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House Republican Conference
U.S. House of Representatives
Washington, DC 20515-6544

October 27, 2015

Dear Colleague:

Opportunity abounds as we approach the election of our next Speaker. This new beginning gives our Conference another chance to unite around conservative principles and deliver real results for every American.

As part of this fresh start, our Members have expressed their clear desire for a review of our governing structures and procedures. The process we utilize to rebuild trust and reestablish procedures may be nearly as important as the procedures themselves.

That is the purpose for this letter – to move beyond dialogue and create a clear understanding of our commitments to one another. We should establish a process for consideration of changes to our Conference Rules that will deliver tangible results for our Members. We should also continue the conversation on proposed changes to the House rules in coordination with Chairman Sessions and the Committee on Rules. Through our various meetings to date, we have heard from many Members about the need to achieve reforms in the following areas:

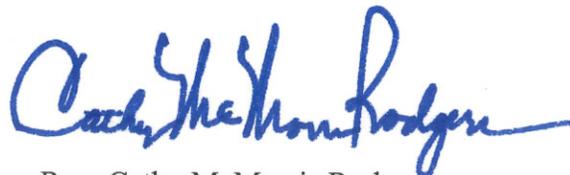
- Redefining the Steering Committee structure to better reflect the makeup of our Conference and to improve the transparency of its work;
- Developing more formalized processes to help our Conference work through disagreements that more naturally arise as our membership increases;
- Empowering individual Members through procedures designed to enhance every Republican Member's ability to have their voice heard in Conference, in Committee and on the House Floor;
- Enhancing the good work of Committees & Committee Chairmen and promoting regular order;
- And establishing ground rules for both leadership and rank and file Members so we have a better understanding of what to expect from each other.

We need a clear deadline, too. Specific recommendations should be voted on by the entire Conference in time to be implemented by the first week of the new year.

Maybe most importantly, any final recommendations need to be approved by a majority vote of the entire Conference. It has been said that people support and buy into structures they help create. In that spirit, our Conference will be strengthened if, **together**, we reestablish a governing structure that restores trust while allowing us to live with our differences. It will be an open process, and when we are finished, every Member will have the opportunity to share their ideas and participate.

This work will not be easy, but it will be worth it. Together, we can develop a stronger structure for our Conference and our next Speaker - a system that better reflects our Conference's makeup; better allows for input from rank and file Members; and better relies on well-understood procedures.

Sincerely,

A handwritten signature in blue ink that reads "Cathy McMorris Rodgers". The signature is fluid and cursive, with the first name being the most prominent.

Rep. Cathy McMorris Rodgers
Chair, House Republican Conference

A handwritten signature in blue ink that reads "Luke Messer". The signature is fluid and cursive, with the first name being the most prominent.

Rep. Luke Messer
Chairman, Republican Policy Committee