

# COMMITTEE ON ETHICS

## EMPLOYEE POST-TRAVEL DISCLOSURE FORM Original Amendment

This form is for disclosing the receipt of travel expenses from private sources for travel taken in connection with official duties. This form does not eliminate the need to report privately-funded travel on the annual *Financial Disclosure Statements* of those employees required to file them. In accordance with House Rule 25, clause 5, **you must complete this form and file it with the Clerk of the House by email at [gifttravelreports@mail.house.gov](mailto:gifttravelreports@mail.house.gov), within 15 days after travel is completed.** Please **do not** file this form with the Committee on Ethics.

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

1. Name of Traveler: James Ellis McGinnis
2. a. Name of Accompanying Relative: \_\_\_\_\_ **OR**  None  
b. Relationship to Traveler:  Spouse  Child  Other (specify): \_\_\_\_\_
3. a. Dates: Departure: 03/28/2025 Return: 03/30/2025  
b. Dates at Personal Expense, if any: \_\_\_\_\_ **OR**  None
4. Departure City: Washington, DC Destination: Middleburg, VA Return City: Washington, DC
5. Sponsor(s), Who Paid for the Trip: Center Forward
6. Describe Meetings and Events Attended: I attended panel discussions on the North American Trade Bloc (USMCA), AI Policy, Tax Policy, and participated in a breakout session on domestic workforce.
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: \_\_\_\_\_

Date: 04/08/2025

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: Rep. Maxine Waters (CA-43)

Date: 5/14/2025

Signature of Supervising Member: \_\_\_\_\_

# 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: Center Forward

2. Travel Destination(s): Middleburg, VA

3. Date of Departure: Friday, March 28, 2025 Date of Return: Sunday, March 30, 2025

4. Name(s) of Traveler(s): Ellis McGinnis

*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	\$221.80	\$500	\$290	\$250 (waived registration fee)
Accompanying Family Member	N/A	N/A	N/A	N/A

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

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

Signature: Riley Kilburg Date: 4/1/25

Name: Riley Kilburg Title: Executive Director

Organization: Center Forward

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

Address: 1214A Ingleside Avenue, McLean, VA 22101

Telephone: (563) 542-6821 Email: riley@center-forward.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.

# 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](mailto:travel.requests@mail.house.gov).

**Your completed request must be submitted to the Committee no less than 30 days before your proposed departure date.** Absent exceptional circumstances, permission will not be granted for requests received less than 30 days before the trip commences. **You must receive explicit approval from the Committee before you depart on this trip.**

Name of Traveler: James Ellis McGinnis

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

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

Signature: \_\_\_\_\_

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

For Staff (name of employing Member or Committee): Rep. Maxine Water (CA-43)

Office Address: 2221 RHOB, Washington DC 20515

Telephone Number: 202-225-2201

Email Address of Contact Person: ellis.mcginnis@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](mailto:travel.requests@mail.house.gov).

# COMMITTEE ON ETHICS

## TRAVELER FORM

1. Name of Traveler: James Ellis McGinnis
2. Sponsor(s) who will be paying or providing in-kind support for the trip: Center Forward
3. City and State **OR** Foreign Country of Travel: Middleburg, VA
4. a. Date of Departure: March 28, 2025 Date of Return: March 30, 2025  
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.**  
As the Chief of Staff to the Ranking Member on the House Financial Services Committee  
I can offer valuable insights on how changes in civil rights, health equity, and tax policy impact everyday Americans. I look forward to contributing to the dialogue at this conference.
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: \_\_\_\_\_

Date: 3/20/25

# 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:

Center Forward

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): Please see attachment

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

6. Date of Departure: Friday, March 28th, 2025 Date of Return: Sunday, March 30th, 2025

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

b. Destination(s): Middleburg, VA

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: Car or mini bus)
- 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): \_\_\_\_\_

2) Provide the reason for selecting the location of the event or trip: \_\_\_\_\_

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

Hotel Name: Salamander Middleburg City: Middleburg Cost Per Night: \$250

Reason(s) for Selecting: Ample meeting space with necessary A/V near Washington, D.C.

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 <b>Transportation</b> Expenses per Participant	Total <b>Lodging</b> Expenses per Participant	Total <b>Meal</b> Expenses per Participant
For each Member, Officer, or Employee	\$60.00	\$500.00	\$250.00
For each Accompanying Family Member	\$60.00	\$0.00	\$250.00

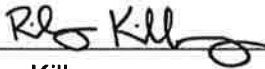
	<b>Other</b> Expenses (dollar amount per item)	Identify Specific Nature of "Other" Expenses (e.g., taxi, parking, registration fee, etc.)
For each Member, Officer, or Employee	\$250.00	Waived registration fee
For each Accompanying Family Member	\$0.00	

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: Wednesday, February 5th, 2025  
 Name: Riley Kilburg Title: Executive Director  
 Organization: Center Forward  
 Address: 1214A Ingleside Avenue, McLean, VA 22101  
 Email: riley@center-forward.org Telephone: (563) 542-6821

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

Michael Guest, Mississippi  
*Chairman*  
Mark DeSaulnier, California  
*Ranking Member*

John H. Rutherford, Florida  
Andrew R. Garbarino, New York  
Ashley Hinson, Iowa  
Nathaniel Moran, Texas

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



ONE HUNDRED NINETEENTH CONGRESS

**U.S. House of Representatives**

COMMITTEE ON ETHICS

Thomas A. Rust  
*Staff Director and Chief Counsel*

Keelie Broom  
*Counsel to the Chairman*

David Arrojo  
*Counsel to the Ranking Member*

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

March 25, 2025

Mr. James Ellis McGinnis  
Office of the Honorable Maxine Waters  
2221 Rayburn House Office Building  
Washington, DC 20515

Dear Mr. McGinnis:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Middleburg, Virginia, scheduled for March 28 to 30, 2025, sponsored by Center Forward.

You must complete an Employee Post-Travel Disclosure Form (which your employing Member must also sign) and file it, together with a Sponsor Post-Travel Disclosure Form completed by the trip sponsor, with the Clerk of the House within 15 days after your return from travel. As part of that filing, you are also required to attach a copy of this letter and both the Traveler and Primary Trip Sponsor Forms (including attachments) you previously submitted to the Committee in seeking pre-approval for this trip. If you are required to file an annual Financial Disclosure Statement, you must also report all travel expenses totaling more than \$480 from a single source on the "Travel" schedule of your annual Financial Disclosure Statement covering this calendar year. Finally, Travel Regulation § 404(d) also requires you to keep a copy of all request forms and supporting information provided to the Committee for three subsequent Congresses from the date of travel.

If you have any further questions, please contact the Committee's Office of Advice and Education at extension 5-7103.

Sincerely,

Michael Guest  
Chairman

Mark DeSaulnier  
Ranking Member

MG/MD:mc

CENTER  
FORWARD  
15 YEAR ANNIVERSARY



# SAVE THE DATE

MARCH 28 - MARCH 30, 2025

CENTER FORWARD SPRING ISSUES CONFERENCE

THE SALAMANDER  
MIDDLEBURG, VIRGINIA

Please note: In 2025 stakeholders will have the option to attend the  
Spring Issues Conference or the Fall Issues Conference.





2025 Center Forward Issues Conference  
The Salamander, Middleburg, VA  
Friday, March 28th – Sunday, March 30th, 2025

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<b>Friday, March 28th, 2025</b>
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**Recommended Attire: Casual**

- 2:30 pm** Shuttle departs from Capitol South Metro station en route to the Salamander
- Capitol South Metro Station  
355 First Street SE  
Washington, D.C. 20003
- 3:00 pm - 5:00 pm** Conference Registration – Hamilton Room, the Salamander
- Note: If you arrive after registration is closed, please join us at Lost Barrel Brewing. Registration will reopen at 8:00 am on Saturday.*
- 3:45 pm** Shuttle arrives at the Salamander
- The Salamander  
500 N Pendleton Street  
Middleburg, VA 20117
- 6:00 pm - 9:00 pm** Conference Welcome Reception
- Lost Barrel Brewing  
36138 John Mosby Highway  
Middleburg, VA 20117
- This is a family-friendly reception and BBQ buffet dinner. A shuttle will run continuously from 6:00 pm - 9:00 pm between the Salamander and Lost Barrel Brewing.

**6:30 pm - 7:30 pm**

**Welcome Remarks and Conference Review – Building Consensus in a Polarized Congress**

Center Forward Executive Leadership team will welcome participants and include a review of the coverage and outcomes of bipartisan legislation from the 119th Congress. The address will highlight areas of opportunity for consensus in 2025 including legislation related to trade, tax, technology, energy, and more. Q&A included.

- Ava Bowman Thomas, Program Manager, Center Forward
- Nicole Vasilaros, Advisory Board, Center Forward
- Katie Vlietstra Wonnemberg, Advisory Board, Center Forward

**Saturday, March 29th, 2025**

**Conference Program**

All sessions take place in the Middleburg Ballroom unless otherwise specified

**Recommended Attire: Casual**

- 8:00 am - 9:00 am**      Conference Registration – Hamilton Room
- 8:00 am - 9:00 am**      Breakfast Buffet – Bluemont Room
- 9:00 am - 9:15 am**      Welcome Remarks and Introduction
- Cori Kramer, Chief Executive Officer, Center Forward
- 9:15 am - 9:45 am**      Opening Conversation – Building the Future of AI: Policy Collaboration and Responsible Innovation
- Tammy Haddad, President and Chief Executive Officer of Haddad Media and founder of the Washington AI Network, joins us for a discussion about government and industry’s role in developing and regulating emerging technologies. The Washington AI Network is a dynamic bipartisan forum that brings together diverse stakeholders from industry, government, civil society, and academia to foster collaboration, knowledge sharing, and responsible development and deployment of AI technologies.
- Tammy Haddad, Founder, The Washington AI Network
  - Moderated by Cori Kramer, Chief Executive Officer, Center Forward
- 9:45 am - 10:30 am**      Panel Discussion – Reexamining the North American Trade Bloc: Navigating the 2026 USMCA Renegotiations
- This panel brings together experts from the U.S., Canada, and Mexico for a discussion on North American trade policy ahead of the 2026 USMCA renegotiations. Panelists will assess the agreement’s economic impact across the region, highlight areas for improvement, and explore opportunities to strengthen trade relationships. The conversation will also address the role of tariffs, the shifting political landscape, and other key factors that will shape the upcoming negotiations. Attendees will gain insights into the future of North American trade and the potential policy changes that could reshape current agreements.

- Jessica Brandon-Jepp, Senior Director, Fiscal and Financial Services Policy, Canadian Chamber of Commerce
- Enrique Perret, Chief Executive Officer, U.S.-Mexico Foundation
- Melissa San Miguel, President of Red Flag USA and Executive Director of the Washington International Business Council
- Moderated by Katie Vlietstra Wonnemberg, Advisory Board, Center Forward

**10:30 am - 11:30 am** Panel Discussion – The Evolution of Tax Policy: Lessons from the Tax Cuts and Jobs Act

This panel brings together former Advisors and Counsel to House and Senate Majority leaders for a conversation about tax policy. As policymakers prepare for the upcoming 2025 Tax Package, panelists will offer their expert insights and firsthand experiences from negotiating the 2017 Tax Cuts and Jobs Act. The discussion will explore key lessons learned from past tax reform efforts and the potential impacts of the 2025 package on businesses, individuals, and the broader economy. Panelists will also examine the role of bipartisan negotiation and the challenges of crafting sustainable tax policy in an ever-changing economic environment.

- George Callas, Former Senior Tax Counsel, Office of the Speaker of the House Paul Ryan
- Brendan Dunn, Former Policy Advisor and Counsel, Office of the Senate Majority Leader Mitch McConnell
- Katherine Mongé, Former Senior Counsel, Office of the Speaker of the House Nancy Pelosi
- Moderated by Nicole Vasilaros, Advisory Board, Center Forward

**11:30 am - 12:00 pm** Break and Lunch Buffet – Middleburg Foyer

**12:00 pm - 1:00 pm** Lunch Discussion – Barbara Starr: Lessons Learned Reporting from the Trump-Era Pentagon

Renowned journalist, Emmy award-winning producer, and former CNN Pentagon correspondent, Barbara Starr, joins us for a fireside chat over lunch. Starr spent 21 years on CNN as the Pentagon correspondent reporting from hotspots including Afghanistan, Iraq, Syria, Yemen, the Horn of Africa and the Chinese-North Korean border. Barbara will share anecdotes from her illustrious career,

including on the evolution of journalism, and lessons learned from her experience as a reporter during the first Trump Administration.

- Barbara Starr, Former CNN Pentagon Correspondent
- Moderated by Cori Kramer, Chief Executive Officer, Center Forward

**1:00 pm - 1:15pm** Panel Closing Remarks

- Riley Kilburg, Executive Director, Center Forward

**1:15 pm - 1:30 pm** Break

**1:30 pm - 3:00 pm** Breakout Sessions – Balancing Competing Legislative Priorities

Conference participants will work in small groups through facilitated dialogues to review competing legislative priorities and find bipartisan agreement on key issues before the 119th Congress. In five separate breakouts, participants will consider an issue related to climate and sustainability, intellectual property, emerging technologies, U.S.-China competition, or workforce, as they work together and weigh the public policy impact of their decisions. Facilitated by special guests:

- Rhett Buttle, Founder, Public Private Strategies & Public Private Strategies Institute, Workforce Breakout
- Matthias Muehlbauer, COO and Co-Founder, OnePointFive, Energy and Sustainability Breakout
- Hodan Omaar, Senior Policy Manager for AI policy, Information Technology & Innovation Foundation, Technologies Breakout
- Daniel Silverberg, Managing Director and Co-Lead, National Security Team, Capstone, U.S.-China Competition Breakout
- Brad Watts, Former Chief Counsel, Senate Judiciary Committee, Intellectual Property Breakout

**3:00 pm - 4:30 pm** Policy Roundtable Discussions – Grand Lawn

Perspectives from House offices on legislative progress made in 2024 and opportunities for collaboration in 2025.

**4:30 pm - 6:00 pm** Break

## Conference Closing Reception and Dinner

### Recommended Attire: Business Casual

**6:00 pm - 7:00 pm** Reception – Middleburg Foyer

Conference attendees will have the opportunity to reflect on their experiences and discuss where they agreed and disagreed. These conversations will conclude with how conference attendees can utilize the new information learned and ideas generated upon returning to Capitol Hills.

**7:00 pm - 8:30 pm** Dinner – Middleburg Ballroom

Governing on a Knife's Edge: Historical Context for a Slim-Majority Congress

To conclude the 2025 Issues Conference, Dr. Matthew Green joins Cori Kramer for a fireside chat on the intricacies and challenges of governing with a razor-thin majority. Drawing on historical examples from his research, Dr. Green will examine how past Speakers of the House have managed narrow majorities, the insights that can be applied to the 119th Congress, and how the role of the Speaker has evolved over time. This discussion will provide valuable perspectives on changing leadership styles, intraparty dynamics, and legislative strategy in a polarized Congress.

Matthew Green is a professor of politics and has taught at Catholic University since 2005. He has written a number of books and articles about American politics. His articles have appeared in *American Politics Research*, *Electoral Studies*, *Legislative Studies Quarterly*, *Political Research Quarterly*, and other journals. Green's most recent book, *Newt Gingrich: The Rise and Fall of a Party Entrepreneur*, uses media accounts, original interviews, and newly uncovered archival material to explain the motivations and influence of former Congressman and Speaker Newt Gingrich.

- Dr. Matthew Green, Professor of Political Science, The Catholic University of America

**8:30 pm - 8:45 pm** Conference Closing Remarks, Cori Kramer, Chief Executive Officer, Center Forward

**Sunday, March 30, 2025**

**Recommended Attire: Casual**

- 8:00 am - 10:00 am**      Breakfast Buffet – Middleburg Foyer
- 9:00 am**                      Shuttle departs the Salamander en route to Capitol South Metro station
- 10:15 am**                      Shuttle arrives at the Capitol South Metro station
- Capitol South Metro Station  
                                        355 First Street SE  
                                        Washington, D.C. 20003
- 11:00 am**                      Salamander Checkout

**Private Sponsor Travel Certification Form: Supplemental**

<b>First</b>	<b>Last</b>	<b>Title</b>	<b>Affiliation</b>	<b>Reason</b>
Harley	Adsit	Communications Director	Office of Representative Buddy Carter	As the Communications Director to a Member on the Energy and Commerce Committee, Ms. Adsit can provide insights on how the U.S. can create reliable and sustainable and reliable energy infrastructure.
Liz	Amster	Chief of Staff	Office of Representative Jake Auchincloss	As a the Chief of Staff to a Member on the Energy and Commerce Committee, Ms. Amster can share her insights on how to promote American energy independence and reduce reliance on foreign energy.
Alyssa	Anderson	Chief of Staff	Office of Representative Juan Ciscomani	As the Chief of Staff to a Member on the House Appropriations Committee, Ms. Anderson can offer insights into government infrastructure projects that will improve U.S. trade capabilities.
Hailey	Barringer	Chief of Staff	Office of Representative Emilia Sykes	As the Chief of Staff to a Member on the Committee on Science, Space, and Technology, Ms. Barringer can provide valuable insights into the Committee's work to ensure the ethical integration of emerging technologies.
Hillary	Beard	Chief of Staff	Office of Representative Terri Sewell	As the Chief of Staff to a Member on the House Ways and Means Committee, Ms. Beard can provide valuable insight on how global trade engagement impacts U.S. economic growth.

**Private Sponsor Travel Certification Form: Supplemental**

<b>First</b>	<b>Last</b>	<b>Title</b>	<b>Affiliation</b>	<b>Reason</b>
Jeff	Bishop	Chief of Staff	Office of Representatives Jefferson Shreve	As the Chief of Staff to a Member on the House Committee on Transportation and Infrastructure, Mr. Bishop can offer valuable insights on strategies to improve ports, railways, and logistics networks to strengthen trade flows.
Jenifer	Bradley	Chief of Staff	Office of Representatives John Rutherford	As the Chief of Staff to a Member on the House Appropriations Committee, Ms. Bradley can offer valuable insights on government investments in infrastructure and the workforce challenges associated with completing these projects.
Noelle	Britton	Chief of Staff	Office of Representatives Lloyd Smucker	As the Chief of Staff to a Member on the House Ways and Means Committee, Ms. Britton can offer valuable insights into the changes that should be made to U.S. tax policy's in order to to incentivize investment and innovation.
Bailee	Brown	Chief of Staff	Office of Representative Scott Peters	As the Chief of Staff to a Member on the House Energy and Commerce Committee, Ms. Brown can offer insights into how development of artificial intelligence is shaping conversations about public safety.
Cara	Camacho	Chief of Staff	Office of Representative Jim Himes	As the Chief of Staff to a Member on the House Financial Services Committee, Ms. Camacho can share her insights on how emerging technologies are driving economic development.

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Steven	Carlson	Chief of Staff	Office of Representative Chris Pappas	As the Chief of Staff to a Member on the Transportation and Infrastructure Committee, Mr. Carlson can offer expert insights on how new technologies can be used to improve the construction of American roads, bridges, and ports.
Charlie	Chamness	Deputy Chief of Staff	Office of Representative Mike Quigley	As the Deputy Chief of Staff to a Member on the House Appropriations Committee, Mr. Chamness can offer valuable insights into funding strategies that support long-term economic stability and infrastructure development.
Jennifer	Chandler	Chief of Staff	Office of Representative Jim McGovern	As the Chief of Staff to a Member on the House Committee on Agriculture, Ms. Chandler can offer valuable insights into how to expand American agricultural trade exports.
Dylan	Chandler	Communication Director	Ways and Means Committee	As the Communications Director for the House Ways and Means Committee, Mr. Chandler can provide valuable insights into how the Committee plans to message the 2025 tax reforms to the public.
Andrew	Christianson	Chief of Staff	Office of Representative Dusty Johnson	As the Chief of Staff to a Member on the House Committee on Agriculture, Mr. Christianson can offer insights on strategies to enhance competitiveness for American agricultural products in international markets.

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Alex	Cisneros	Legislative Director	Office of Representative Young Kim	As the Legislative Director to a Member on the House Financial Services Committee and Foreign Affairs Committee, Mr. Cisneros can provide his thoughts on how the U.S.-China relationship impacts American financial markets.
Tim	Del Monico	Chief of Staff	Office of Representative Sam Liccardo	As the Chief of Staff to a Member on the House Financial Services Committee, Mr. Del Monico can provide his expertise on how America's financial systems allow us to finance global trade projects.
Mark	Dennin	Chief of Staff	Office of Representative Jimmy Panetta	As the Chief of Staff to a Member on the House Ways and Means Committee, Mr. Dennin can offer valuable insights into Democratic priorities on tax reform ahead of the 2025 tax package.
Sonali	Desai	Executive Director	Democratic Caucus	As the Executive Director for the Democratic Caucus, Ms. Desai can provide valuable perspectives on the Democratic party's stance on key legislative priorities related to tax, trade, intellectual property, and more.
Michelle	Dorothy	Chief of Staff	Office of Representative Chrissy Houlahan	As the Chief of Staff to a Member of the House Permanent Select Committee on Intelligence, Ms. Dorothy can speak to the U.S.-China relationship and its impact on national security policy.

**Private Sponsor Travel Certification Form: Supplemental**

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Jordan	Downs	Chief of Staff	Office of Representative Michael Guest	As the Chief of Staff to a Member on the House Appropriations Committee, Mr. Downs can provide insights into government programs designed to promote American supply chain independence and reduce reliance on China.
Mark	Dreiling	Chief of Staff	Office of Representative Don Bacon	As the Chief of Staff to a Member on the House Armed Services Committee, Mr. Dreiling can speak to the military's readiness with regards to the to the U.S.-China strategic conflict.
Jaryn	Emhof	Chief of Staff	Office of Representative Daniel Webster	As the Chief of Staff to a Member on the Committee on Science, Space, and Technology, Ms. Emhof can offer valuable insights into the development and deployment of artificial intelligence to enhance national competitiveness in the global landscape.
Cesar	Gonzalez	Chief of Staff	Office of Representative Mario Diaz-Balart	As the Chief of Staff to a Member on the House Appropriations Committee, Mr. Gonzalez can offer insights into the intersection of tax policy and federal spending, including strategies to ensure fiscal responsibility while supporting economic growth.
Andrea	Grace	Chief of Staff	Office of Representative Mike Lawler	As the Chief of Staff to a Member on the House Financial Services Committee, Ms. Grace can provide valuable insights into how tax policy can encourage investment to support a thriving financial system.

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Aaron	Harawa	Chief of Staff	Office of Representative Glenn Ivey	As the Chief of Staff to a Member on the House Appropriations Committee, Mr. Harawa can offer valuable insights into federal investments to protect American intellectual property.
Nick	Hawatmeh	Chief of Staff	Office of Representative Lisa McClain	As the Chief of Staff to a Member on the House Education and Workforce Committee, Mr. Hawatmeh can share insights on innovative education and training opportunities that address the workforce challenges faced by American businesses.
Maeve	Healy	Chief of Staff	Office of Representative Grace Meng	As the Chief of Staff to a Member on the House Appropriations Committee, Ms. Healy can offer valuable insights on federal investments in innovative technologies that advance America's global competitiveness.
Chloe	Hunt	Chief of Staff	Office of Representative Sean Casten	As the Chief of Staff to a Member on the House Financial Services Committee, Ms. Hunt can share her insights on Congress's role in regulating emerging financial technologies.
Carolyn	King	Chief of Staff	Office of Representative Rob Wittman	As the Chief of Staff to a Member on the House Natural Resources Committee, Ms. King can speak to American raw material supply chains and their impact on U.S. trade capabilities.

**Private Sponsor Travel Certification Form: Supplemental**

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Desiree	Koetzle	Chief of Staff	Office of Representatives Pete Stauber	As the Chief of Staff to a Member on the House Small Business Committee, Ms. Koetzle can provide valuable insights into trade policy's impact on small businesses and how to expand the export markets for small business owners.
Amy	Kuhn	Chief of Staff	Office of Representative Sara Jacobs	As the Chief of Staff to a Member of the Bipartisan Task Force on Artificial Intelligence, Ms. Kuhn can explain the security concerns and opportunities associated with artificial intelligence and emerging technologies.
John	Lee	Chief of Staff	Office of Representative Nikki Budzinski	As the Chief of Staff to a Member on the House Agriculture Committee, Mr. Lee can share his thoughts on workforce challenges and opportunities within the U. S. agricultural industry.
Molly	Lowe	Chief of Staff	Office of Representative Mark Amodei	As the Chief of Staff to a Member on the House Appropriations Committee, Ms. Lowe can provide valuable expertise on government funding to promote American energy independence.
Macey	Matthews	Chief of Staff	Office of Representative Brittany Pettersen	As the Chief of Staff to a Member on the House Financial Services Committee, Ms. Matthews can share her insights on opportunities and challenges related to regulating digital assets.

**Private Sponsor Travel Certification Form: Supplemental**

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Anna	McCormack	Chief of Staff	Office of Representative David Rouzer	As the Chief of Staff to a Member on the House Committee on Agriculture, Ms. McCormack can provide expert insights on how artificial intelligence is impacting the American agricultural sector.
Ellis	McGinnis	Chief of Staff	Office of Representative Maxine Waters	As the Chief of Staff to the Ranking Member on the House Financial Services Committee, Ms. McGinnis can offer insights into how changes in tax policy would impact the financial services sector.
Cait	McNamee	Deputy Chief of Staff	Office of Representative Brad Schneider	As the Deputy Chief of Staff to a Member on the House Ways and Means Committee, Ms. McNamee can provide valuable insights on how changes to the international tax code can expand American economic opportunity.
Tom	Moran	Chief of Staff	Office of Representatives Maria Salazar	As the Chief of Staff to a Member on the House Financial Services Committee, Mr. Moran can provide expert insights on how artificial intelligence and digital assets are impacting the long-term stability of the American financial system.
Rene	Munoz	Chief of Staff	Office of Representative Lou Correa	As the Chief of Staff to a Member of the House Judiciary Committee, Ms. Munoz can share her expertise on how to protect intellectual property and encourage American innovation.

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Cesar	Prieto	Chief of Staff	Office of Representative Tony Gonzalez	As the Chief of Staff to a Member on the bipartisan For Country Caucus, Mr. Prieto can share his insights on opportunities for bipartisanship on issues related to supporting our veterans and service members.
Jessica	Proud	Chief of Staff	Office of Representative Nick Langworthy	As the Chief of Staff to a Member on the House Committee on Agriculture, Ms. Proud can offer valuable insights into how changes in tax policy will affect America's farmers and producers.
Nicole	Rapanos	Chief of Staff	Office of Representative Nick LaLota	As the Chief of Staff to a Member on the House Armed Services Committee, Ms. Rapanos can offer valuable expertise on the workforce challenges and opportunities facing the U. S. military.
Andrew	Renteria	Chief of Staff	Office of Representative David Valadao	As the Chief of Staff to a Member on the House Budget Committee, Mr. Renteria can provide valuable insight on the current budget reconciliation negotiations and the pay-fors associated with the 2025 tax package.
Margaret	Reynolds	Chief of Staff	Office of Representative Jared Golden	As the Chief of Staff to a Member on the House Small Business Committee, Ms. Reynolds can offer valuable insights into how to make small businesses competitive in global trade markets.

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Mitch	Rivard	Chief of Staff	Office of Representative Jason Crow	As the Chief of Staff to a Member of the House Permanent Select Committee on Intelligence, Mr. Rivard can share his insights on the national security implications of artificial intelligence and emerging technologies.
Mary	Rosado	Chief of Staff	Office of Representative Andy Barr	As the Chief of Staff to a Member on the House Select Committee on the Strategic Competition between the U.S. and the Chinese Communist Party, Ms. Rosado will have expert insights on how the conflict impacts the security of U.S. supply chains.
Megan	Ruane	Chief of Staff	Office of Representative Madeleine Dean	As the Chief of Staff to a Member on the House Appropriations Committee, Ms. Ruane can provide valuable insights into federal investments in workforce programs.
Zac	Rutherford	Chief of Staff	Office of Representative Diana Harshbarger	As the Chief of Staff to a Member on the Energy and Commerce Committee, Mr. Rutherford can speak to the importance of intellectual property protections to fostering innovation in the energy, healthcare, and technology industries
Katherine	Sears	Chief of Staff	Office of Representative Jen Kiggans	As the Chief of Staff to a Member on the House Armed Services Committee, Ms. Sears can provide valuable insights on the integration of artificial intelligence in U. S. defense strategy efforts to ensure national security in the era of rapidly advancing technologies.

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Amy	Soenksen	Chief of Staff	Office of Representative Morgan McGarvey	As the Chief of Staff to a Member on the House Small Business Committee, Ms. Soenksen can provide her perspective on workforce challenges facing small business owners.
Anne	Sokolov	Executive Director	New Democratic Coalition	As Executive Director for one of the largest Democratic coalitions in the House, Ms. Sokolov can speak to the current legislative priorities and solutions of a large group of Democratic lawmakers.
Joanne	Stiles	Chief of Staff	Office of Representative Joseph Morelle	As the Chief of Staff to the Ranking Member on the House Administration Committee, Ms. Stiles can share her insights on how new technologies allow the House of Representatives to run more efficiently.
Deena	Tauster	Chief of Staff	Office of Representative Andrew Garbarino	As the Chief of Staff to a Member on the House Homeland Security Committee, Ms. Tauster can share her thoughts on the how AI and other emerging technologies can be used to protect the American homeland.
Allison	Teixeira Sulier	Chief of Staff	Office of Representative Sharice Davids	As the Chief of Staff to a Member on the House Committee on Transportation and Infrastructure, Ms. Teixeira Sulier can offer her expertise on how we can promote American infrastructure projects while focused on sustainability goals.

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Jeremy	Tittle	Chief of Staff	Office of Representative Salud Carbajal	<p>As the Chief of Staff to a Member on the House Committee on Transportation and Infrastructure, Mr. Tittle can share his insights on the importance of American infrastructure to secure supply chains and trade.</p>
Lauren	Toy	Chief of Staff	Office of Representative Susie Lee	<p>As the Chief of Staff to a Member on the House Appropriations Committee, Ms. Toy can offer valuable insights into the state of federal projects that invest in sustainable energy sources.</p>
Rachel	Wagley	Chief of Staff	Office of Representative Blake Moore	<p>As the Chief of Staff to a Member on the House Ways and Means Committee, Ms. Wagley can offer valuable insights on the status of the ongoing tax package and reconciliation negotiations.</p>
Chris	Walsh	Chief of Staff	Office of Representative Pat Ryan	<p>As the Chief of Staff to a Member on the House Committee on Transportation and Infrastructure, Mr. Walsh can offer his expertise on workforce challenges within the construction industry.</p>
Kayla	Williams	Chief of Staff	Office of Representative Gregory Meeks	<p>As the Chief of Staff to a Member on the House Foreign Affairs Committee, Ms. Williams can provide her expertise on how the U.S.-China relationship impacts our relationships with other international actors.</p>

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12. Sponsor's interest in the subject matter and role in organizing the trip:

Center Forward's Spring Issues Conference is being convened to bring together pragmatic policy influencers from various industries, organizations, and the public sector. Center Forward's organizational mission is to provide centrists the information they need to craft common-sense solutions and provide support in turning those ideas into results. Center Forward brings together Members of Congress, not-for profits, academic experts, trade associations, corporations, and unions to find common ground.

Center Forward is the sole organizer of the trip. Center Forward is planning the Conference and is responsible for the organization and execution of the event logistics as well as the programming content. Discussion topics will include: the role industry and government can play in developing and regulating AI and emerging technologies; America's approach to global trade and supply chains; the 2026 USCMA renegotiations and the factors that will influence the government's approach to dealmaking; tax policy and how the negotiation process for past tax packages can be used to understand the 2025 budget reconcilaion package; balancing competing legislative priorities including energy and sustainability, emerging technologies, intellectual property rights, the U.S-China strategic conflict, and the future of the workforce; working across the aisle in a new Congress to examining the outlook of leadership; and the importance of finding ways to put aside partisan differences and work together to solve America's challenges. Participants are expected to include policymakers and advocacy groups as well as business leaders, academic researchers, and a member of the press.