamie	Cummins	Office of Majority Leader Scalise	Counsel
Michael	Curcio	Office of Rep. Messmer (IN-08)	Chief of Staff
Molly	Cutrona	Office of Rep. Amodei (NV-02)	Chief of Staff
Dante	Cutrona	Office of Rep. Joyce (PA-13)	Chief of Staff
Mike	D'orazio	Office of Rep. Reschenthaler (PA-14)	Chief of Staff
Reid	Dagul	Office of Rep. Cline (VA-06)	Chief of Staff
Jared	Dallin	Office of Rep. Kennedy (UT-03)	Chief of Staff
Andrew	David	Office of Rep. Higgins (LA-03)	Chief of Staff
Frank	Debrosse	Office of Rep. Turner (OH-10)	Chief of Staff
James	Decker	Office of Rep. Griffith (VA-09)	Chief of Staff
Griffin	Decker	Committee on Intelligence	Staff Director
Regan	Delaney	Republican Governance Group (RG2)	Executive Director
Kenneth	Depew	Office of Rep. Crenshaw (TX-02)	Chief of Staff
Sean	Dillon	Committee on Small Business	Staff Director
Matthew	Donnellan	Office of Rep. Miller (WV-01)	Chief of Staff
Toby	Douthat	Office of Rep. Edwards (NC-11)	Chief of Staff
Jordan	Downs	Office of Rep. Guest (MS-03)/Committee on Ethics	Chief of Staff
Mark	Dreiling	Office of Rep. Bacon (NE-02)	Chief of Staff
Bill	Duhnke	Office of Speaker Johnson	Policy Director
Jake	Dumas	Office of Rep. Flood (NE-01)	Chief of Staff
Katie	Dwyer	Office of Rep. Carey (OH-15)	Chief of Staff
Daniel	Dziadon	Office of Rep. Lucas (OK-03)	Chief of Staff
Tyler	Edmonds	Office of Rep. Kiggans (VA-02)	Chief of Staff
Kevin	Eichinger	Office of Rep. Jordan (OH-04)	Chief of Staff
Brenna	Elliott	Office of Majority Leader Scalise	Deputy Floor Director
Ali	Emamdjomeh	Office of Rep. James (MI-10)	Chief of Staff
Jaryn	Emhof	Office of Rep. Webster (FL-11)	Chief of Staff
Laura	Engquist	Office of Rep. Balderson (OH-12)	Chief of Staff
Alyssa	Erdel	House Republican Conference	Member Services Director
Allie	Esau	Office of Rep. Stauber (MN-08)	Chief of Staff
Matt	Esguerra	Office of Rep. Gooden (TX-05)	Chief of Staff
Susan	Falconer	Office of Rep. Harshbarger (TN-01)	Chief of Staff
Ben	Falkowski	Office of Rep. Yakym (IN-02)	Chief of Staff
Jason	Fischer	Office of Rep. Fine (FL-06)	Chief of Staff
Casey	Fitzpatrick	Office of Majority Leader Scalise	Policy Advisor
David	FitzSimmons	Office of Rep. Finstad (MN-01)	Chief of Staff
Ian	Foley	Office of Majority Whip Emmer	Policy Director
Cameron	Foster	Office of Rep. Hern (OK-01)	Chief of Staff

Leslie	Fotl	Office of Rep. Gosar (AZ-09)	Chief of Staff
Sally	Fox	Office of Majority Whip Emmer	Communications Director
Hannah	Fraher	Office of Rep. Haridopolos (FL-08)	Chief of Staff
Pierce	Frauenheim	Office of Rep. Bresnahan (PA-08)	Chief of Staff
Becky	Freeman	Office of Rep. Ciscomani (AZ-06)	Chief of Staff
Garrett	Fultz	Office of Speaker Johnson	Deputy Chief of Staff
Sarah	Gilbert	Office of Rep. Dunn (FL-02)	Chief of Staff
Cesar	Gonzalez	Office of Rep. Diaz-Balart (FL-26)	Chief of Staff
Jenny	Gorski	Office of Rep. Baumgartner (WA-05)	Chief of Staff
Geoff	Gosselin	Committee on Armed Services	Staff Director
AnnMarie	Graham-Barnes	Office of Rep. Mast (FL-21)	Chief of Staff
Madison	Green	Office of Rep. Moore (AL-01)	Chief of Staff
Kelsey	Greenwald	Office of Rep. Burchett (TN-02)	Chief of Staff
Leah	Grider	Office of Rep. Rose (TN-06)	Chief of Staff
Ella	Gunn	Office of Speaker Johnson	Cloakroom Floor Director
Matt	Gurtler	Office of Rep. Massie (KY-04)	Chief of Staff
Ashley	Gutwein	Office of Rep. Nunn (IA-03)	Chief of Staff
Christopher	Hall	Office of Rep. McGuire (VA-05)	Chief of Staff
Tom	Hammond	Committee on Science, Space & Technology	Staff Director
James	Hampson	Office of Rep. Moore (WV-02)	Chief of Staff
Sabrina	Hancock	Office of Rep. Roy (TX-21)	Chief of Staff
Jonathan	Harder	Office of Rep. McClain (MI-09)	Deputy Chief of Staff
Brandon	Harder	Office of Rep. Mann (KS-01)	Chief of Staff
Madison	Hardimon	Office of Rep. Van Duyne (TX-24)	Chief of Staff
Taylor	Haulsee	Office of Speaker Johnson	Deputy Communications Director
Nick	Hawatmeh	House Republican Conference	Chief of Staff
Hayden	Haynes	Office of Speaker Johnson	Chief of Staff
Emily	Hebein	Office of Rep. Latta (OH-05)	Chief of Staff
Bryson	Henriott	Office of Majority Leader Scalise	Senior Floor Assistant
Grant	Henry	Office of Rep. Ogles (TN-05)	Chief of staff
Patrick	Hester	Office of Rep. Stefanik (NY-21)	Chief of Staff
Jake	Hilkin	Office of Majority Leader Scalise	Member Services Director
Liz	Hittos	Office of Rep. Bilirakis (FL-12)	Chief of Staff
Christopher	Hixon	Committee on Judiciary	Staff Director
Lauren	Hodge	Office of Rep. Guthrie (KY-02)	Chief of Staff
Landon	Hoffman	Office of Rep. Lee (FL-15)	Chief of Staff
Spencer	Hogg	Office of Rep. Fuller (GA-14)	Chief of Staff
Lauren	Holmes	Committee on Small Business/Office of Rep. Williams	Staff Director/Chief of Staff
Bob	Holste	Office of Rep. Kiley (CA-03)	Chief of Staff
Casey	Hood	Office of Rep. Jackson (TX-13)	Chief of Staff
Michael	Horanburg	Office of Rep. Begich (AK-AL)	Chief of Staff
Tyler	Houlton	Office of Rep. Wied (WI-08)	Chief of Staff
Quentin	Hout	Office of Majority Leader Scalise	Policy Advisor
Paul	Howell	Office of Rep. Kelly (MS-01)	Chief of Staff
Matt	Hutson	Office of Rep. Harris (MD-01)	Chief of Staff
Megan	Jackson	Committee on Energy & Commerce	Staff Director
Josh	Jackson	Office of Rep. Smith (NE-03)	Chief of Staff
Dylan	Jacobs	Office of Rep. McClain (MI-09)	Member Services Coordinator
Paul	Johnson	Committee on Budget	Deputy Staff Director
Ben	Johnson	Committee on Financial Services	Staff Director
Alice	Johnson	Office of Rep. Scott (GA-08)	Chief of Staff
Jon	Jones	Office of Rep. Brecheen (OK-02)	Chief of Staff
Sofia	Jones		
Keighle	Joyce	Committee on Homeland Security	Staff Director

Amanda	Kain	Office of Rep. Joyce (OH-14)	Chief of Staff
Rachel	Kaldahl	Office of Speaker Johnson	General Counsel
Rebecca	Kelghtley	Office of Rep. Calvert (CA-41)	Chief of Staff
Charlie	Keller	Office of Rep. Wagner (MO-02)	Chief of Staff
Karen	Kelly	Office of Rep. Rogers (KY-05)	Chief of Staff
Ryan	Kelly	Office of Rep. Spartz (IN-05)	Chief of Staff
Melissa	Kelly	Office of Rep. Franklin (FL-18)	Chief of Staff
Drew	Keyes	Office of Speaker Johnson	Senior Policy Advisor
Carolyn	King	Office of Rep. Wittman (VA-01)	Chief of Staff
Erik	Kinney	House Republican Conference	Policy Director
Joe	Knowles	Office of Rep. Fitzpatrick (PA-01)	Chief of Staff
Desiree	Koetzle	Office of Rep. Stauber (MN-08)	Chief of Staff
Katherine	Koohmaraie	Office of Rep. Dunn (FL-02)	Chief of Staff
BJ	Koohmaraie	Office of Majority Leader Scalise	Policy Director
Kate	LaBorde	Office of Rep. Biggs (AZ-05)	Chief of Staff
Meghan	Lake	Office of Majority Leader Scalise	Policy Advisor
James	Langenderfer	Committee on Foreign Affairs	Staff Director
John	Lanning	Office of Speaker Johnson	Member Services Coordinator
RJ	Laukitis	Committee on Education & Workforce	Staff Director
Chris	Lawson	Office of Rep. Aderholt (AL-04)	Chief of Staff
Andrew	Leppert	Office of Rep. Gill (TX-26)	Chief of Staff
Graham	Lescallette	Office of Rep. Rulli (OH-06)	Chief of Staff
Tony	Lis	Office of Rep. Bergman (MI-01)	Chief of Staff
Alana	Lomis	Office of Rep. McCaul (TX-10)	Chief of Staff
Mark	Longoria	Office of Rep. Cloud (TX-27)	Chief of Staff
Lee	Lonsberry	Office of Rep. Owens (UT-04)	Chief of Staff
Charley	Lovett	Office of Rep. Onder (MO-03)	Chief of Staff
Nick	Lunneborg	Office of Rep. Taylor (OH-02)	Chief of Staff
Mark	Marin	Committee on Oversight & Government Reform	Staff Director
Michael	Martin	Office of Rep. Alford (MO-04)	Chief of Staff
Sean	McCabe	Office of Rep. Harrigan (NC-10)	Chief of Staff
Anna	McCormack	Office of Rep. Rouzer (NC-07)	Chief of Staff
Matt	McCullough	Office of Rep. Bost (IL-12)	Chief of Staff
Robert	McIntosh	Office of Rep. Downing (MT-02)	Chief of Staff
Kyle	McKay	Office of Rep. Burlison (MO-07)	Chief of Staff
James	McNamee	Office of Rep. Lawler (NY-17)	Chief of Staff
Will	McPherson	Office of Rep. Cole (OK-04)	Chief of Staff
Tim	Medeiros	Office of Rep. Feenstra (IA-04)	Chief of Staff
Gabriel	Merkel	Problem Solvers Caucus	Executive Director
Craig	Metz	Office of Rep. Wilson (SC-02)	Chief of Staff
Matt	Meyer	Committee on Ways & Means	Staff Director
Carson	Middleton	Office of Rep. Foxx (NC-05)/Committee on Rules	Chief of Staff/Policy Director
Hunter	Miller	Office of Rep. Stutzman (IN-03)	Chief of Staff
Megan	Miller	Office of Rep. Scalise (LA-01)	Chief of Staff
Carly	Miller	Office of Rep. Hageman (WY-AL)	Chief of Staff
Jonas	Miller	Office of Rep. Carter (TX-31)	Chief of Staff
Patrick	Mocete	Office of Rep. Kim (CA-40)	Chief of Staff
Vivian	Moeglein	Committee on Natural Resources	Staff Director
Tyler	Moore	Office of Rep. Evans (CO-08)	Chief of Staff
Tom	Moran	Office of Rep. Salazar (FL-27)	Chief of Staff
Jeff	Morehouse	Office of Rep. Hudson (NC-09)	Leadership Chief of Staff
Lauren	Muglia	Office of Rep. Perry (PA-10)	Chief of Staff
Sean	Murphy	Office of Rep. Fischbach (MN-07)	Chief of Staff
Allison	Murphy	Office of Rep. Van Drew (NJ-02)	Chief of Staff

Cullen	Murphy	Office of Speaker Johnson	Deputy Director of Floor Operations
Emilio	Navarrete	Office of Rep. Fallon (TX-04)	Chief of Staff
Karen	Navarro	Office of Rep. De La Cruz (TX-15)	Chief of Staff
Griffin	Neal	Office of Speaker Johnson	Press Secretary
Joe	Nicholson	Office of Rep. Ezell (MS-04)	Chief of Staff
Sam	Nienow	Office of Rep. Van Epps (TN-07)	Chief of Staff
Blake	Nolan	Office of Rep. Buchanan (FL-16)	Chief of Staff
Mary McDermott	Noonan	Office of Rep. Smith (NJ-04)	Chief of Staff
James	Norton	Office of Rep. Boebert (CO-04)	Chief of Staff
Brooke	Oliver	Office of Rep. Pfluger (TX-11)	Chief of Staff
Jackie	Olvera	Office of Rep. Luttrell (TX-08)	Chief of Staff
Matt	Orr	Office of Rep. Fry (SC-07)	Chief of Staff
Ashleigh	Padgett	Office of Rep. Loudermilk (GA-11)	Chief of Staff
Hillary	Parkinson	Office of Rep. Self (TX-03)	Chief of Staff
Krisann	Pearce	Office of Rep. Schmidt (KS-02)	Chief of Staff
Nancy	Peele	Office of Rep. Westerman (AR-04)	Chief of Staff
Mehgan	Perez-Acosta	Office of Rep. Donalds (FL-19)	Chief of Staff
Matt	Pemcone	Office of Rep. Meuser (PA-09)	Chief of Staff
Mike	Platt	Committee on House Administration	Staff Director
Phil	Poe	Office of Rep. Miller (OH-07)	Chief of Staff
Garrett	Puckett	House Republican Conference	Directors of Coalitions
John	Quinn	Office of Rep. Schweikert (AZ-01)	Chief of Staff (DC)
Nikki	Rapanos	Office of Rep. LaLota (NY-01)	Chief of Staff
Taylor	Reaves	Office of Rep. Emmer (MN-06)	Chief of Staff
Tim	Reitz	House Freedom Caucus	Executive Director
Andrew	Renteria	Office of Rep. Valadao (CA-22)	Chief of Staff
Mary Ellen	Richardson	Office of Rep. LaHood (IL-16)	Chief of Staff
Wright	Ricketts	Office of Rep. Kustoff (TN-08)	Chief of Staff
Quinn	Ritchie	Office of Rep. Kelly (PA-16)	Chief of Staff
Jamie	Robinette	Office of Rep. Bean (FL-04)	Chief of Staff
Shelbie	Rogers	Office of Majority Whip Emmer	Senior Advisor
Jason	Rogers	Office of Majority Whip Emmer	General Counsel
Kerry	Rom	Office of Majority Leader Scalise	Communications Director
Jake	Ronan	House Republican Conference	Deputy Chief of Staff
Mike	Rorke	Office of Rep. Walberg (MI-05)	Chief of Staff
Mary	Rosado	Office of Rep. Barr (KY-06)	Chief of Staff
Alex	Rosemond	Office of Rep. Hudson (NC-09)	Chief of Staff
Sarah	Rosnick	Office of Rep. Baird (IN-04)	Chief of Staff
Drew	Ross	Office of Rep. McCaul (TX-10)	Chief of Staff
Susan	Ross	Committee on Appropriations	Staff Director
Janet	Rossi	Office of Rep. Crawford (AR-01)	Chief of Staff
Travis	Rowland	Office of Rep. Harris (NC-08)	Chief of Staff
Nick	Runkel	Office of Rep. Womack (AR-03)	Chief of Staff
Jacqui	Russell	Office of Speaker Johnson	National Security Advisor
Lindsay	Ryan	Office of Rep. Moolenaar (MI-02)	Chief of Staff
Becca	Salter	Office of Rep. Smith (NE-03)	Chief of Staff
Daniel	Scharfenberger	Office of Rep. Kean (NJ-07)	Chief of Staff
Eric	Schmitz	Office of Speaker Johnson	Director of Coalitions
Robert	Schroeder	Office of Rep. Nehls (TX-22)	Chief of Staff
Katherine	Sears	Office of Rep. Fong (CA-20)	Chief of Staff
Ellen	Seher	Office of Majority Leader Scalise	Director of Operations
Sophie	Seid	Office of Rep. Hinson (IA-02)	Chief of Staff
Justin	Shockey	Office of Majority Whip Emmer	Deputy Floor Director
Darcy	Sims	Office of Rep. Norman (SC-05)	Chief of Staff

Philip	Singleton	Office of Rep. McCormick (GA-07)	Chief of Staff
Heather	Smith	Office of Rep. Timmons (SC-04)	Chief of Staff
William	Smith	Office of Rep. Langworthy (NY-23)	Chief of Staff
Buffy	Smith	Office of Rep. Graves (MO-06)	Chief of Staff
Brittany	Smith	Office of Speaker Johnson	Director of Operations and Scheduling
Jessica	Smith	Committee on House Administration	Deputy House Oversight Director
Gregory	Smith	Office of Rep. Crane (AZ-02)	Chief of Staff
Alex	Stone	Office of Rep. Jack (GA-03)	Chief of Staff
Nick	Strader	Office of Rep. Bentz (OR-02)	Chief of Staff
Callie	Strock	Office of Speaker Johnson	Deputy Communications Director for Strategy & Message
AJ	Sugarman	Office of Speaker Johnson	Deputy Policy Director
Ella	Sullins	Office of Rep. Strong (AL-05)	Chief of Staff
Timothy	Svoboda	Office of Rep. Grothman (WI-06)	Chief of Staff
Heather	Swift	Office of Rep. Zinke (MT-01)	Chief of Staff
Kip	Talley	Office of Rep. Collins (GA-10)	Chief of Staff
Deena	Tauster	Office of Rep. Garbarino (NY-02)	Chief of Staff
Shana	Teehan	Office of Rep. Fedorchak (ND-AL)	Chief of Staff
Daniel	Tidwell	Office of Rep. Fleischmann (TN-03)	Chief of Staff
Lance	Trover	Office of Speaker Johnson	
Charles	Truxal	Office of Rep. Cammack (FL-03)	Chief of Staff
Chris	Tudor	Office of Rep. McClintock (CA-05)	Chief of Staff
Alex	Vargo	Office of Rep. McDowell (NC-06)	Chief of Staff
Richard	Vaughn	Office of Rep. DesJarlais (TN-04)	Chief of Staff
Luis	Vega	Office of Rep. Sessions (TX-17)	Chief of Staff
Ted	Verrill	Office of Rep. Letlow (LA-05)	Chief of Staff
Katie	Vincentz	Office of Rep. Arrington (TX-19)	Chief of Staff
Jesse	von Stein	Office of Rep. Mills (FL-07)	Chief of Staff
Kyle	VonEnde	Office of Rep. Barrett (MI-07)	Chief of Staff
William	Wadsworth	Office of Rep. Miller (IL-15)	Chief of Staff
Robert	Wagener	Office of Rep. Fitzgerald (WI-05)	Chief of Staff
Rachel	Wagley	Office of Rep. Moore (UT-01)	Chief of Staff
Nikki	Wallace	Office of Rep. Simpson (ID-02)	Chief of Staff
Ruth	Ward	Office of Rep. Johnson (LA-04)	Chief of Staff
Steve	Waskiewicz	Committee on Rules	Staff Director
Zach	Weidlich	Office of Rep. Goldman (TX-12)	Chief of Staff
Taylor	Weyeneth	Office of Rep. Malliotakis (NY-11)	Chief of Staff
Heath	Wheat	Office of Rep. Allen (GA-12)	Chief of Staff
Bryan	Wheat	Office of Rep. Maloy (UT-02)	Chief of Staff
Grace	White	Office of Rep. Steil (WI-01)	Chief of Staff
Connor	White	Office of Rep. Davidson (OH-08)	Chief of Staff
Todd	Whiteman	Office of Rep. Huizenga (MI-04)	Chief of Staff
Jeanette	Whitener	Office of Rep. Weber (TX-14)	Chief of Staff
Jonathan	Wilcox	Office of Rep. Issa (CA-48)	Communications Director
Jordan	Wilson	CHA	Director of Member Services, Modernization & Innovation
Haley	Wilson	Office of Rep. Rogers (AL-03)	Chief of Staff
Yvette	Wissmann	Office of Majority Leader Scalise	Floor Director
Leafaina	Yahn	Office of Rep. Radewagen (AS-AL)	Chief of Staff
Herb	Yamada	Office of Rep. King-Hinds (MP-AL)	Chief of Staff
Noah	Yantis	Office of Rep. Newhouse (WA-04)	Chief of Staff
Maseh	Zarif	House Select Committee on China	Staff Director
Lauren	Ziegler	Office of Rep. Babin (TX-36)	Chief of Staff
Eric	Zulkosky	Office of Majority Leader Scalise	Chief of Staff

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 submitted at 1015 Longworth House Office Building or 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: Rebecca (Becca) Salter

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: Rebecca Salter

Name of Signatory (if other than traveler): _____

For Staff (name of employing Member or Committee): Rep. Adrian Smith

Office Address: 502 Cannon House Office Building

Telephone Number: 202-225-6435

Email Address of Contact Person: becca.salter@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 email: *travel.requests@mail.house.gov*.

COMMITTEE ON ETHICS

TRAVELER FORM

1. Name of Traveler: Rebecca (Becca) Salter

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: Cambridge, MD

4. a. Date of Departure: June 21, 2026 Date of Return: June 23, 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 meetings and sessions include information about the congressional agenda and matters of office management. Both issues are directly related to the chief of staff role.

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: Adrian Smith **Date:** 5/21/26

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 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, 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: _____
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: June 21, 2026 Date of Return: June 23, 2026
7. a. City of departure: Washington, DC
   b. Destination(s): Cambridge, MD
   c. City of return: Washington, DC
8. ***Check only one.*** I represent that
   a. ☐ The sponsor of the trip is an institution of higher education within the meaning of section 101 of the Higher Education Act of 1965; **OR**
   b. ☒ The sponsor of the trip does not retain or employ a registered federal lobbyist or foreign agent; **OR**
   c. ☐ The sponsor employs or retains a registered federal lobbyist or foreign agent, but the trip is for attendance at a one-day event *and* lobbyist / foreign agent involvement in planning, organizing, requesting, or arranging the trip was *de minimis* under the Committee's travel regulations.

9. ***Check only one of the following.***
   a. ☒ I checked 8(a) or (b) above; **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 addendum

13. ***Answer parts a and b. Answer part c if necessary***:
   a. Mode of travel: Air ☐ Rail ☐ Bus ☒ Car ☐ Other ☐ (specify: _____)
   b. Class of travel: Coach ☒ Business ☐ First ☐ Charter ☐ Other ☐ (specify: _____)
   c. If travel will be first class, or by chartered or private aircraft, explain why such travel is warranted:

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

15. ***Check only one.*** I represent that either:
   a. ☐ The trip involves an event that is arranged or organized *without regard* to congressional participation and that meals provided to congressional participants are similar to those provided to or purchased by other event attendees; **OR**
   b. ☒ The trip involves events that are arranged specifically *with regard* to congressional participation. If "b" is checked:
      1) Detail the cost *per day* of meals (approximate cost may be provided):
      Day 1- $67, Day 2 - $119, Day 3 - $36
      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: Hyatt Regency Chesapeake Bay City: Cambridge, MD Cost Per Night: $192
   Reason(s) for Selecting: proximity to DC, availability & 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.*

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

☐ Actual Amounts ☒ Good Faith Estimates	Total **Transportation** Expenses per Participant	Total **Lodging** Expenses per Participant	Total **Meal** Expenses per Participant
For each Member, Officer, or Employee	$118	$384	$222
For each Accompanying Family Member	$118	n/a	$222

	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	$442	Room Rental
For each Accompanying Family Member	$442	Room Rental

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: Brenda L. Becker Date: April 22, 2026

Name: Brenda Becker Title: Chair

Organization: Congressional Institute

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

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

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
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 conference focuses on the important role of the Chief of Staff in congressional offices. Therefore, the invitation to this conference is being extended to Chiefs of Staff in House Majority personal offices, the Staff Directors in House Majority committee offices, select leadership staff, and any House staff who will present at the conference.

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. The Congressional Institute is dedicated to helping Congressional offices better serve their constituents and to otherwise support and further the Member's legislative and representational roles. Chiefs of Staffs play essential parts in these, and other important aspects and functions, of personal, committee, and leadership offices. This conference 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. The Congressional Institute is fully responsible for organizing and funding the conference.

2026 CHIEFS OF STAFF CONFERENCE

DRAFT AGENDA

This is a draft agenda showing proposed timing, structure, and potential topics, subject to further update and refinement.

DAY 1	The Congressional Institute welcomes you to this year's Chiefs of Staff Conference, grounded in the Institute's commitment to strengthen the institution by supporting those who serve within it.	
Sunday, June 21, 2026	**1:00 pm-3:00 pm**	**BUSES DEPART CAPITOL HILL**
	2:00 pm - 6:00 pm	**CONFERENCE REGISTRATION**
	6:30 pm - 10:00 pm	**DINNER (OUTSIDE)**

DAY 2		
Monday, June 22, 2026	**7:45 am - 8:45 am**	**BREAKFAST**
	9:00 am - 10:00 am	**AMERICA'S FOUNDING PRINCIPLES AND MEETING THE CHALLENGES OF TODAY** Speaker/panel discussion discussing America's foundational principles and how America is uniquely positioned to meet the challenges of today as we commemorate 250 years since the signing of the Declaration of Independence. *OR* **ARTICLE I – THE FIRST BRANCH** Speaker/panel discussion on the role of the First Branch.
	10:00 am - 10:15 am	**BREAK**

10:15 am - 11:45 am	**BUILDING AND RETAINING THE TEAM: STRATEGIES FOR RECRUITMENT, RETENTION, AND CULTURE BUILDING** This panel discussion will provide chiefs/managers with tools, tactics, and practical advice for meeting staff recruitment and retention challenges in Congress based on private sector best practices applied to the uniqueness of Capitol Hill.
11:45 am - 1:00 pm	**LUNCH**
1:15 pm- 2:15 pm	**CRISIS COMMUNICATION: LEADING IN A CRISIS.** This session/workshop focuses on how to identify risks early, prepare for high-pressure moments, and guide the overall communications strategy when challenges arise.
2:30 pm - 3:30 pm	**SMALL GROUP WORKING SESSIONS (FIRST HOUR)** Note: three separate sessions are offered in each of the hour-long afternoon time blocks for attendees to choose the topic(s) most beneficial to them. Grounded in leadership development, these sessions are designed, through smaller discussions, to provide tools/advice for leading and supporting a team and making informed, strategic decisions. **OPTION 1: OPERATING WITHOUT A STRATEGIC PLAN VS. LEADING WITH ONE** What does a strategic plan look like in a Congressional office and what happens without one? This session will explore the purpose and value of strategic planning and how it shapes priorities, decision making, and day-to-day operations, as well as the risks of operating without a clear plan. It will also provide practical guidance on how to build and implement a strategic plan. **OPTION 2: RUNNING A CUSTOMER SERVICE-FOCUSED OPERATION** This session will focus on how Chiefs of Staff can establish and reinforce a clear standard of customer service across their teams in day-to-day operations and how excellence in service can improve your office's productivity and brand. **OPTION 3: ETHICS IN PRACTICE** This session will focus on the ten most frequently asked ethics questions Chiefs of Staff encounter in day-to-day operations with an eye toward the unique challenges posed by a campaign year. The goal is to provide interesting, relevant guidance on the issues/problems most likely encountered by chiefs, what to do, and what to avoid.
3:45 pm – 4:45pm	**SMALL GROUP WORKING SESSIONS (SECOND HOUR)** **OPTION 1: OPERATING WITHOUT A STRATEGIC PLAN VS. LEADING WITH ONE** What does a strategic plan look like in a Congressional office, and what

	happens without one? This session will explore the purpose and value of strategic planning and how it shapes priorities, decision-making, and day-to-day operations, as well as the risks of operating without a clear plan. It will also provide practical guidance on how to build and implement a strategic plan. **OPTION 2: RUNNING A CUSTOMER SERVICE-FOCUSED OPERATION** This session will focus on how Chiefs of Staff can establish and reinforce a clear standard of customer service across their teams in day-to-day operations and how excellence in service can improve your office's productivity and brand. **OPTION 3: ETHICS IN PRACTICE** This session will focus on the ten most frequently asked ethics questions Chiefs of Staff encounter in day-to-day operations with an eye toward the unique challenges posed by a campaign year. The goal is to provide interesting, relevant guidance on the issues/problems most likely encountered by chiefs, what to do, and what to avoid.
4:45 pm - 5:30 pm	**AI AND THE LEGISLATIVE BRANCH** This session will provide guidance on the AI tools currently available in the House that can help enhance staff and operational capacity, and where the technology could go in the future. The discussion will center not just on the tools per se, but also on ensuring good policies and practices to be put in place in using those tools, while providing an opportunity to consider and discuss the benefits, as well as the potential challenges, associated with AI use in the legislative branch.
7:00 pm - 10:00 pm	**DINNER**

DAY 3

Tuesday,
June 23, 2026

8:00 am - 9:00 am	**BREAKFAST**
9:00 am - 10:30 am	**LIVING AND LEADING WITH PURPOSE** Guest speaker
10:30 am	**CONFERENCE CONCLUDES**
11:00 am- 1:00 pm	**BUS DEPARTS HOTEL**

First Name	Last Name	Company Name	Title
Emily	Ackerman	Office of Majority Whip Emmer	Floor Director
Sara Brooks	Adams	Office of Majority Leader Scalise	Scheduler
Rick	Adkins	Office of Rep. Biggs (SC-03)	Chief of Staff
Nolan	Ahern	Office of Majority Whip Emmer	Deputy Policy Director
Amy	Albro	Office of Rep. Bice (OK-05)	Chief of Staff (OK)
Aidan	Aldridge	House Republican Conference	Member Services Coordinator
Viviana	Almaguer	Office of Rep. Hunt (TX-38)	Chief of Staff
Alyssa	Anderson Becker	Office of Rep. Mackenzie (PA-07)	Chief of Staff
Rey	Anthony	Office of Rep. Gimenez (FL-28)	Chief of Staff
Cyrus	Artz	Office of Speaker Johnson	Senior Policy Advisor
Amanda	Baldwin	Office of Rep. Moran (TX-01)	Chief of Staff
Bill	Ball	Office of Speaker Johnson	Senior Policy Advisor
Katie	Bankert	Office of Rep. Williams (TX-25)	Chief of Staff
Joe	Barry	Republican Policy Committee	Executive Director
Blaire	Bartlett	Office of Rep. Knott (NC-13)	Chief of Staff
Jason	Bauknecht	Office of Rep. Tiffany (WI-07)	Chief of Staff
Nick	Bayer	Office of Rep. Hurd (CO-03)	Chief of Staff
Cliff	Bayer	Office of Rep. Fulcher (ID-01)	Chief of Staff
Chris	Bayles	Office of Rep. Palmer (AL-06)	Chief of Staff
Curt	Beaulieu	Office of Speaker Johnson	Senior Policy Advisor
Megan	Bel Miller	Office of Rep. Scalise (LA-01)	Chief of Staff
Josh	Bell	Office of Rep. Estes (KS-04)	Chief of Staff
Lyssa	Bell	Republican Study Committee	Executive Director
Caroline	Bender	Office of Rep. Houchin (IN-09)	Chief of Staff
Brooke	Bennett	Office of Rep. Hill (AR-02)	Chief of Staff
Chris	Bien	Office of Speaker Johnson	Director of Floor Operations
Claire	Bienvenu	Office of Speaker Johnson	Legislative Assistant
Jeff	Bishop	Office of Rep. Shreve (IN-06)	Chief of Staff
Alex	Blair	Office of Rep. Steube (FL-17)	Chief of Staff
Robert	Boland	Office of Majority Whip Emmer	Chief of Staff
Aaron	Bonnaure	Office of Rep. Reschenthaler (PA-14)	Chief of Staff to the House Chief Deputy Republican Whip
Julian	Bordallo	Office of Rep. Moylan (GU-AL)	Chief of Staff
Lorissa	Bounds	Office of Rep. Obernolte (CA-23)	Chief of Staff
Parish	Braden	Committee on Agriculture	Staff Director
Jenifer	Bradley	Office of Rep. Rutherford (FL-05)	Chief of Staff
Philippa	Bradley	Office of Rep. Moore (NC-14)	Chief of Staff
Gable	Brady	Office of Majority Leader Scalise	Policy Advisor
Matt	Brennan	Office of Rep. Thompson (PA-15)	Chief of Staff
Noelle	Britton	Office of Rep. Smucker (PA-11)	Chief of Staff
Annie	Brody	Office of Majority Whip Emmer	Downtown Coalitions Director
Greg	Brooks	Office of Speaker Johnson	House Operations Director
Nick	Brown	Office of Rep. Clyde (GA-09)	Chief of Staff
Elena	Brunk	Office of Rep. Hamadeh (AZ-08)	Chief of Staff
Jackie	Burke	Office of Majority Whip Emmer	Member Services Director
Marisa	Burleson	Office of Rep. Murphy (NC-03)	Chief of Staff
Courtney	Butcher	Office of Speaker Johnson	Director of Member Services

John	Byers	Office of Rep. Pfluger (TX-11)	Chief of Staff
Brian	Calabrese	Office of Rep. Crank (CO-05)	Chief of Staff
Jerry	Calengor	Office of Majority Leader Scalise	Deputy Communications Director
Clara	Cargile	Office of Majority Leader Scalise	Policy Advisor
Spencer	Carr	Office of Rep. Tenney (NY-24)	Chief of Staff
Bob	Carretta	Office of Rep. Ellzey (TX-06)	Chief of Staff
Claire	Case	Office of Rep. Van Orden (WI-03)	Chief of Staff
Caroline	Cash	Office of Rep. Comer (KY-01)	Chief of Staff
Dylan	Chandler	Office of Rep. Smith (MO-08)	Chief of Staff
Nick	Christensen	Committee on Transportation & Infrastructure	Staff Director
Bill	Christian	Office of Rep. Luna (FL-13)	Chief of Staff
Andrew	Christianson	Office of Rep. Johnson (SD-AL)	Chief of Staff
Jon	Clark	Committee on Veterans' Affairs	Staff Director
Ken	Clifford	Office of Rep. Miller-Meeks (IA-01)	Chief of Staff
Frank	Collins	Office of Rep. Patronis (FL-01)	Chief of Staff
Brittany	Comins	House Republican Conference	Communications Advisor
Briana	Connolly	Main Street Caucus	Executive Director
Chris	Crawford	Office of Rep. Carter (GA-01)	Chief of Staff
Brian	Cress	Office of Speaker Johnson	Deputy Director of Member Services
Jamie	Cummins	Office of Majority Leader Scalise	Counsel
Michael	Curcio	Office of Rep. Messmer (IN-08)	Chief of Staff
Dante	Cutrona	Office of Rep. Joyce (PA-13)	Chief of Staff
Molly	Cutrona	Office of Rep. Amodei (NV-02)	Chief of Staff
Mike	D'orazio	Office of Rep. Reschenthaler (PA-14)	Chief of Staff
Reid	Dagul	Office of Rep. Cline (VA-06)	Chief of Staff
Jared	Dallin	Office of Rep. Kennedy (UT-03)	Chief of Staff
Andrew	David	Office of Rep. Higgins (LA-03)	Chief of Staff
Frank	Debrosse	Office of Rep. Turner (OH-10)	Chief of Staff
Griffin	Decker	Committee on Intelligence	Staff Director
James	Decker	Office of Rep. Griffith (VA-09)	Chief of Staff
Regan	Delaney	Republican Governance Group (RG2)	Executive Director
Kenneth	Depew	Office of Rep. Crenshaw (TX-02)	Chief of Staff
Sean	Dillon	Committee on Small Business	Staff Director
Matthew	Donnellan	Office of Rep. Miller (WV-01)	Chief of Staff
Toby	Douthat	Office of Rep. Edwards (NC-11)	Chief of Staff
Jordan	Downs	Office of Rep. Guest (MS-03)/Committee on Ethics	Chief of Staff
Mark	Dreiling	Office of Rep. Bacon (NE-02)	Chief of Staff
Bill	Duhnke	Office of Speaker Johnson	Policy Director
Jake	Dumas	Office of Rep. Flood (NE-01)	Chief of Staff
Katie	Dwyer	Office of Rep. Carey (OH-15)	Chief of Staff
Daniel	Dziadon	Office of Rep. Lucas (OK-03)	Chief of Staff
Tyler	Edmonds	Office of Rep. Kiggans (VA-02)	Chief of Staff
Kevin	Eichinger	Office of Rep. Jordan (OH-04)	Chief of Staff
Brenna	Elliott	Office of Majority Leader Scalise	Deputy Floor Director
Ali	Emamdjomeh	Office of Rep. James (MI-10)	Chief of Staff
Jaryn	Emhof	Office of Rep. Webster (FL-11)	Chief of Staff
Laura	Engquist	Office of Rep. Balderson (OH-12)	Chief of Staff

Alyssa	Erdel	House Republican Conference	Member Services Director
Matt	Esguerra	Office of Rep. Gooden (TX-05)	Chief of Staff
Susan	Falconer	Office of Rep. Harshbarger (TN-01)	Chief of Staff
Ben	Falkowski	Office of Rep. Yakym (IN-02)	Chief of Staff
Jason	Fischer	Office of Rep. Fine (FL-06)	Chief of Staff
Casey	Fitzpatrick	Office of Majority Leader Scalise	Policy Advisor
David	FitzSimmons	Office of Rep. Finstad (MN-01)	Chief of Staff
Ian	Foley	Office of Majority Whip Emmer	Policy Director
Cameron	Foster	Office of Rep. Hern (OK-01)	Chief of Staff
Leslie	Foti	Office of Rep. Gosar (AZ-09)	Chief of Staff
Sally	Fox	Office of Majority Whip Emmer	Communications Director
Hannah	Fraher	Office of Rep. Haridopolos (FL-08)	Chief of Staff
Pierce	Frauenheim	Office of Rep. Bresnahan (PA-08)	Chief of Staff
Becky	Freeman	Office of Rep. Ciscomani (AZ-06)	Chief of Staff
Garrett	Fultz	Office of Speaker Johnson	Deputy Chief of Staff
Sarah	Gilbert	Office of Rep. Dunn (FL-02)	Chief of Staff
Cesar	Gonzalez	Office of Rep. Diaz-Balart (FL-26)	Chief of Staff
Jenny	Gorski	Office of Rep. Baumgartner (WA-05)	Chief of Staff
Geoff	Gosselin	Committee on Armed Services	Staff Director
AnnMarie	Graham-Barnes	Office of Rep. Mast (FL-21)	Chief of Staff
Madison	Green	Office of Rep. Moore (AL-01)	Chief of Staff
Kelsey	Greenwald	Office of Rep. Burchett (TN-02)	Chief of Staff
Leah	Grider	Office of Rep. Rose (TN-06)	Chief of Staff
Ella	Gunn	Office of Speaker Johnson	Cloakroom Floor Director
Matt	Gurtler	Office of Rep. Massie (KY-04)	Chief of Staff
Ashley	Gutwein	Office of Rep. Nunn (IA-03)	Chief of Staff
Christopher	Hall	Office of Rep. McGuire (VA-05)	Chief of Staff
Tom	Hammond	Committee on Science, Space & Technology	Staff Director
James	Hampson	Office of Rep. Moore (WV-02)	Chief of Staff
Sabrina	Hancock	Office of Rep. Roy (TX-21)	Chief of Staff
Brandon	Harder	Office of Rep. Mann (KS-01)	Chief of Staff
Madison	Hardimon	Office of Rep. Van Duyne (TX-24)	Chief of Staff
Taylor	Haulsee	Office of Speaker Johnson	Deputy Communications Director
Nick	Hawatmeh	House Republican Conference	Chief of Staff
Hayden	Haynes	Office of Speaker Johnson	Chief of Staff
Emily	Hebein	Office of Rep. Latta (OH-05)	Chief of Staff
Bryson	Henriott	Office of Majority Leader Scalise	Senior Floor Assistant
Grant	Henry	Office of Rep. Ogles (TN-05)	Chief of staff
Patrick	Hester	Office of Rep. Stefanik (NY-21)	Chief of Staff
Jake	Hilkin	Office of Majority Leader Scalise	Member Services Director
Liz	Hittos	Office of Rep. Bilirakis (FL-12)	Chief of Staff
Christopher	Hixon	Committee on Judiciary	Staff Director
Lauren	Hodge	Office of Rep. Guthrie (KY-02)	Chief of Staff
Landon	Hoffman	Office of Rep. Lee (FL-15)	Chief of Staff
Spencer	Hogg	Office of Rep. Fuller (GA-14)	Chief of Staff
Lauren	Holmes	Committee on Small Business/Office of Rep. Williams	Staff Director/Chief of Staff
Bob	Holste	Office of Rep. Kiley (CA-03)	Chief of Staff

Casey	Hood	Office of Rep. Jackson (TX-13)	Chief of Staff
Michael	Horanburg	Office of Rep. Begich (AK-AL)	Chief of Staff
Tyler	Houlton	Office of Rep. Wied (WI-08)	Chief of Staff
Quentin	Hout	Office of Majority Leader Scalise	Policy Advisor
Paul	Howell	Office of Rep. Kelly (MS-01)	Chief of Staff
Matt	Hutson	Office of Rep. Harris (MD-01)	Chief of Staff
Josh	Jackson	Office of Rep. Smith (NE-03)	Chief of Staff
Megan	Jackson	Committee on Energy & Commerce	Staff Director
Dylan	Jacobs	Office of Rep. McClain (MI-09)	Member Services Coordinator
Paul	Johnson	Committee on Budget	Deputy Staff Director
Ben	Johnson	Committee on Financial Services	Staff Director
Alice	Johnson	Office of Rep. Scott (GA-08)	Chief of Staff
Jon	Jones	Office of Rep. Brecheen (OK-02)	Chief of Staff
Keighle	Joyce	Committee on Homeland Security	Staff Director
Amanda	Kain	Office of Rep. Joyce (OH-14)	Chief of Staff
Rachel	Kaldahl	Office of Speaker Johnson	General Counsel
Rebecca	Keightley	Office of Rep. Calvert (CA-41)	Chief of Staff
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Craig	Metz	Office of Rep. Wilson (SC-02)	Chief of Staff
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U.S. House of Representatives

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

June 17, 2026

Ms. Rebecca Salter
Office of the Honorable Adrian Smith
502 Cannon House Office Building
Washington, DC 20515

Dear Ms. Salter:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Cambridge, Maryland, scheduled for June 21 to 23, 2026, 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 $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:ks