

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: Josh Shapiro
2. a. Name of Accompanying Relative: _____ **OR** None
b. Relationship to Traveler: Spouse Child Other (specify): _____
3. a. Dates: Departure: 3/31/2026 Return: 4/2/2026
b. Dates at Personal Expense, if any: _____ **OR** None
4. Departure City: Washington, DC Destination: Cambridge, MA Return City: Washington, DC
5. Sponsor(s), Who Paid for the Trip: MIT
6. Describe Meetings and Events Attended: Attended meetings, seminars, and tours related to AI and tech policy as a member of staff working for a Member of Congress on the House Energy and Commerce Committee.
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: 4/3/2026

I authorized this travel in advance. I have determined that all of the expenses listed on the attached *Sponsor Post-Travel Disclosure Form* were necessary and that the travel was in connection with the employee's official duties and would not create the appearance that the employee is using public office for private gain.

Name of Supervising Member: Rep. Debbie Dingell Date: 4/3/2026
Signature of Supervising Member: 

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: Josh Shapiro
2. a. Name of Accompanying Relative: _____ **OR** None
b. Relationship to Traveler: Spouse Child Other (specify): _____
3. a. Dates: Departure: 3/31/2026 Return: 4/2/2026
b. Dates at Personal Expense, if any: _____ **OR** None
4. Departure City: Washington, DC Destination: Cambridge, MA Return City: Washington, DC
5. Sponsor(s), Who Paid for the Trip: MIT
6. Describe Meetings and Events Attended: Attended meetings, seminars, and tours related to AI and tech policy as a member of staff working for a Member of Congress on the House Energy and Commerce Committee.
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: 4/3/2026

I authorized this travel in advance. I have determined that all of the expenses listed on the attached *Sponsor Post-Travel Disclosure Form* were necessary and that the travel was in connection with the employee's official duties and would not create the appearance that the employee is using public office for private gain.

Name of Supervising Member: Rep. Debbie Dingell Date: 4/3/2026

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: Massachusetts Institute of Technology's Open Learning & the The Alfred P. Sloan Foundation

2. Travel Destination(s): Washington, DC - Boston/Cambridge, MA - Washington, DC

3. Date of Departure: 3/31/2026 Date of Return: 4/2/2026

4. Name(s) of Traveler(s): Josh Shapiro

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	\$504.28	\$674.84	\$204.76	N/A
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:  Date: April 15, 2026

Name: Helen Haislmaier Title: Program Coordinator

Organization: Massachusetts Institute of Technology

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

Address: 77 Massachusetts Avenue, Building 3-207, Cambridge, MA 02139

Telephone: 617 324 9105 Email: helenh@mit.edu

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

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: Massachusetts Institute of Technology's Open Learning & the The Alfred P. Sloan Foundation

2. Travel Destination(s): Washington, DC - Boston/Cambridge, MA - Washington, DC

3. Date of Departure: 3/31/2026 Date of Return: 4/2/2026

4. Name(s) of Traveler(s): Josh Shapiro

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	\$504.28	\$674.84	\$204.76	N/A
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:  Date: April 15, 2026

Name: Helen Haislmaier Title: Program Coordinator

Organization: Massachusetts Institute of Technology

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

Address: 77 Massachusetts Avenue, Building 3-207, Cambridge, MA 02139

Telephone: 617 324 9105 Email: helenh@mit.edu

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.

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: Joshua Shapiro

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. Debbie Dingell

Office Address: 102 Cannon House Office Building

Telephone Number: 202-225-4071

Email Address of Contact Person: Shapiro@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

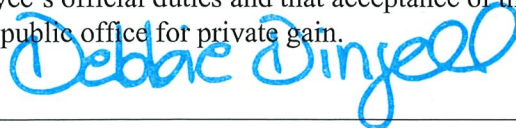
1. Name of Traveler: Joshua Shapiro
2. Sponsor(s) who will be paying or providing in-kind support for the trip: MIT
3. City and State **OR** Foreign Country of Travel: Cambridge, MA
4. a. Date of Departure: 3/31/2026 Date of Return: 4/2/2026
b. Yes No Will you be extending the trip at your personal expense?
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.**
I am Rep. Dingell's Legislative Director and handle AI policy for her on the House Committee on Energy and Commerce.
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: 2/27/2026

COMMITTEE ON ETHICS

PRIMARY TRIP SPONSOR FORM

This form should be completed by private entities offering to provide travel or reimbursement for travel to House Members, officers, or employees under House Rule 25, clause 5. A completed copy of the form (and any attachments) should be provided to each invited House Member, officer, or employee, who will then forward it to the Committee together with a *Traveler Form* **at least 30 days before the start date of the trip**. The trip sponsor should *NOT* submit the form directly to the Committee. The Committee's website (ethics.house.gov) provides detailed instructions for filling out the form. The Committee will notify the House invitees directly of its decision and will not notify the trip sponsors.

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

1. Sponsor who will be paying for the trip:

Massachusetts Institute of Technology

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: The Alfred P. Sloan Foundation

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 list. All invitees have portfolios relevant to the topic of the seminar.

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

6. Date of Departure: March 31, 2026 Date of Return: April 2, 2026

7. a. City of departure: Washington, DC

b. Destination(s): Cambridge, MA

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:

The Massachusetts Institute of Technology is a non-profit research university with multiple departments working on cutting-edge Artificial Intelligence technology & related policy. MIT faculty and staff have developed the seminar agenda & have been involved in all aspects of organizing the invitations to participants and speakers. The Alfred P. Sloan Foundation, a non-profit, provided a grant to MIT Open Learning which included sponsoring a seminar for congressional staff on Artificial Intelligence. No Foundation officials have been involved in any aspect of planning for the seminar.

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:

n/a

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, approx. \$93.00
Day 2, approx. \$120.00 ; Day 3, approx. \$37.00

2) Provide the reason for selecting the location of the event or trip: _____
The seminar is being held on the MIT campus to enable faculty participation & MIT lab visits.

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

Hotel Name: Marriott Residence Inn City: Cambridge, MA Cost Per Night: \$291+ tax = \$337.41

Reason(s) for Selecting: Price and proximity to the MIT campus to enable faculty participation and access to campus facilities

Hotel Name: _____ City: _____ Cost Per Night: _____

Reason(s) for Selecting: _____

Hotel Name: _____ City: _____ Cost Per Night: _____

Reason(s) for Selecting: _____

17. I represent that all expenses connected to the trip will be for actual costs incurred and not a per diem or lump sum payment. *Signify that the statement is true by checking the box.*

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

<input type="checkbox"/> Actual Amounts <input checked="" type="checkbox"/> Good Faith Estimates	Total Transportation Expenses per Participant	Total Lodging Expenses per Participant	Total Meal Expenses per Participant
For each Member, Officer, or Employee	\$577.32 + booking fee + \$56 buses Total: \$633.32	\$291p.n + tax = \$337.41 Total: 2 nights = \$674.82	\$250.00
For each Accompanying Family Member			


	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	up to \$70.00	for either airport parking or taxi/Uber to/from home and Reagan National Airport.
For each Accompanying Family Member	N/A	

19. **Check only one:**

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

20. **I certify by my signature that**

- a. **I read and understand the Committee's Travel Regulations;**
- b. **I am not a registered federal lobbyist or registered foreign agent; and**
- c. **The information on this form is true, complete, and correct to the best of my knowledge.**

Signature:  Date: February 6, 2026
 Name: Dimitris J. Bertsimas Title: Vice Provost for Open Learning
 Organization: Massachusetts Institute of Technology
 Address: 600 Technology Square, NE49 - 2nd Floor, Cambridge, MA 02139
 Email: dbertsim@mit.edu Telephone: 617 253 4223

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

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

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



ONE HUNDRED NINETEENTH CONGRESS

U.S. House of Representatives

COMMITTEE ON ETHICS

Thomas A. Rust
Staff Director and Chief Counsel

Jordan Downs
Chief of Staff to the Chairman

David Arrojo
Counsel to the Ranking Member

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

March 30, 2026

Mr. Joshua Shapiro
Office of the Honorable Debbie Dingell
102 Cannon House Office Building
Washington, DC 20515

Dear Mr. Shapiro:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Cambridge, Massachusetts, scheduled for March 31 to April 2, 2026, sponsored by Massachusetts Institute of Technology and the Alfred P. Sloan Foundation.

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:nl

Senior Congressional Staff Seminar
THE FUTURE OF AI
March 31-April 2, 2026

AGENDA

Tuesday, March 31: Day 1

Seminar location: MIT Samberg Center, 50 Memorial Drive, Cambridge, MA 02142
6th Floor, Dining Rooms 5 & 6

- | | |
|------------------|--|
| 8:40 am | Delta Flight 5687 from Washington Reagan National Airport |
| 10:25 am | Staff arrive at Boston Logan airport |
| 10:40-11:15 am | MIT Bus from Boston Logan Airport to Residence Inn by Marriott Boston Cambridge |
| 11:15 -11:45 am | Check into Residence Inn by Marriott Boston Cambridge
120 Broadway, Cambridge, MA 02142 |
| 11:45am - Noon | Bus from Residence Inn by Marriott Boston Cambridge to Samberg Conference Center |
| Noon – 1:15 pm | Registration, welcome, introductions, and luncheon
Samberg Conference Center, 6th floor, Dining Rooms 5 & 6 |
| 12:15 – 12:30 pm | Participants introduce themselves |
| 12:45 – 1:00 pm | Welcome Remarks & Overview of AI at MIT
Daniel Huttenlocher , Dean, MIT Stephen A. Schwarzman College of Computing
Dimitris Bertsimas , Vice Provost for Open Learning and Boeing Professor of Management
<i>Welcome participants and provide an overview of the program</i> |
| 1:00 – 1:10 pm | Move from Dining Room 6 to Dining Room 5 |
| 1:10 - 2:30 pm | Overview of AI
<i>The session will provide an overview of the basics of how AI works, how it is likely to develop, and issues AI raises for policymakers</i>
Jacob Andreas , Associate Professor, Electrical Engineering and Computer Science |
| 2:30 – 4:00 pm | Foundation AI Models |

This session will review more deeply the current state of large language models and computer vision, and their strengths and limitations

Moderator: Tom Giancola, Policy Associate, MIT Washington Office

Vincent Sitzmann, Assistant Professor, Electrical Engineering and Computer Science

Dylan Hadfield-Menell, Bonnie and Marty (1964) Tenenbaum Career Development Associate Professor of Electrical Engineering and Computer Science

Yoon Kim, Associate Professor, Electrical Engineering and Computer Science

4:00 pm- 4:30 pm

Training an AI-Ready Workforce

This session will review efforts to develop curricula and infrastructure to advance training for the skills necessary for the work of the future

Cynthia Breazeal, MIT Dean for Digital Learning, Director of the MIT RAISE Initiative

4:30 - 4:45 pm

Break/walk to tour

4:45-5:30 pm

Tour of MIT Media Lab

This tour will explore the MIT Media Lab's research in AI and robotics, human-machine interactions, and AI's impact in media and telecommunications.

Jessica Rosenworcel -Executive Director, MIT Media Lab

5:30 – 5:45 pm

Walk to Residence Inn by Marriott Boston Cambridge

Residence Inn by Marriott Boston Cambridge, 120 Broadway, Cambridge,

6:00-8:15 pm

Dinner with talk - AI and Ethics

The Doc Egerton Room, Ground Floor, Residence Inn

Caspar Hare, Professor of Philosophy in the Department of Linguistics and Philosophy at MIT

This discussion will provide an overview of ethical frameworks with which to analyze new and evolving applications of AI in society.

Wednesday April 1: Day 2

Seminar Location - Ragon Institute, 600 Main Street, Cambridge, MA

7:30-8:45 am

Breakfast at Residence Inn by Marriott Boston Cambridge

Residence Inn by Marriott Boston Cambridge, 120 Broadway, Cambridge,

- 8:45-9:00 am **Walk to Ragon Institute of MGB, MIT, and Harvard**
600 Main Street, Cambridge, MA 02139
- 9:00-10:30 am **AI, Data, and Society– Select Policy Topics**
This session will explore the societal implications of the broad adoption of AI and its use of data.
Moderator: Asu Ozdaglar, MathWorks Professor of Electrical Engineering and Computer Science; Department Head, Electrical Engineering and Computer Science; Deputy Dean of Academics, Schwarzman College of Computing
Daniel Huttenlocher, Dean, MIT Schwarzman College of Computing; Henry Ellis Warren (1894) Professor of Electrical Engineering and Computer Science.
Chara Podimata, Assistant Professor, MIT Sloan School of Management
Alessandro Acquisti, T. Wilson Professor in Management and Professor of Information Technology, MIT Sloan School of Management
- 10:30 – 12:00 pm **AI and the Economy**
This session will explore how AI is likely to change the economy, with a focus on economic behavior in finance and information.
Moderator: Tom Giancola, Policy Associate MIT Washington Office
Andrew W. Lo, Charles E. and Susan T. Harris Professor of Finance, and the Director of the Laboratory for Financial Engineering at the MIT Sloan School of Management.
Ben Armstrong, Director, MIT Industrial Performance Center
- 12:00 – 1:15 pm **Lunch with presentation – Air Force AI Accelerator**
This session will describe work the Air Force is doing with MIT and Lincoln Laboratory to apply AI to Air Force operations.
Col. Scott Ruppel, Department of the U.S. Air Force Director, Department of the Air Force-MIT Artificial Intelligence Accelerator
Daniela Rus, Andrew (1956) and Erna Viterbi Professor of Electrical Engineering and Computer Science and Director of the Computer Science and Artificial Intelligence Laboratory (CSAIL) at MIT.
- 1:15 – 1:30 pm: **Walk to Plasma Science & Fusion Center**
190 Albany Street Building NW21
- 1:30 - 2:30 pm **AI and Fusion Energy**
Tour of Plasma Science & Fusion Center (PSFC)
The MIT Plasma Science and Fusion Center is an international leader in the development of fusion energy. This tour will explore how AI is being used to advance the field of fusion energy.

Cristina Rea, Principal Research Scientist and Head of Data Science Division, MIT Plasma Science and Fusion Center

Tour Instructions:

- *Closed-toe shoes should be worn on the lab tour.*
- *During the tour, information on the hallway walls may be photographed.*
- *In the lab, there are a few areas that cannot be photographed. Tour location staff will confirm these locations upon arrival.*

2:30 – 2:45 pm: **Walk to Schwarzman Building**, 50 Vassar St. Cambridge, MA, 02139

2:45 – 4:10 pm **AI and National Security**
This session will explore the implications of AI for U.S. national security, including how AI may increase threats to the U.S. and how the U.S. could use AI to enhance its security.

Moderator: Tom Giancola, MIT Washington Office
Eric Evans, Professor of Practice, MIT Aeronautics and Astronautics; Director Emeritus (2006-2024), MIT Lincoln Laboratory
Gene R. Keselman, Lecturer, MIT Sloan School of Management; Executive Director, MIT Mission Innovation Experimental (MIx); Managing Director, MIT Proto Ventures.
Dennis Ross, Group Leader, AI Technology and Systems, MIT Lincoln Laboratory

4:10-4:25pm **Break**

4:25-5:30 pm **Fireside chat- China Competition**
This fireside chat will feature a discussion covering a range of topics relevant to geopolitical competition between the U.S. and China, with a particular focus on AI development and adoption, semiconductors, and trade.

Moderator: David Rotman, Editor at Large, MIT Technology Review
Yasheng Huang, Professor of Global Economics and Management at the MIT Sloan School of Management

5:30 – 5:45 pm **Walk to Residence Inn Cambridge**

6:15-6:30pm **Walk to Samberg Center**

6:30 – 7:00pm **Reception**

7:00 – 8:30 pm **Dinner and Talk - AI and Transportation**
This discussion will explore how AI is impacting mobility and transportation, with a focus on autonomous systems.
Jinhua Zhao, Class 1941 Professor of Cities and Transportation; Founder, MIT Mobility Initiative

Thursday, April 2: Day 3

Seminar Location: **The Doc Egerton Room, Ground Floor, Residence Inn**

7:45 – 8:45 am **Continental breakfast at hotel/check out.** *(Bags should be packed and ready to go with you on the bus and can be left with the front desk.)*

9:00 – 10:15 am **AI and Scientific Discovery**
This session will discuss how AI is being used in research and lab settings to advance scientific discovery and what factors are driving its adoption.
Neil Thompson, Principal Research Scientist, MIT CSAIL; Director, MIT FutureTech Project
Marzyeh Ghassemi, Associate Professor, Electrical Engineering and Computer Science
James Collins, Termeer Professor of Medical Engineering & Science and Professor of Biological Engineering at MIT

10:15am- 10:30 am **Walk to tour**

10:30 – 11:45 am **Tour- MIT Belcher Laboratory**
This session will explore how AI is being used to accelerate scientific discovery in biomolecular materials.
Angela Belcher, James Mason Crafts Professor of Biological Engineering and Materials Science

11:45 – Noon **Walk to The Doc Egerton Room, Ground Floor, Residence Inn**

Noon – 1:45 pm **Lunch and session:**
AI and Industry
This session will explore the different ways AI is being put to use, and could be put to use in industry, particularly in manufacturing
Faez Ahmed, Associate Professor of Mechanical Engineering
Roberto Rigobon, Professor Sloan School
Thomas Malone, Patrick J. McGovern Professor, Management; Director for CCI

1:45 – 3:00 pm

AI in K-12

This session will explore how AI is being, and could be used in education, particularly K-12 education in the U.S.

Tom Giancola, Policy Associate, MIT Washington Office

Daniella Dipaola, Graduate Researcher, MIT Media Lab

Justin Reich, Associate Professor of Digital Media, Comparative Media Studies and Writing Department; Director of the MIT Teaching Systems Lab.

3:00 – 4:00 pm

Fitting it all together, discussion & seminar evaluation

This session will review the entire program and provide participants a chance to ask questions about the full picture that has emerged, about what they have learned and what information, pertinent to their jobs, they would like to discuss.

Moderator: Kathleen Kennedy, Senior Director, MIT Horizon

4:00 – 4:45 pm

Collect bags/board bus. Travel to Boston Logan Airport

6:05 – 7:55 pm

Delta Flight 5667 from Boston to Reagan National Airport, Washington, DC.

NB: On April 2, staff received an update from Delta Airlines that the flight would be taking off at 5:40pm instead of 6:05pm. As a result, we had to cut the last session short to just 30 minutes so the bus could leave by 3:40 pm to take the staff to the airport in time for the earlier flight.

First Name Last Name Suffix Title			Organization Name (Parent)	Email	Address 1
Sami	Araboghli	National Security Advisor	Office of Representative Greg Steube	Sami.Araboghli@mail.house.gov	Rayburn House Office Building
Steve	Ackerman	Legislative Director	Office of Representative Russ Fulcher	steve.ackerman@mail.house.gov	Longworth House Office Building
Vincent	Adamo	Legislative Correspondent	Office of Congresswoman Nikki Budzinski	vincent.adamo@mail.house.gov	Longworth House Office Building
Hannah	Aiken	Legislative Director	Office of Representative Jim Himes	hannah.aiken@mail.house.gov	Rayburn House Office Building
Deidre	Alexander	Legislative Director	Office of Representative Bennie G. Thompson	deidre.alexander@mail.house.gov	Rayburn House Office Building
Shinnola	Alexander	Policy Advisor	Office of Representative Sara Jacobs	shinnola.alexander@mail.house.gov	Rayburn House Office Building
Matt	Alvero	Legislative Director	Office of Representative Mark Alford	matt.alvero@mail.house.gov	Cannon House Office Building
Lydia	Angel	Senior Policy Advisor	Office of Representative Steny H. Hoyer	lydia.angel@mail.house.gov	Longworth House Office Building
Colin	Anonsen	Deputy Chief of Staff/Leg. Director	Office of Representative Brittany Pettersen	colin.anonsen@mail.house.gov	Cannon House Office Building, 1
Kossi	Anyinefa	Legislative Director	Office of Representative Maxine Waters	kossi.anyinefa@mail.house.gov	Rayburn House Office Building, 1
Sami	Araboghli	National Security Advisor	Office of Representative Greg Steube	sami.araboghli@mail.house.gov	Rayburn House Office Building, 1
Jennifer	Arnold	Legislative Counsel	Office of Representative Greg Stanton	jennifer.arnold@mail.house.gov	Cannon House Office Building, 1
Bardia	Asefnia	Co-Legislative Director	Office of Representative Deborah K. Ross	bardia.asefnia@mail.house.gov	Longworth House Office Building, 1
Zach	Atran	Senior Policy Advisor	Office of Representative Ted W. Lieu	zach.atran@mail.house.gov	Rayburn House Office Building, 1
Grady	Austin	Legislative Director	Office of Representative Tim K. Moore	grady.austin@mail.house.gov	Longworth House Office Building, 1
Grace	Ayyildiz	Legislative Assistant	Office of Representative Rob Menendez	grace.ayyildiz@mail.house.gov	Rayburn House Office Building, 1
Jake	Bachand	Legislative Counsel	Office of Representative Troy E. Nehls	jake.bachand1@mail.house.gov	Longworth House Office Building, 1
Marie	Baldassarre	Chief of Staff	Office of Representative Ro Khanna	marie.baldassarre@mail.house.gov	Cannon House Office Building, 1
Courtney	Ball	Legislative Director	Office of Representative Mark Harris	courtney.ball@mail.house.gov	Cannon House Office Building, 1
Andrew	Bambrick	Legislative Assistant	Office of Representative Glenn Grothman	andrew.bambrick@mail.house.gov	Longworth House Office Building, 1
Rocco	Barbieri	Legislative Assistant	Office of Representative Cliff Bentz	rocco.barbieri@mail.house.gov	Cannon House Office Building, 1
Elizabeth	Porter	Professional Staff Member	Committee on Appropriations	elizabeth.barczak@mail.house.gov	Capitol Building
Owen	Beal	Legislative Director	Office of Representative Emilia Strong Sykes	owen.beal@mail.house.gov	Longworth House Office Building, 1
Matt	Beiger	Legislative Assistant	Office of Representative Craig Goldman	matt.beiger@mail.house.gov	Longworth House Office Building, 1
Nate	Beltran	Counsel	Office of Representative Marc Veasey	nate.beltran@mail.house.gov	Rayburn House Office Building, 1
Louise	Bentsen	Chief of Staff	Office of Representative Vicente Gonzalez	louise.bentsen@mail.house.gov	1201 Longworth House Office Building
Lila	Bernardin	Economic Policy Adviser	Office of Representative Marilyn Strickland	lila.bernardin@mail.house.gov	Longworth House Office Building, 1
Max	Berry	Legislative Director	Office of Representative Richard McCormick	max.berry@mail.house.gov	Longworth House Office Building, 1
Marshall	Bessey	Legislative Assistant	Office of Representative Ken Calvert	marshall.bessey@mail.house.gov	Rayburn House Office Building, 1
Jordan	Blackwell	Legislative Assistant	Office of Representative Ann Wagner	jordan.blackwell@mail.house.gov	Rayburn Office Building, RHOB

Leah Grace	Blackwell	Senior Policy Advisor	Office of Representative Joe Wilson	leahgrace.blackwell@mail.house.gov	Longworth House Office Building
Clint	Blaes	Legislative Director	Office of Representative Derek Schmidt	clint.blaes@mail.house.gov	Longworth House Office Building
Thomas	Blanford	Legislative Director	Office of Representative Scott L. Fitzgerald	thomas.blanford@mail.house.gov	Rayburn House Office Building,
Steven	Blattner	Deputy Chief of Staff/Scheduler	Office of Representative Yvette D. Clarke	steven.blattner@mail.house.gov	Rayburn House Office Building,
John	Bleed	National Security Advisor/Senior I	Office of Representative Blake Moore	john.bleed@mail.house.gov	Longworth House Office Building
Chelsea	Blink	Legislative Director	Office of Representative Lauren Underwood	chelsea.blink@mail.house.gov	Rayburn House Office Building,
Whit	Blount	Legislative Assistant	Office of Representative Maria Elvira Salazar	whit.blount@mail.house.gov	Rayburn House Office Building,
Tia	Bogeljic	Legislative Director	Office of Representative Joe Neguse	tia.bogeljic@mail.house.gov	Rayburn House Office Building,
Andrew	Bohn	National Security Advisor	Office of Representative Zach Nunn	andrew.bohn@mail.house.gov	Longworth House Office Building
Savannah	Bolender	Legislative Director	Office of Representative Michelle L. Fischbach	savannah.bolender@mail.house.gov	Rayburn House Office Building,
Monique	Bolsajian	Legislative Director	Office of Representative Gil Cisneros	monique.bolsajian@mail.house.gov	Rayburn House Office Building
Emily	Bonanno	Policy Assistant	House Comm. on Science, Space, & Technology	emily.bonanno@mail.house.gov	Rayburn House Office Building
Ellen	Bottcher	Legislative Assistant	Office of Representative Jeff Crank	ellen.bottcher@mail.house.gov	Rayburn House Office Building,
Lacey	Bowersox	Legislative Director	Office of Representative Mike Bost	lacey.bowersox@mail.house.gov	Cannon House Office Building,
Matt	Brady	Legislative Assistant	Office of Representative Mariannette Miller-M	matt.brady@mail.house.gov	Cannon House Office Building,
Grace	Brightbill	Legislative Assistant	Office of Representative Don Beyer	grace.brightbill@mail.house.gov	Longworth House Office Building
Layla	Brooks	Legislative Director	Office of Representative LaMonica McIver	layla.brooks@mail.house.gov	Cannon House Office Building
Lavell	Brown	Senior Legislative Assistant	Office of Representative Danny K. Davis	lavell.brown@mail.house.gov	Rayburn House Office Building,
Julia	Brunner	Legislative Assistant	Office of Representative Brad Schneider	julia.brunner@mail.house.gov	Cannon House Office Building,
Stetson	Bryson	Deputy Chief of Staff/Legislative I	Office of Representative Ronny Lynn Jackson	stetson.bryson@mail.house.gov	Cannon House Office Building,
Davis	Bunn	Legislative Director	Office of Representative Barry Moore	davis.bunn@mail.house.gov	Longworth House Office Building
William	Burns	Senior Legislative Assistant	Office of Representative Jay Obernolte	william.burns@mail.house.gov	Rayburn House Office Building,
Chase	Busch	Legislative Assistant	Office of Representative Sheri Biggs	chase.busch@mail.house.gov	Longworth House Office Building
Daniel	Butler	Legislative Director	Office of Representative Tom Kean	dan.butler@mail.house.gov	Cannon House Office Building,
Carson	Cameron	Legislative Assistant	Office of Representative Kevin Kiley	carson.cameron@mail.house.gov	Rayburn House Office Building,
Andrew	Caprio	Military Legislative Assistant	Office of Representative Celeste Maloy	andrew.caprio@mail.house.gov	Cannon House Office Building,
Catherine	Carter	Staff Assistant	Office of Rep. Valerie Foushee	catherine.carter@mail.house.gov	Rayburn House Office Building,
Jacob	Carroll	Legislative Assistant	Office of Representative Joyce Beatty	jacob.carroll@mail.house.gov	Rayburn House Office Building,
Jonathan	Casas	Legislative Assistant	Office of Representative Richard McCormick	jonathan.casas@mail.house.gov	Longworth House Office Building
John	Castillo	Legislative Director	Office of Representative John J. McGuire III	john.castillo@mail.house.gov	Longworth House Office Building
Carlos	Castro	Legislative Counsel	Office of Representative Carlos A. Gimenez	carlos.castro@mail.house.gov	Cannon House Office Building,

Charlie	Chamness	Deputy Chief of Staff	Office of Representative Mike Quigley	charlie.chamness@mail.house.gov	Rayburn House Office Building,
Lily	Chang	Legislative Assistant	Office of Representative Laura Friedman	lily.chang@mail.house.gov	Longworth House Office Building,
Grace	Chapman	Legislative Assistant	Office of Representative Mike Ezell	grace.chapman2@mail.house.gov	Cannon House Building Building,
Rachel	Chasalow	Senior Legislative Assistant	Office of Representative Linda T. Sánchez	rachel.chasalow@mail.house.gov	Rayburn House Office Building,
Joshua	Chavez	Legislative Assistant	Office of Representative John J. McGuire III	joshua.chavez@mail.house.gov	Longworth House Office Building,
Dylan	Cheek	Legislative Assistant	Office of Representative Bobby Scott	dylan.cheek@mail.house.gov	Rayburn House Office Building,
Robin	Cheung	Policy Advisor	Office of Representative Daniel S. Goldman	robin.cheung@mail.house.gov	Cannon House Office Building,
Sean	Chilson	Legislative Assistant	Office of Representative Jim Jordan	sean.chilson@mail.house.gov	Rayburn House Office Building,
Kellie	Chong	Legislative Director	Office of Representative Tony Gonzales	kellie.chong@mail.house.gov	Rayburn House Office Building,
Jenna	Christiansen	Legislative Assistant	Office of Representative Judy Chu	jenna.christiansen@mail.house.gov	Rayburn House Office Building,
Tom	Clancy	Legislative Director	Office of Representative Lateefah Simon	tom.clancy@mail.house.gov	Longworth House Office Building,
Daniela	Clark-Murrieta	Legislative Assistant	Office of Representative Kathy Castor	daniela.clark-murrieta@mail.house.gov	Rayburn House Office Building,
Steven	Clark	Legislative Assistant	Office of Representative Michael Kennedy	steven.clark@mail.house.gov	Longworth House Office Building,
Lauren	Cook	Legislative Assistant	Office of Representative Andy Biggs	lauren.cook@mail.house.gov	Cannon House Office Building,
Jeff	Coulter	Senior Legislative Assistant	Office of Representative Bob Ounder	jeff.coulter@mail.house.gov	Longworth House Office Building,
Maria Alex	D'agostino	Legislative Assistant	Office of Representative Raul Ruiz	ale.dagostino@mail.house.gov	Rayburn House Office Building,
Alec	Daman	Senior Legislative Assistant	Office of Representative Bill Huizenga	alec.daman@mail.house.gov	Rayburn House Office Building,
Noelle	Dana	Legislative Assistant	Office of Representative Ryan E. Mackenzie	noelle.dana@mail.house.gov	Cannon House Office Building,
Owen	Dankworth	Legislative Director	Office of Representative Jake Ellzey	owen.dankworth@mail.house.gov	Longworth House Office Building,
David	D'Antonio	Senior Legislative Assistant	Office of Representative Guy Reschenthaler	david.dantonio@mail.house.gov	Rayburn House Office Building,
Sebastian	De La Pena	Senior Legislative Assistant	Office of Representative Lloyd Doggett	sebastian.delapena@mail.house.gov	Rayburn House Office Building,
Elizabeth	De Los Reyes	Professional Staff Member	Committee on Financial Services	elizabeth.delosreyes@mail.house.gov	O'Neill House Office Building,
Will	DeHaan	Legislative Assistant	Office of Representative Josh Brecheen	will.dehaan@mail.house.gov	Cannon House Office Building,
Eric	Delaney	Policy Director	Office of Representative Pete Aguilar	eric.delaney@mail.house.gov	Cannon House Office Building,
Tori	DeLeonardo	Counsel/Policy Advisor	Office of Representative Summer Lee	tori.deleonardo@mail.house.gov	Rayburn House Office Building,
Andrew	Deshler	Legislative Assistant	Office of Representative Andrea Salinas	andrew.deshler@mail.house.gov	Cannon House Office Building,
Matthew	DeVille	Legislative Assistant	Office of Representative Cleo Fields	matt.deville@mail.house.gov	Rayburn House Office Building,
Tom	Dinegar	Legislative Director	Office of Representative Grace Meng	tom.dinegar@mail.house.gov	Rayburn Office Building, ROB
James	Dolbow	National Security Advisor	Office of Representative Austin Scott	jim.dolbow@mail.house.gov	Rayburn House Office Building,
Tanner	Dorrough	Senior Policy Advisor	Office of Representative Salud Carbajal	tanner.dorrough@mail.house.gov	Rayburn House Office Building,
Brian	Duckworth	Legislative Director	Office of Representative John Mannion	brian.duckworth@mail.house.gov	Longworth House Office Building,

Nathaniel	Dullea	Legislative Assistant/Policy Advisor	Office of Representative Don Davis	nathaniel.dullea1@mail.house.gov	1123 Longworth House Office B
Mike	Dunn	Legislative Director	Office of Representative John B. Larson	michael.dunn@mail.house.gov	Longworth House Office Buildin
Collin	Duran	Legislative Assistant	Office of Representative John B. Larson	collin.duran@mail.house.gov	Longworth House Office Buildin
Jacqueline	Duran	Legislative Assistant	Office of Representative Ami Bera	jackie.duran@mail.house.gov	Cannon House Office Building, C
Faith	Dynneson	Legislative Assistant	Office of Representative Mark Brian Messmer	faith.dynneson@mail.house.gov	Longworth House Office Buildin
Ryan	Ebrahimy	Legislative Assistant	Office of Representative Dave Min	ryan.ebrahimy@mail.house.gov	Longworth House Office Buildin
Christopher	Eckhardt	Professional Staff Member	Committee on Appropriations	christopher.eckhardt@mail.house.g	Capitol Building
Rachel	Everette	National Security Advisor	Office of Representative Jason Crow	rachel.everette@mail.house.gov	Longworth House Office Buildin
Sami	Ewing	Legislative Assistant	Office of Delegate Kimberlyn King-Hinds (MP,	samantha.ewing@mail.house.gov	Cannon House Office Building, C
Susan	Falconer	Chief of Staff	Office of Representative Diana Harshbarger	susan.falconer@mail.house.gov	Cannon House Office Building, C
Carlos	Fanjul	Legislative Assistant	Office of Representative Carlos A. Gimenez	carlos.fanjul@mail.house.gov	Cannon House Office Building, C
Nora	Faye	Professional Staff Member	Committee on Appropriations	nora.faye@mail.house.gov	Longworth House Office Buildin
Mahogany	Feaster	Legislative Assistant	Office of Representative Steven A. Horsford	mahogany.feaster@mail.house.gov	Cannon House Office Building, C
Forrest	Ferguson	Senior Legislative Assistant	Office of Representative Monica De la Cruz	forrest.ferguson@mail.house.gov	Longworth House Office Buildin
Hayley	Fernandes	Legislative Assistant	Office of Representative Jason Smith	hayley.fernandes@mail.house.gov	Longworth House Office Buildin
Sarah	Ferrell	Legislative Director	Office of Representative Tracey Robert Mann	sarah.ferrell@mail.house.gov	Cannon House Office Building, C
Alex	Fink	Legislative Director	Office of Representative Juan Ciscomani	alex.fink@mail.house.gov	Cannon House Office Building, C
Will	Flagle	Senior Policy Advisor	Office of Representative Rashida Tlaib	will.flagle@mail.house.gov	Rayburn House Office Building,
James	Fleming	Legislative Assistant	Office of Representative Richard Hudson	james.fleming@mail.house.gov	Rayburn House Office Building,
Juliana	Fleming	Legislative Assistant	Office of Representative Jared Huffman	juliana.fleming@mail.house.gov	Rayburn House Office Building,
Remy	Fortin	Legislative Director	Office of Representative Bill Huizenga	remy.fortin@mail.house.gov	Rayburn House Office Building,
Andrew	Fournier	Legislative Assistant	Office of Representative Wesley Hunt	andrew.fournier@mail.house.gov	Longworth House Office Buildin
Julian	Fraser	Legislative Assistant	Office of Representative David Scott	julian.fraser@mail.house.gov	Cannon House Office Building, C
Lauren	Fricks	Legislative Assistant	Office of Representative Glenn Grothman	lauren.fricks@mail.house.gov	Longworth House Office Buildin
Kei	Fujisawa	Legislative Assistant	Office of Representative Kim Schrier	kei.fujisawa@mail.house.gov	Longworth House Office Buildin
Garrett	Fultz	Deputy Chief of Staff	Office of Representative Mike Johnson	garrett.fultz@mail.house.gov	Cannon House Office Building, C
Shreyas	Gandlur	Legislative Assistant	Office of Jan Schakowsky		Rayburn House Office Building
Charlie	Gann	Legislative Director	Office of Representative Randy Fine	charles.gann@mail.house.gov	Cannon House Office Building, C
David	Gans	Legislative Director	Office of Representative Ann Wagner	david.gans@mail.house.gov	Rayburn Office Building, RHOB
Emerald	Garrett	Senior Legislative Assistant	Office of Representative James E. Clyburn	emerald.garrett@mail.house.gov	Cannon House Office Building, C
Sullivan	Gassmann	Legislative Assistant	Office of Delegate Eleanor Holmes Norton	sullivan.gassmann@mail.house.gov	Rayburn House Office Building,

Manya-Jean	Gitter	National Security Advisor	Office of Representative Steny H. Hoyer	manya-jean.gitter@mail.house.gov	Capitol Building
Samuel	Glavey	Legislative Assistant	Office of Representative Timothy M. Kennedy	samuel.glavey@mail.house.gov	Cannon House Office Building, 1
Abby	Goins	Legislative Assistant	Office of Representative Adrian Smith	abby.goins@mail.house.gov	Cannon House Office Building, 1
Matthew	Golden	Senior Legislative Assistant	Office of Representative Lucy McBath	matthew.golden@mail.house.gov	Rayburn House Office Building, 1
Steven	Goodall	Legislative Assistant	Office of Representative Debbie Wasserman Schultz	steven.goodall@mail.house.gov	Cannon House Office Building, 1
Kevin	Griffen	Senior Policy Advisor	Office of Representative André Carson	kevin.griffen@mail.house.gov	Rayburn House Office Building, 1
Zachary	Grossman	Deputy Chief of Staff/ Legislative	Office of Representative Ritchie J. Torres	zach.grossman@mail.house.gov	Longworth House Office Building, 1
Daniela	Guerrero	Legislative Assistant	Office of Representative Delia C. Ramirez	daniela.guerrero@mail.house.gov	Longworth House Office Building, 1
Colin	Gwillim	Legislative Assistant	Office of Representative Jack Bergman	colin.gwillim1@mail.house.gov	Cannon House Office Building, 1
Steven	Hall	Staff Director	Committee on Science, Space, and Technology	troy.hall@mail.house.gov	Rayburn House Office Building, 1
Riley	Hambrick	Military Legislative Assistant	Office of Representative Neal Dunn	riley.hambrick@mail.house.gov	Cannon House Office Building, 1
Zachary	Hampton	Legislative Assistant	Office of Representative Tracey Robert Mann	zachary.hampton@mail.house.gov	Cannon House Office Building, 1
Francesco	Hanson	Legislative Assistant	Office of Representative Nellie Pou	francesco.hanson@mail.house.gov	Longworth House Office Building, 1
Colby	Harriman	Legislative Director	Office of Representative Dina Titus	colby.harriman@mail.house.gov	Rayburn House Office Building, 1
Devon	Harris	National Security Advisor	Office of Representative Raja Krishnamoorthi	devon.harris@mail.house.gov	Rayburn House Office Building, 1
Gabriel	Harrison	Legislative Assistant	Office of Representative George T. Whitesides	gabriel.harrison@mail.house.gov	Longworth House Office Building, 1
Kellie	Hartl	Legislative Director	Office of Representative David G. Valadao	kellie.hartl@mail.house.gov	Rayburn House Office Building, 1
Conor	Hartnett	Military Legislative Assistant	Office of Representative GT Thompson	conor.hartnett@mail.house.gov	Cannon House Office Building, 1
Jason	Harvey	Senior Legislative Assistant	Office of Representative Virginia Foxx	jason.harvey@mail.house.gov	Rayburn House Office Building, 1
Frayser	Hawkins	Military Legislative Assistant	Office of Representative Derrick Van Orden	colin.hawkins@mail.house.gov	Longworth House Office Building, 1
Nicholas	Hazelbaker	Legislative Assistant	Office of Representative Peter Stauber	nicky.hazelbaker@mail.house.gov	Cannon House Office Building, 1
Andrew	Heineman	Legislative Director	Office of Representative Jerrold Nadler	andrew.heineman@mail.house.gov	Rayburn House Office Building, 1
Hans	Hellmann	Legislative Assistant	Office of Representative Andy Barr	hans.hellmann@mail.house.gov	Rayburn House Office Building, 1
Michael	Hermann	Lead Professional Staff Member	Committee on Armed Services	michael.hermann@mail.house.gov	Rayburn House Office Building, 1
Tyler	Hinkle	Military Legislative Assistant	Office of Representative Gabe Vasquez	tyler.hinkle@mail.house.gov	Cannon House Office Building, 1
Matthew	Holcombe	Legislative Director	Office of Representative Dwight Evans	matthew.holcombe@mail.house.gov	Longworth House Office Building, 1
Martin	Holmes	Professional Staff Member	Permanet Select Committee on Intelligence, Subcomm. on National Security Agency & Cyber	martin.holmes@mail.house.gov	Capitol Building - HVC
		-		-	-
Noah	Hooton	Senior Legislative Assistant	Office of Representative Tim Burchett	noah.hooton@mail.house.gov	Longworth House Office Building, 1
David	Horsley	National Security Advisor	Office of Representative August Pfluger	david.horsley@mail.house.gov	Rayburn House Office Building, 1
Jebediah	Houpt	Legislative Director	Office of Representative Tim Walberg	jeb.houpt@mail.house.gov	Rayburn House Office Building, 1

Gabrielle	Howard	Legislative Director	Office of Representative Sydney K. Kamlager-D	gabrielle.howard@mail.house.gov	Cannon House Office Building, I
Matthew	Hubbell	Legislative Assistant	Office of Representative Buddy Carter	matthew.hubbell@mail.house.gov	Rayburn House Office Building,
Lindsey	Huber	Military Legislative Assistant	Office of Representative Rick Larsen	lindsey.huber@mail.house.gov	Rayburn House Office Building,
Rachel	Hunter	Senior Legislative Assistant	Office of Representative Angie Craig	rachel.hunter@mail.house.gov	Rayburn House Office Building,
Brogan	Hurd	Legislative Assistant	Office of Representative Cory Mills	brogan.hurd@mail.house.gov	Cannon House Office Building
Dean	Ischiropoulos	Senior Legislative Assistant	Office of Representative Mary Gay Scanlon	dean.ischiropoulos@mail.house.gov	Longworth House Office Buildir
Jae	Jang	Senior Professional Staff Member	Committee on Financial Services	jae.jang@mail.house.gov	Rayburn House Office Building,
Aaron	Jenks	Legislative Assistant	Office of Representative Eric Burlison	aaron.jenks@mail.house.gov	Longworth House Office Buildir
Samuel	Jockisch	Legislative Assistant	Office of Representative Darin LaHood	samuel.jockisch@mail.house.gov	Cannon House Office Building, I
Eric	Johnson	Senior Advisor/National Security I	Office of Representative Barry Loudermilk	eric.p.johnson@mail.house.gov	Rayburn House Office Building,
James	Johnson	Deputy Chief of Staff/Legislative I	Office of Representative Frank Pallone, Jr.	james.johnson@mail.house.gov	Rayburn House Office Building,
Thomas	Johnson	Legislative Assistant	Office of Representative Josh Riley	thomas.johnson@mail.house.gov	Cannon House Office Building
Sophia	Jorgenson	Legislative Assistant	Office of Representative Sharice Davids	sophia.jorgenson@mail.house.gov	Rayburn House Office Building,
Caitlin-Jean	Juricic	Legislative Director	Office of Representative Nellie Pou	caitlin-jean.juricic@mail.house.gov	Longworth House Office Buildir
Zachary	Kahan	Legislative Director	Office of Representative Luz Maria Rivas	zach.kahan@mail.house.gov	Longworth House Office Buildir
Chiemi	Kamaka	Legislative Assistant	Office of Representative Ed Case	chiemi.kamaka@mail.house.gov	Rayburn House Office Building,
Dhruv	Kathuria	Legislative Assistant	Office of Rep. Jan Schakowsky	dhruv.kathuria@mail.house.gov	Rayburn House Office Building,
Lindsey	Keller	Senior Legislative Assistant/Milita	Office of Representative Scott DesJarlais	lindsey.keller@mail.house.gov	Rayburn House Office Building,
Matt	Kent	Senior Judiciary Counsel	Office of Representative Becca Balint	matt.kent@mail.house.gov	Longworth House Office Buildir
Naajidah	Khan	Military Legislative Assistant	Office of Representative Donald Norcross	naajidah.khan@mail.house.gov	Rayburn House Office Building,
Edwin	Kindler	Senior Legislative Assistant	Office of Representative Bill Foster	edwin.kindler@mail.house.gov	Rayburn House Office Building,
Tom	Koester	Senior Counsel	Office of Representative Deborah K. Ross	thomas.koester@mail.house.gov	Longworth House Office Buildir
John	Kohler	Senior Policy Advisor	Office of Representative Troy Balderson	john.kohler@mail.house.gov	Rayburn House Office Building,
Kevin	Koo	Senior Legislative Assistant	Office of Representative Lizzie Fletcher	kevin.koo@mail.house.gov	Rayburn House Office Building,
Brooke	Kramer	Legislative Assistant	Office of Representative Frank D. Lucas	brooke.kramer@mail.house.gov	Rayburn House Office Building,
Angelle	Kwemo	Deputy Chief of Staff	Office of Representative Sheila Cherfilus-McCc	angelle.kwemo@mail.house.gov	Rayburn House Office Building,
Renaldine	Lafleche	Legislative Assistant	Office of Representative Hank Johnson	renaldine.lafleche@mail.house.gov	Rayburn House Office Building,
Lucas	Lam	Legislative Director	Office of Representative Janelle Bynum	lucas@mail.house.gov	Longworth House Office Buildir
Anna-Blake	Langley	Professional Staff Member	Committee on Small Business	anna-blake.langley@mail.house.gov	Rayburn House Office Building,
Shine	Lee	Legislative Director	Office of Representative Young O. Kim	shine.lee@mail.house.gov	Rayburn House Office Building,
Daniel	Lemire	Military Legislative Assistant	Office of Representative Joe Morelle	daniel.lemire@mail.house.gov	Cannon House Office Building, I

Thomas	Lennox	Legislative Assistant	Office of Representative Max L. Miller	thomas.lennox@mail.house.gov	Cannon House Office Building, Cannon
Amy	Linhardt	Legislative Assistant	Office of Representative Marie Gluesenkamp P	amy.linhardt@mail.house.gov	Longworth House Office Building, Cannon
Elizabeth (L)	Walters	Deputy Chief of Staff/Legislative C	Office of Representative Dusty Johnson	elizabeth.walters@mail.house.gov	Longworth House Office Building, Cannon
Zachary	Lobel	Legislative Director and Policy Co	Office of Representative Hakeem Jeffries	zachary.lobel@mail.house.gov	Rayburn House Office Building, Cannon
Trent	Long	Legislative Assistant	Office of Representative Russ Fulcher	trent.long@mail.house.gov	Longworth House Office Building, Cannon
Eric	Lukoff	Legislative Director	Office of Representative Kevin Mullin	eric.lukoff@mail.house.gov	Longworth House Office Building, Cannon
Monica	Luna	Legislative Assistant	Office of Representative Sarah McBride	monica.luna1@mail.house.gov	Longworth House Office Building, Cannon
Nick	Luna	Legislative Director	Office of Representative Jill N. Tokuda	nick.luna@mail.house.gov	Longworth House Office Building, Cannon
David	Maestas	Legislative Director	Office of Representative Dan Newhouse	david.maestas@mail.house.gov	Cannon House Office Building, Cannon
Ian	Mair	Legislative Assistant	Office of Representative Josh Gottheimer	ian.mair@mail.house.gov	Cannon House Office Building, Cannon
Raisa	Majid	Legislative Assistant	Office of Representative Seth Magaziner	raisa.majid@mail.house.gov	Cannon House Office Building, Cannon
Andrew	Maloney	Military Legislative Assistant	Office of Representative Rob Wittman	andrew.maloney@mail.house.gov	Rayburn House Office Building, Cannon
Evan	Marquardt	Legislative Assistant	Office of Representative David Taylor	evan.marquardt@mail.house.gov	Cannon House Office Building, Cannon
Daniel	Marrow	Legislative Director	Office of Representative Laura Gillen	daniel.marrow@mail.house.gov	Cannon House Office Building, Cannon
Molly	Martin	Legislative Director	Office of Representative Brett Guthrie	molly.martin@mail.house.gov	Rayburn House Office Building, Cannon
Semaj	Martin-Redd	Legislative Director	Office of Representative Trent Kelly	semaj.martin-redd@mail.house.gov	Rayburn House Office Building, Cannon
Jon	Maslyn	Legislative Assistant	Office of Representative Nancy Mace	jon.maslyn@mail.house.gov	Longworth House Office Building, Cannon
Meg	Maykoski	Senior Legislative Assistant	Office of Representative Kevin Hern	meg.maykoski@mail.house.gov	Cannon House Office Building, Cannon
Anna	McCleaf	Legislative Director	Office of Representative Robert B. Aderholt	anna.mccleaf@mail.house.gov	Cannon House Office Building, Cannon
Matthew	McCulloch	Senior Legislative Assistant	Office of Representative Kat Cammack	matthew.mcculloch@mail.house.gov	Rayburn House Office Building, Cannon
Anna	McDonald	Policy Advisor	Rep. Sydney Kamlager-Dove	anna.mcdonald@mail.house.gov	Cannon House Office Building, Cannon
Owen	McGeary	Military Legislative Assistant	Office of Representative Joe Courtney	owen.mcgeary@mail.house.gov	Rayburn House Office Building, Cannon
Abigail	McGovern	Senior Legislative Assistant	Office of Representative Richard E. Neal	abby.mcgovern@mail.house.gov	Cannon House Office Building, Cannon
Trevor	McLean	Legislative Counsel	Office of Representative Madeleine Dean	trevor.mclean1@mail.house.gov	Cannon House Office Building, Cannon
Leah	McPhearson	Senior Legislative Assistant	Office of Representative Ashley Hinson	leah.mcphearson@mail.house.gov	Rayburn House Office Building, Cannon
Darby	McQueen	Legislative Director	Office of Representative Michael Cloud	dmd@mail.house.gov	Cannon House Office Building, Cannon
Leonardo	Mendoza Bernuy	Senior Policy Advisor	Office of Representative Ritchie J. Torres	leonardo.mendoza@mail.house.gov	Longworth House Office Building, Cannon
Luis	Mendoza	Legislative Assistant	Office of Representative Tim K. Moore	luis.mendoza@mail.house.gov	Longworth House Office Building, Cannon
Albert	Mercer	Legislative Assistant	Office of Representative Pete Sessions	albert.mercer@mail.house.gov	Rayburn House Office Building, Cannon
Peter	Merhige	Legislative Assistant	Office of Representative Scott Franklin	peter.merhige@mail.house.gov	Rayburn House Office Building, Cannon
Ian	Merritt	Legislative Director	Office of Representative Chuck Fleischmann	ian.merritt@mail.house.gov	Rayburn House Office Building, Cannon

Jessica Merritt	Legislative Director/Deputy Chief	Office of Representative George Latimer	jessica.merritt@mail.house.gov	Longworth House Office Building
Valeria Metzgen Castro	Legislative Assistant	Office of Representative Delia C. Ramirez	valeria.metzgencaastro@mail.house.gov	Longworth House Office Building
Connor Meyers	Deputy Chief of Staff	Office of Representative Michael Kennedy	connor.meyers@mail.house.gov	Longworth House Office Building
Kelly Misselwitz	Deputy Chief of Staff/Legislative Director	Office of Representative Ilhan Omar	kelly.misselwitz@mail.house.gov	Longworth House Office Building
Maddie Mitchell	Legislative Director/Deputy Chief	Office of Representative Jen Kiggans	maddie.mitchell@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100
Nicholas Mitchell	Professional Staff Member	Committee on Appropriations	nick.mitchell@mail.house.gov	Capitol Building
Kenneth Mok	Legislative Counsel	Office of Representative Pramila Jayapal	kenny.mok@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Rachel Montoya	Policy Advisor	Office of Representative Teresa Isabel Leger Ferrel	rachel.montoya@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Faith Morgan	Legislative Assistant	Office of Representative Kweisi Mfume	faith.morgan@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Thomas Morrissey	Military Legislative Assistant	Office of Representative Mark Alford	thomas.morrissey@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100
Tyler Mortier	Legislative Assistant	Office of Representative John Joyce	tyler.mortier@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Gillian Mueller	Deputy Chief of Staff	Office of Representative Christopher Deluzio	gillian.mueller@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
Olivia Mullaney	Military Legislative Assistant	Office of Representative Patrick Ryan	olivia.mullaney@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
Kaitlyn Mullen	Legislative Assistant	Office of Representative Julia Letlow	kaitlyn.mullen@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100
Ayush Nallapally	Legislative Aide	Congressman Rich McCormick	ayush.nallapally@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100
Amber Nejjari	Legislative Assistant	Office of Representative John Rutherford	amber.nejjari@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
William Newman	Legislative Assistant	Office of Representative Riley Moore	william.newman@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
Zoë Oreck	Policy Director	Office of Representative Hakeem Jeffries	zoe.oreck@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Ian Orr	Legislative Assistant	Office of Representative John Moolenaar	ian.orr@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100
Laney O'Shea	Deputy Chief of Staff & Legislative Director	Office of Representative Herb Conaway	laney.o'shea@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
Nick Owen	Senior Legislative Assistant	Office of Representative Suzanne Bonamici	nick.owen@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Lisa Pahel	Policy Advisor	Office of Representative Chellie Pingree	lisa.pahel@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Wyndee Parker	National Policy Advisor	Office of the House Minority Leader	<u>wyndee.parker@mail.house.gov</u>	Capitol Building
Evan Patterson	Legislative Assistant	Office of Representative Frank D. Lucas	evan.patterson1@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
John Pecaro	Legislative Assistant	Office of Representative Rick Crawford	john.pecaro@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Chester Pelsang	Legislative Director	Office of Representative Mary Miller	chester.pelsang@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
Cruz Perez	Legislative Director	Office of Representative Nathaniel Moran	cruz.perez@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
Carolyn Perlmutter	Senior Legislative Assistant	Office of Representative Lois Frankel	carolyn.perlmutter@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Tess Peterson	Senior Legislative Assistant	Office of Representative Lizzie Fletcher	tess.peterson@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Leah Petree	Legislative Assistant	Office of Representative Chip Roy	leah.petree@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100
Chaston Pffingston	Legislative Assistant	Office of Representative Lloyd K. Smucker	chaston.pffingston@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100

Asha	Samuel	Legislative Director	Office of Representative Ami Bera	asha.samuel@mail.house.gov	Cannon House Office Building, C
Isabel	Sanchez	Legislative Director	Office of Representative John Olszewski	isabel.sanchez@mail.house.gov	Longworth House Office Buildin
Jacob	Sanders	Senior Legislative Assistant	Office of Representative Matt Van Epps	jacob.sanders@mail.house.gov	Rayburn House Office Building
Robert	Sar	Legislative Director	Office of Representative Stephanie Bice	robert.sar@mail.house.gov	Rayburn House Office Building
Alex	Scheuer	Legislative Assistant	Office of Rep Hakeem Jeffries	alex.scheuer@mail.house.gov	Capitol Building
Sam	Schiller	Legislative Assistant	Office of Representative Vicente Gonzalez	sam.schiller@mail.house.gov	1201 Longworth House Office B
Patrick	Schilling	Legislative Director	Office of Representative Scott Perry	patrick.schilling@mail.house.gov	Rayburn House Office Building,
Alexandra	Schindewolf	Legislative Assistant	Office of Representative Andrew Clyde	alexandra.schindewolf@mail.house	Cannon House Office Building, C
Christophe	Schloesser	Deputy Chief of Staff/Legislative C	Office of Representative Diana DeGette	chris.schloesser@mail.house.gov	Rayburn House Office Building,
Evie	Schoenthal	Legislative Assistant	Office of Representative Richard E. Neal	evie.schoenthal@mail.house.gov	Cannon House Office Building, C
Niel	Schrage	Legislative Assistant	Office of Representative Erin Houchin	niel.schrage@mail.house.gov	Cannon House Office Building, C
Raphael	Schreiber	Legislative Director	Office of Representative Thomas Massie	raphael.schreiber1@mail.house.gov	Rayburn House Office Building,
Michael	Sciacca	Legislative Director	Office of Delegate James Moylan	michael.sciacca@mail.house.gov	Cannon House Office Building, C
Alicia	Seagraves	Legislative Director	Office of Representative Lou Correa	alicia.seagraves@mail.house.gov	Rayburn House Office Building,
Peter	Seifert	Legislative Assistant	Office of Representative Vern Buchanan	peter.seifert@mail.house.gov	Rayburn House Office Building,
Kathleen	Sengstock	Senior Legislative Assistant	Office of Representative Maxine Waters	kathleen.sengstock@mail.house.gov	Rayburn House Office Building,
Zack	Settle	Legislative Assistant	Office of Representative James Comer	zack.settle@mail.house.gov	Rayburn House Office Building,
Amanda	Shafer	Senior Legislative Assistant	Office of Representative Mike Levin	amanda.shafer@mail.house.gov	Rayburn House Office Building,
Joshua	Shapiro	Legislative Director	Office of Representative Debbie Dingell	shapiro@mail.house.gov	Cannon House Office Building, C
Pragneya	Sharma	Legislative Assistant	Office of Representative Ami Bera	pragneya.sharma@mail.house.gov	Cannon House Office Building, C
Steffani	Silva	Congressional Fellow	Committee on Science, Space, and Technology	steffani.silva@mail.house.gov	Ford House Office Building, FHC
Stephen	Sisel	Legislative Assistant	Office of Representative Richard Hudson	stephen.sisel@mail.house.gov	Rayburn House Office Building,
Anneliese	Slamowitz	Legislative Assistant	Office of Representative Nanette Diaz Barragár	anneliese.slamowitz@mail.house.gc	Rayburn House Office Building,
Chandler	Smith	Legislative Director	Office of Representative Guy Reschenthaler	chandler.smith@mail.house.gov	Rayburn House Office Building,
Trevor	Smith	Legislative Director	Office of Representative Vince Fong	trevor.smith@mail.house.gov	Cannon House Office Building, C
Jacqueline	Sobol	Legislative Assistant	Office of Representative Scott Peters	jackiesobol@mail.house.gov	Rayburn House Office Building,
Ethan	Sorcher	Military Legislative Assistant	Office of Representative Wesley Bell	ethan.sorcher1@mail.house.gov	Longworth House Office Buildin
Jordan	Sorenson	Legislative Director	Office of Representative Clay Higgins	jordan.sorenson@mail.house.gov	Cannon House Office Building, C
Nicholas	Soule	Legislative Assistant	Office of Representative Harriet M. Hageman	nicholas.soule@mail.house.gov	Longworth House Office Buildin
Arthur	Speck III	Legislative Director	Office of Representative Randy Weber	arthur.speck@mail.house.gov	Cannon House Office Building, C
Michael	Stadelmaier	Legislative Assistant	Office of Representative Claudia Tenney	michael.stadelmaier@mail.house.go	Rayburn House Office Building,

Chase	Starr	Legislative Director	Office of Representative Andrew Clyde	chase.starr@mail.house.gov	Cannon House Office Building, Cannon
Will	Stiers	Legislative Director	Office of Representative Mike Rogers	will.stiers@mail.house.gov	Rayburn House Office Building, Cannon
Anna	Stietenroth	Legislative Director	Office of Representative Brian T. Jack	anna.stietenroth@mail.house.gov	Longworth House Office Building, Cannon
Elizabeth	Stinebaugh	Legislative Director	Office of Representative Tom Emmer	elizabeth.stinebaugh@mail.house.gov	Cannon House Office Building, Cannon
Haley	Stuckey	Legislative Assistant	Office of Representative Gary Palmer	haley.stuckey@mail.house.gov	Cannon House Office Building, Cannon
Crystal	Sung	Legislative Assistant	Office of Representative Julie Johnson	crystal.sung@mail.house.gov	Cannon House Office Building, Cannon
Noah	Taicher	Legislative Assistant	Office of Representative Russell W. Fry	noah.taicher@mail.house.gov	Cannon House Office Building, Cannon
William	Tener	Legislative Director/Counsel	Office of Representative Hal Rogers	william.tener@mail.house.gov	Rayburn House Office Building, Cannon
James	Thomas	Legislative Director	Office of Representative Aaron Bean	james.thomas@mail.house.gov	Rayburn House Office Building, Cannon
Nia	Thomas	Legislative Director	Office of Representative Adriano Espallat	nia.thomas@mail.house.gov	Rayburn House Office Building, Cannon
Clara	Tibbetts	Senior Legislative Assistant	Office of Representative Paul D. Tonko	clara.tibbetts@mail.house.gov	Rayburn House Office Building, Cannon
Jeffrey	Tomkowitz	Legislative Director	Office of Representative Randy Feenstra	jeff.tomkowitz@mail.house.gov	Rayburn House Office Building, Cannon
Lauren	Toy	Chief of Staff	Office of Representative Susie Lee	lauren.toy@mail.house.gov	Cannon House Office Building, Cannon
Travis	Trejo	Legislative Director	Office of Representative Andy Harris	travis.trejo@mail.house.gov	Longworth House Office Building, Cannon
Hayden	Upchurch	Legislative Assistant	Office of Representative Nathaniel Moran	hayden.upchurch@mail.house.gov	Longworth House Office Building, Cannon
Nick	Urbini	Legislative Director	Office of Representative Ryan E. Mackenzie	nick.urbin@mail.house.gov	Cannon House Office Building, Cannon
Jerome	Vainisi	Legislative Director	Office of Representative Dan Crenshaw	jerome.vainisi@mail.house.gov	Cannon House Office Building, Cannon
Joseph	Valente	Senior Legislative Assistant	Office of Representative Jake Auchincloss	joseph.valente@mail.house.gov	Longworth House Office Building, Cannon
Henry	VanderToll	Legislative Assistant	Office of Representative Brian T. Jack	henry.vandertoll@mail.house.gov	Longworth House Office Building, Cannon
Jonathan	Vecchi	Deputy Chief of Staff/Legislative Director	Office of Representative Gus M. Bilirakis	jonathan.vecchi@mail.house.gov	Rayburn House Office Building, Cannon
Katie	Wallach	Senior Legislative Assistant	Office of Representative Ronny Lynn Jackson	katie.wallach@mail.house.gov	Cannon House Office Building, Cannon
Anne	Lawless	Legislative Assistant	Office of Representative Brett Guthrie	anne.lawless@mail.house.gov	Rayburn House Office Building, Cannon
Sophia	Warner	Legislative Assistant	Office of Representative Dale W. Strong	sophia.warner@mail.house.gov	Cannon House Office Building, Cannon
Trey	Webster	Legislative Director	Office of Representative Susie Lee	trey.webster@mail.house.gov	Cannon House Office Building, Cannon
Alex	Weeden	Legislative Assistant	Office of Representative Maxwell Frost	alex.weeden@mail.house.gov	Longworth House Office Building, Cannon
Andrew	Weinstock	Legislative Assistant	Office of Representative Lloyd K. Smucker	andrew.weinstock@mail.house.gov	Cannon House Office Building, Cannon
Matthew	Wells	Legislative Assistant	Office of Representative Rudy Yakym	matthew.wells@mail.house.gov	Cannon House Office Building, Cannon
Megan	Wenrich	Legislative Director	Office of Representative Jefferson Scott Shreve	megan.wenrich@mail.house.gov	Cannon House Office Building, Cannon
Jack	West	Legislative Assistant	Office of Representative Jim Costa	jack.west@mail.house.gov	Rayburn House Office Building, Cannon
Harrison	Wetherell	Legislative Assistant	Office of Representative Roger Williams	harrison.wetherell@mail.house.gov	Rayburn House Office Building, Cannon
Sarah	Whiteley	Legislative Assistant	Office of Representative Tom Kean	sarah.whiteley@mail.house.gov	Cannon House Office Building, Cannon

Charlotte	Whittier	Legislative Assistant	Office of Representative Chris Pappas	charlotte.whittier@mail.house.gov	Cannon House Office Building, I
Anna	Whitwam	Legislative Assistant	Office of Representative Gwen Moore	anna.whitwam@mail.house.gov	Rayburn House Office Building,
Olivia	Wilhite	Senior Legislative Assistant	Office of Representative Val Hoyle	olivia.wilhite@mail.house.gov	Longworth House Office Buildir
Veronica	Winham	Legislative Assistant	Office of Representative Maxwell Frost	veronica.winham@mail.house.gov	Longworth House Office Buildir
Colin	Witman	Legislative Assistant	Office of Representative Nick Langworthy	colin.witman@mail.house.gov	Cannon House Office Building, I
Zena	Wolf	Senior Oversight Policy Advisor	Office of Representative Alexandria Ocasio-Cortez	zena.wolf@mail.house.gov	Cannon House Office Building, I
Ryan	Wolfe	Legislative Assistant	Office of Representative Eric Sorensen	ryan.wolfe@mail.house.gov	Longworth House Office Buildir
R. Connor	Wood	Senior Policy Advisor	Office of Representative Haley Stevens	connor.wood@mail.house.gov	Rayburn House Office Building,
Brayden	Woods	Legislative Director	Office of Representative Beth Van Duyne	brayden.woods@mail.house.gov	Longworth House Office Buildir
Michael	Wootten	Legislative Assistant	Office of Representative Mark Harris	michael.wootten@mail.house.gov	Cannon House Office Building, I
Maxwell	Wright	Senior Legislative Assistant	Office of Representative Ken Calvert	maxwell.wright2@mail.house.gov	Rayburn House Office Building,
Krista	Wunsche	Legislative Director	Office of Representative Jimmy Panetta	krista.wunsche@mail.house.gov	Cannon House Office Building, I
Annaliese	Yukawa	Senior Policy Advisor	Office of Representative Suzan K. DelBene	annaliese.yukawa@mail.house.gov	Rayburn House Office Building,
Jenna	Zantow	Legislative Director	Office of Representative Tony Wied	jenna.zantow@mail.house.gov	Cannon House Office Building, I
Xavier	Zapata	Senior Legislative Assistant	Office of Representative Seth Magaziner	xavier.zapata@mail.house.gov	Cannon House Office Building, I
Alec	Zender	Senior Legislative Director	Office of Representative Jack Bergman	alec.zender@mail.house.gov	Cannon House Office Building, I
Mark	Zientek	Policy Advisor	Office of Representative Teresa Isabel Leger Ferrel	mark.zientek@mail.house.gov	Rayburn House Office Building,

First Name Last Name Suffix Title			Organization Name (Parent)	Email	Address 1
Sami	Araboghli	National Security Advisor	Office of Representative Greg Steube	Sami.Araboghli@mail.house.gov	Rayburn House Office Building
Steve	Ackerman	Legislative Director	Office of Representative Russ Fulcher	steve.ackerman@mail.house.gov	Longworth House Office Building
Vincent	Adamo	Legislative Correspondent	Office of Congresswoman Nikki Budzinski	vincent.adamo@mail.house.gov	Longworth House Office Building
Hannah	Aiken	Legislative Director	Office of Representative Jim Himes	hannah.aiken@mail.house.gov	Rayburn House Office Building
Deidre	Alexander	Legislative Director	Office of Representative Bennie G. Thompson	deidre.alexander@mail.house.gov	Rayburn House Office Building
Shinnola	Alexander	Policy Advisor	Office of Representative Sara Jacobs	shinnola.alexander@mail.house.gov	Rayburn House Office Building
Matt	Alvero	Legislative Director	Office of Representative Mark Alford	matt.alvero@mail.house.gov	Cannon House Office Building
Lydia	Angel	Senior Policy Advisor	Office of Representative Steny H. Hoyer	lydia.angel@mail.house.gov	Longworth House Office Building
Colin	Anonsen	Deputy Chief of Staff/Leg. Director	Office of Representative Brittany Pettersen	colin.anonsen@mail.house.gov	Cannon House Office Building, 1
Kossi	Anyinefa	Legislative Director	Office of Representative Maxine Waters	kossi.anyinefa@mail.house.gov	Rayburn House Office Building, 1
Sami	Araboghli	National Security Advisor	Office of Representative Greg Steube	sami.araboghli@mail.house.gov	Rayburn House Office Building, 1
Jennifer	Arnold	Legislative Counsel	Office of Representative Greg Stanton	jennifer.arnold@mail.house.gov	Cannon House Office Building, 1
Bardia	Asefnia	Co-Legislative Director	Office of Representative Deborah K. Ross	bardia.asefnia@mail.house.gov	Longworth House Office Building, 1
Zach	Atran	Senior Policy Advisor	Office of Representative Ted W. Lieu	zach.atran@mail.house.gov	Rayburn House Office Building, 1
Grady	Austin	Legislative Director	Office of Representative Tim K. Moore	grady.austin@mail.house.gov	Longworth House Office Building, 1
Grace	Ayyildiz	Legislative Assistant	Office of Representative Rob Menendez	grace.ayyildiz@mail.house.gov	Rayburn House Office Building, 1
Jake	Bachand	Legislative Counsel	Office of Representative Troy E. Nehls	jake.bachand1@mail.house.gov	Longworth House Office Building, 1
Marie	Baldassarre	Chief of Staff	Office of Representative Ro Khanna	marie.baldassarre@mail.house.gov	Cannon House Office Building, 1
Courtney	Ball	Legislative Director	Office of Representative Mark Harris	courtney.ball@mail.house.gov	Cannon House Office Building, 1
Andrew	Bambrick	Legislative Assistant	Office of Representative Glenn Grothman	andrew.bambrick@mail.house.gov	Longworth House Office Building, 1
Rocco	Barbieri	Legislative Assistant	Office of Representative Cliff Bentz	rocco.barbieri@mail.house.gov	Cannon House Office Building, 1
Elizabeth	Porter	Professional Staff Member	Committee on Appropriations	elizabeth.barczak@mail.house.gov	Capitol Building
Owen	Beal	Legislative Director	Office of Representative Emilia Strong Sykes	owen.beal@mail.house.gov	Longworth House Office Building, 1
Matt	Beiger	Legislative Assistant	Office of Representative Craig Goldman	matt.beiger@mail.house.gov	Longworth House Office Building, 1
Nate	Beltran	Counsel	Office of Representative Marc Veasey	nate.beltran@mail.house.gov	Rayburn House Office Building, 1
Louise	Bentsen	Chief of Staff	Office of Representative Vicente Gonzalez	louise.bentsen@mail.house.gov	1201 Longworth House Office Building, 1
Lila	Bernardin	Economic Policy Adviser	Office of Representative Marilyn Strickland	lila.bernardin@mail.house.gov	Longworth House Office Building, 1
Max	Berry	Legislative Director	Office of Representative Richard McCormick	max.berry@mail.house.gov	Longworth House Office Building, 1
Marshall	Bessey	Legislative Assistant	Office of Representative Ken Calvert	marshall.bessey@mail.house.gov	Rayburn House Office Building, 1
Jordan	Blackwell	Legislative Assistant	Office of Representative Ann Wagner	jordan.blackwell@mail.house.gov	Rayburn Office Building, RHOB

Leah Grace	Blackwell	Senior Policy Advisor	Office of Representative Joe Wilson	leahgrace.blackwell@mail.house.gov	Longworth House Office Building
Clint	Blaes	Legislative Director	Office of Representative Derek Schmidt	clint.blaes@mail.house.gov	Longworth House Office Building
Thomas	Blanford	Legislative Director	Office of Representative Scott L. Fitzgerald	thomas.blanford@mail.house.gov	Rayburn House Office Building,
Steven	Blattner	Deputy Chief of Staff/Scheduler	Office of Representative Yvette D. Clarke	steven.blattner@mail.house.gov	Rayburn House Office Building,
John	Bleed	National Security Advisor/Senior I	Office of Representative Blake Moore	john.bleed@mail.house.gov	Longworth House Office Building
Chelsea	Blink	Legislative Director	Office of Representative Lauren Underwood	chelsea.blink@mail.house.gov	Rayburn House Office Building,
Whit	Blount	Legislative Assistant	Office of Representative Maria Elvira Salazar	whit.blount@mail.house.gov	Rayburn House Office Building,
Tia	Bogeljic	Legislative Director	Office of Representative Joe Neguse	tia.bogeljic@mail.house.gov	Rayburn House Office Building,
Andrew	Bohn	National Security Advisor	Office of Representative Zach Nunn	andrew.bohn@mail.house.gov	Longworth House Office Building
Savannah	Bolender	Legislative Director	Office of Representative Michelle L. Fischbach	savannah.bolender@mail.house.gov	Rayburn House Office Building,
Monique	Bolsajian	Legislative Director	Office of Representative Gil Cisneros	monique.bolsajian@mail.house.gov	Rayburn House Office Building
Emily	Bonanno	Policy Assistant	House Comm. on Science, Space, & Technology	emily.bonanno@mail.house.gov	Rayburn House Office Building
Ellen	Bottcher	Legislative Assistant	Office of Representative Jeff Crank	ellen.bottcher@mail.house.gov	Rayburn House Office Building,
Lacey	Bowersox	Legislative Director	Office of Representative Mike Bost	lacey.bowersox@mail.house.gov	Cannon House Office Building,
Matt	Brady	Legislative Assistant	Office of Representative Mariannette Miller-M	matt.brady@mail.house.gov	Cannon House Office Building,
Grace	Brightbill	Legislative Assistant	Office of Representative Don Beyer	grace.brightbill@mail.house.gov	Longworth House Office Building
Layla	Brooks	Legislative Director	Office of Representative LaMonica McIver	layla.brooks@mail.house.gov	Cannon House Office Building
Lavell	Brown	Senior Legislative Assistant	Office of Representative Danny K. Davis	lavell.brown@mail.house.gov	Rayburn House Office Building,
Julia	Brunner	Legislative Assistant	Office of Representative Brad Schneider	julia.brunner@mail.house.gov	Cannon House Office Building,
Stetson	Bryson	Deputy Chief of Staff/Legislative I	Office of Representative Ronny Lynn Jackson	stetson.bryson@mail.house.gov	Cannon House Office Building,
Davis	Bunn	Legislative Director	Office of Representative Barry Moore	davis.bunn@mail.house.gov	Longworth House Office Building
William	Burns	Senior Legislative Assistant	Office of Representative Jay Obernolte	william.burns@mail.house.gov	Rayburn House Office Building,
Chase	Busch	Legislative Assistant	Office of Representative Sheri Biggs	chase.busch@mail.house.gov	Longworth House Office Building
Daniel	Butler	Legislative Director	Office of Representative Tom Kean	dan.butler@mail.house.gov	Cannon House Office Building,
Carson	Cameron	Legislative Assistant	Office of Representative Kevin Kiley	carson.cameron@mail.house.gov	Rayburn House Office Building,
Andrew	Caprio	Military Legislative Assistant	Office of Representative Celeste Maloy	andrew.caprio@mail.house.gov	Cannon House Office Building,
Catherine	Carter	Staff Assistant	Office of Rep. Valerie Foushee	catherine.carter@mail.house.gov	Rayburn House Office Building,
Jacob	Carroll	Legislative Assistant	Office of Representative Joyce Beatty	jacob.carroll@mail.house.gov	Rayburn House Office Building,
Jonathan	Casas	Legislative Assistant	Office of Representative Richard McCormick	jonathan.casas@mail.house.gov	Longworth House Office Building
John	Castillo	Legislative Director	Office of Representative John J. McGuire III	john.castillo@mail.house.gov	Longworth House Office Building
Carlos	Castro	Legislative Counsel	Office of Representative Carlos A. Gimenez	carlos.castro@mail.house.gov	Cannon House Office Building,

Charlie	Chamness	Deputy Chief of Staff	Office of Representative Mike Quigley	charlie.chamness@mail.house.gov	Rayburn House Office Building,
Lily	Chang	Legislative Assistant	Office of Representative Laura Friedman	lily.chang@mail.house.gov	Longworth House Office Building,
Grace	Chapman	Legislative Assistant	Office of Representative Mike Ezell	grace.chapman2@mail.house.gov	Cannon House Building Building,
Rachel	Chasalow	Senior Legislative Assistant	Office of Representative Linda T. Sánchez	rachel.chasalow@mail.house.gov	Rayburn House Office Building,
Joshua	Chavez	Legislative Assistant	Office of Representative John J. McGuire III	joshua.chavez@mail.house.gov	Longworth House Office Building,
Dylan	Cheek	Legislative Assistant	Office of Representative Bobby Scott	dylan.cheek@mail.house.gov	Rayburn House Office Building,
Robin	Cheung	Policy Advisor	Office of Representative Daniel S. Goldman	robin.cheung@mail.house.gov	Cannon House Office Building,
Sean	Chilson	Legislative Assistant	Office of Representative Jim Jordan	sean.chilson@mail.house.gov	Rayburn House Office Building,
Kellie	Chong	Legislative Director	Office of Representative Tony Gonzales	kellie.chong@mail.house.gov	Rayburn House Office Building,
Jenna	Christiansen	Legislative Assistant	Office of Representative Judy Chu	jenna.christiansen@mail.house.gov	Rayburn House Office Building,
Tom	Clancy	Legislative Director	Office of Representative Lateefah Simon	tom.clancy@mail.house.gov	Longworth House Office Building,
Daniela	Clark-Murrieta	Legislative Assistant	Office of Representative Kathy Castor	daniela.clark-murrieta@mail.house.gov	Rayburn House Office Building,
Steven	Clark	Legislative Assistant	Office of Representative Michael Kennedy	steven.clark@mail.house.gov	Longworth House Office Building,
Lauren	Cook	Legislative Assistant	Office of Representative Andy Biggs	lauren.cook@mail.house.gov	Cannon House Office Building,
Jeff	Coulter	Senior Legislative Assistant	Office of Representative Bob Ounder	jeff.coulter@mail.house.gov	Longworth House Office Building,
Maria Alex	D'agostino	Legislative Assistant	Office of Representative Raul Ruiz	ale.dagostino@mail.house.gov	Rayburn House Office Building,
Alec	Daman	Senior Legislative Assistant	Office of Representative Bill Huizenga	alec.daman@mail.house.gov	Rayburn House Office Building,
Noelle	Dana	Legislative Assistant	Office of Representative Ryan E. Mackenzie	noelle.dana@mail.house.gov	Cannon House Office Building,
Owen	Dankworth	Legislative Director	Office of Representative Jake Ellzey	owen.dankworth@mail.house.gov	Longworth House Office Building,
David	D'Antonio	Senior Legislative Assistant	Office of Representative Guy Reschenthaler	david.dantonio@mail.house.gov	Rayburn House Office Building,
Sebastian	De La Pena	Senior Legislative Assistant	Office of Representative Lloyd Doggett	sebastian.delapena@mail.house.gov	Rayburn House Office Building,
Elizabeth	De Los Reyes	Professional Staff Member	Committee on Financial Services	elizabeth.delosreyes@mail.house.gov	O'Neill House Office Building,
Will	DeHaan	Legislative Assistant	Office of Representative Josh Brecheen	will.dehaan@mail.house.gov	Cannon House Office Building,
Eric	Delaney	Policy Director	Office of Representative Pete Aguilar	eric.delaney@mail.house.gov	Cannon House Office Building,
Tori	DeLeonardo	Counsel/Policy Advisor	Office of Representative Summer Lee	tori.deleonardo@mail.house.gov	Rayburn House Office Building,
Andrew	Deshler	Legislative Assistant	Office of Representative Andrea Salinas	andrew.deshler@mail.house.gov	Cannon House Office Building,
Matthew	DeVill	Legislative Assistant	Office of Representative Cleo Fields	matt.deville@mail.house.gov	Rayburn House Office Building,
Tom	Dinegar	Legislative Director	Office of Representative Grace Meng	tom.dinegar@mail.house.gov	Rayburn Office Building, ROB
James	Dolbow	National Security Advisor	Office of Representative Austin Scott	jim.dolbow@mail.house.gov	Rayburn House Office Building,
Tanner	Dorough	Senior Policy Advisor	Office of Representative Salud Carbajal	tanner.dorough@mail.house.gov	Rayburn House Office Building,
Brian	Duckworth	Legislative Director	Office of Representative John Mannion	brian.duckworth@mail.house.gov	Longworth House Office Building,

Nathaniel	Dullea	Legislative Assistant/Policy Advisor	Office of Representative Don Davis	nathaniel.dullea1@mail.house.gov	1123 Longworth House Office B
Mike	Dunn	Legislative Director	Office of Representative John B. Larson	michael.dunn@mail.house.gov	Longworth House Office Buildin
Collin	Duran	Legislative Assistant	Office of Representative John B. Larson	collin.duran@mail.house.gov	Longworth House Office Buildin
Jacqueline	Duran	Legislative Assistant	Office of Representative Ami Bera	jackie.duran@mail.house.gov	Cannon House Office Building, C
Faith	Dynneson	Legislative Assistant	Office of Representative Mark Brian Messmer	faith.dynneson@mail.house.gov	Longworth House Office Buildin
Ryan	Ebrahimy	Legislative Assistant	Office of Representative Dave Min	ryan.ebrahimy@mail.house.gov	Longworth House Office Buildin
Christopher	Eckhardt	Professional Staff Member	Committee on Appropriations	christopher.eckhardt@mail.house.g	Capitol Building
Rachel	Everette	National Security Advisor	Office of Representative Jason Crow	rachel.everette@mail.house.gov	Longworth House Office Buildin
Sami	Ewing	Legislative Assistant	Office of Delegate Kimberlyn King-Hinds (MP,	samantha.ewing@mail.house.gov	Cannon House Office Building, C
Susan	Falconer	Chief of Staff	Office of Representative Diana Harshbarger	susan.falconer@mail.house.gov	Cannon House Office Building, C
Carlos	Fanjul	Legislative Assistant	Office of Representative Carlos A. Gimenez	carlos.fanjul@mail.house.gov	Cannon House Office Building, C
Nora	Faye	Professional Staff Member	Committee on Appropriations	nora.faye@mail.house.gov	Longworth House Office Buildin
Mahogany	Feaster	Legislative Assistant	Office of Representative Steven A. Horsford	mahogany.feaster@mail.house.gov	Cannon House Office Building, C
Forrest	Ferguson	Senior Legislative Assistant	Office of Representative Monica De la Cruz	forrest.ferguson@mail.house.gov	Longworth House Office Buildin
Hayley	Fernandes	Legislative Assistant	Office of Representative Jason Smith	hayley.fernandes@mail.house.gov	Longworth House Office Buildin
Sarah	Ferrell	Legislative Director	Office of Representative Tracey Robert Mann	sarah.ferrell@mail.house.gov	Cannon House Office Building, C
Alex	Fink	Legislative Director	Office of Representative Juan Ciscomani	alex.fink@mail.house.gov	Cannon House Office Building, C
Will	Flagle	Senior Policy Advisor	Office of Representative Rashida Tlaib	will.flagle@mail.house.gov	Rayburn House Office Building,
James	Fleming	Legislative Assistant	Office of Representative Richard Hudson	james.fleming@mail.house.gov	Rayburn House Office Building,
Juliana	Fleming	Legislative Assistant	Office of Representative Jared Huffman	juliana.fleming@mail.house.gov	Rayburn House Office Building,
Remy	Fortin	Legislative Director	Office of Representative Bill Huizenga	remy.fortin@mail.house.gov	Rayburn House Office Building,
Andrew	Fournier	Legislative Assistant	Office of Representative Wesley Hunt	andrew.fournier@mail.house.gov	Longworth House Office Buildin
Julian	Fraser	Legislative Assistant	Office of Representative David Scott	julian.fraser@mail.house.gov	Cannon House Office Building, C
Lauren	Fricks	Legislative Assistant	Office of Representative Glenn Grothman	lauren.fricks@mail.house.gov	Longworth House Office Buildin
Kei	Fujisawa	Legislative Assistant	Office of Representative Kim Schrier	kei.fujisawa@mail.house.gov	Longworth House Office Buildin
Garrett	Fultz	Deputy Chief of Staff	Office of Representative Mike Johnson	garrett.fultz@mail.house.gov	Cannon House Office Building, C
Shreyas	Gandlur	Legislative Assistant	Office of Jan Schakowsky		Rayburn House Office Building
Charlie	Gann	Legislative Director	Office of Representative Randy Fine	charles.gann@mail.house.gov	Cannon House Office Building, C
David	Gans	Legislative Director	Office of Representative Ann Wagner	david.gans@mail.house.gov	Rayburn Office Building, RHOB
Emerald	Garrett	Senior Legislative Assistant	Office of Representative James E. Clyburn	emerald.garrett@mail.house.gov	Cannon House Office Building, C
Sullivan	Gassmann	Legislative Assistant	Office of Delegate Eleanor Holmes Norton	sullivan.gassmann@mail.house.gov	Rayburn House Office Building,

Manya-Jean	Gitter	National Security Advisor	Office of Representative Steny H. Hoyer	manya-jean.gitter@mail.house.gov	Capitol Building
Samuel	Glavey	Legislative Assistant	Office of Representative Timothy M. Kennedy	samuel.glavey@mail.house.gov	Cannon House Office Building, 1
Abby	Goins	Legislative Assistant	Office of Representative Adrian Smith	abby.goins@mail.house.gov	Cannon House Office Building, 1
Matthew	Golden	Senior Legislative Assistant	Office of Representative Lucy McBath	matthew.golden@mail.house.gov	Rayburn House Office Building, 1
Steven	Goodall	Legislative Assistant	Office of Representative Debbie Wasserman Schultz	steven.goodall@mail.house.gov	Cannon House Office Building, 1
Kevin	Griffen	Senior Policy Advisor	Office of Representative André Carson	kevin.griffen@mail.house.gov	Rayburn House Office Building, 1
Zachary	Grossman	Deputy Chief of Staff/ Legislative	Office of Representative Ritchie J. Torres	zach.grossman@mail.house.gov	Longworth House Office Building, 1
Daniela	Guerrero	Legislative Assistant	Office of Representative Delia C. Ramirez	daniela.guerrero@mail.house.gov	Longworth House Office Building, 1
Colin	Gwillim	Legislative Assistant	Office of Representative Jack Bergman	colin.gwillim1@mail.house.gov	Cannon House Office Building, 1
Steven	Hall	Staff Director	Committee on Science, Space, and Technology	troy.hall@mail.house.gov	Rayburn House Office Building, 1
Riley	Hambrick	Military Legislative Assistant	Office of Representative Neal Dunn	riley.hambrick@mail.house.gov	Cannon House Office Building, 1
Zachary	Hampton	Legislative Assistant	Office of Representative Tracey Robert Mann	zachary.hampton@mail.house.gov	Cannon House Office Building, 1
Francesco	Hanson	Legislative Assistant	Office of Representative Nellie Pou	francesco.hanson@mail.house.gov	Longworth House Office Building, 1
Colby	Harriman	Legislative Director	Office of Representative Dina Titus	colby.harriman@mail.house.gov	Rayburn House Office Building, 1
Devon	Harris	National Security Advisor	Office of Representative Raja Krishnamoorthi	devon.harris@mail.house.gov	Rayburn House Office Building, 1
Gabriel	Harrison	Legislative Assistant	Office of Representative George T. Whitesides	gabriel.harrison@mail.house.gov	Longworth House Office Building, 1
Kellie	Hartl	Legislative Director	Office of Representative David G. Valadao	kellie.hartl@mail.house.gov	Rayburn House Office Building, 1
Conor	Hartnett	Military Legislative Assistant	Office of Representative GT Thompson	conor.hartnett@mail.house.gov	Cannon House Office Building, 1
Jason	Harvey	Senior Legislative Assistant	Office of Representative Virginia Foxx	jason.harvey@mail.house.gov	Rayburn House Office Building, 1
Frayser	Hawkins	Military Legislative Assistant	Office of Representative Derrick Van Orden	colin.hawkins@mail.house.gov	Longworth House Office Building, 1
Nicholas	Hazelbaker	Legislative Assistant	Office of Representative Peter Stauber	nicky.hazelbaker@mail.house.gov	Cannon House Office Building, 1
Andrew	Heineman	Legislative Director	Office of Representative Jerrold Nadler	andrew.heineman@mail.house.gov	Rayburn House Office Building, 1
Hans	Hellmann	Legislative Assistant	Office of Representative Andy Barr	hans.hellmann@mail.house.gov	Rayburn House Office Building, 1
Michael	Hermann	Lead Professional Staff Member	Committee on Armed Services	michael.hermann@mail.house.gov	Rayburn House Office Building, 1
Tyler	Hinkle	Military Legislative Assistant	Office of Representative Gabe Vasquez	tyler.hinkle@mail.house.gov	Cannon House Office Building, 1
Matthew	Holcombe	Legislative Director	Office of Representative Dwight Evans	matthew.holcombe@mail.house.gov	Longworth House Office Building, 1
Martin	Holmes	Professional Staff Member	Permanet Select Committee on Intelligence, Subcomm. on National Security Agency & Cyber	<u>martin.holmes@mail.house.gov</u>	Capitol Building - HVC
		-		-	-
Noah	Hooton	Senior Legislative Assistant	Office of Representative Tim Burchett	noah.hooton@mail.house.gov	Longworth House Office Building, 1
David	Horsley	National Security Advisor	Office of Representative August Pfluger	david.horsley@mail.house.gov	Rayburn House Office Building, 1
Jebediah	Houpt	Legislative Director	Office of Representative Tim Walberg	jeb.houpt@mail.house.gov	Rayburn House Office Building, 1

Gabrielle	Howard	Legislative Director	Office of Representative Sydney K. Kamlager-D	gabrielle.howard@mail.house.gov	Cannon House Office Building, I
Matthew	Hubbell	Legislative Assistant	Office of Representative Buddy Carter	matthew.hubbell@mail.house.gov	Rayburn House Office Building,
Lindsey	Huber	Military Legislative Assistant	Office of Representative Rick Larsen	lindsey.huber@mail.house.gov	Rayburn House Office Building,
Rachel	Hunter	Senior Legislative Assistant	Office of Representative Angie Craig	rachel.hunter@mail.house.gov	Rayburn House Office Building,
Brogan	Hurd	Legislative Assistant	Office of Representative Cory Mills	brogan.hurd@mail.house.gov	Cannon House Office Building
Dean	Ischiropoulos	Senior Legislative Assistant	Office of Representative Mary Gay Scanlon	dean.ischiropoulos@mail.house.gov	Longworth House Office Buildir
Jae	Jang	Senior Professional Staff Member	Committee on Financial Services	jae.jang@mail.house.gov	Rayburn House Office Building,
Aaron	Jenks	Legislative Assistant	Office of Representative Eric Burlison	aaron.jenks@mail.house.gov	Longworth House Office Buildir
Samuel	Jockisch	Legislative Assistant	Office of Representative Darin LaHood	samuel.jockisch@mail.house.gov	Cannon House Office Building, I
Eric	Johnson	Senior Advisor/National Security I	Office of Representative Barry Loudermilk	eric.p.johnson@mail.house.gov	Rayburn House Office Building,
James	Johnson	Deputy Chief of Staff/Legislative I	Office of Representative Frank Pallone, Jr.	james.johnson@mail.house.gov	Rayburn House Office Building,
Thomas	Johnson	Legislative Assistant	Office of Representative Josh Riley	thomas.johnson@mail.house.gov	Cannon House Office Building
Sophia	Jorgenson	Legislative Assistant	Office of Representative Sharice Davids	sophia.jorgenson@mail.house.gov	Rayburn House Office Building,
Caitlin-Jean	Juricic	Legislative Director	Office of Representative Nellie Pou	caitlin-jean.juricic@mail.house.gov	Longworth House Office Buildir
Zachary	Kahan	Legislative Director	Office of Representative Luz Maria Rivas	zach.kahan@mail.house.gov	Longworth House Office Buildir
Chiemi	Kamaka	Legislative Assistant	Office of Representative Ed Case	chiemi.kamaka@mail.house.gov	Rayburn House Office Building,
Dhruv	Kathuria	Legislative Assistant	Office of Rep. Jan Schakowsky	dhruv.kathuria@mail.house.gov	Rayburn House Office Building,
Lindsey	Keller	Senior Legislative Assistant/Milita	Office of Representative Scott DesJarlais	lindsey.keller@mail.house.gov	Rayburn House Office Building,
Matt	Kent	Senior Judiciary Counsel	Office of Representative Becca Balint	matt.kent@mail.house.gov	Longworth House Office Buildir
Naajidah	Khan	Military Legislative Assistant	Office of Representative Donald Norcross	naajidah.khan@mail.house.gov	Rayburn House Office Building,
Edwin	Kindler	Senior Legislative Assistant	Office of Representative Bill Foster	edwin.kindler@mail.house.gov	Rayburn House Office Building,
Tom	Koester	Senior Counsel	Office of Representative Deborah K. Ross	thomas.koester@mail.house.gov	Longworth House Office Buildir
John	Kohler	Senior Policy Advisor	Office of Representative Troy Balderson	john.kohler@mail.house.gov	Rayburn House Office Building,
Kevin	Koo	Senior Legislative Assistant	Office of Representative Lizzie Fletcher	kevin.koo@mail.house.gov	Rayburn House Office Building,
Brooke	Kramer	Legislative Assistant	Office of Representative Frank D. Lucas	brooke.kramer@mail.house.gov	Rayburn House Office Building,
Angelle	Kwemo	Deputy Chief of Staff	Office of Representative Sheila Cherfilus-McCc	angelle.kwemo@mail.house.gov	Rayburn House Office Building,
Renaldine	Lafleche	Legislative Assistant	Office of Representative Hank Johnson	renaldine.lafleche@mail.house.gov	Rayburn House Office Building,
Lucas	Lam	Legislative Director	Office of Representative Janelle Bynum	lucas@mail.house.gov	Longworth House Office Buildir
Anna-Blake	Langley	Professional Staff Member	Committee on Small Business	anna-blake.langley@mail.house.gov	Rayburn House Office Building,
Shine	Lee	Legislative Director	Office of Representative Young O. Kim	shine.lee@mail.house.gov	Rayburn House Office Building,
Daniel	Lemire	Military Legislative Assistant	Office of Representative Joe Morelle	daniel.lemire@mail.house.gov	Cannon House Office Building, I

Thomas	Lennox	Legislative Assistant	Office of Representative Max L. Miller	thomas.lennox@mail.house.gov	Cannon House Office Building, Cannon
Amy	Linhardt	Legislative Assistant	Office of Representative Marie Gluesenkamp P	amy.linhardt@mail.house.gov	Longworth House Office Building, Cannon
Elizabeth (L)	Walters	Deputy Chief of Staff/Legislative C	Office of Representative Dusty Johnson	elizabeth.walters@mail.house.gov	Longworth House Office Building, Cannon
Zachary	Lobel	Legislative Director and Policy Co	Office of Representative Hakeem Jeffries	zachary.lobel@mail.house.gov	Rayburn House Office Building, Cannon
Trent	Long	Legislative Assistant	Office of Representative Russ Fulcher	trent.long@mail.house.gov	Longworth House Office Building, Cannon
Eric	Lukoff	Legislative Director	Office of Representative Kevin Mullin	eric.lukoff@mail.house.gov	Longworth House Office Building, Cannon
Monica	Luna	Legislative Assistant	Office of Representative Sarah McBride	monica.luna1@mail.house.gov	Longworth House Office Building, Cannon
Nick	Luna	Legislative Director	Office of Representative Jill N. Tokuda	nick.luna@mail.house.gov	Longworth House Office Building, Cannon
David	Maestas	Legislative Director	Office of Representative Dan Newhouse	david.maestas@mail.house.gov	Cannon House Office Building, Cannon
Ian	Mair	Legislative Assistant	Office of Representative Josh Gottheimer	ian.mair@mail.house.gov	Cannon House Office Building, Cannon
Raisa	Majid	Legislative Assistant	Office of Representative Seth Magaziner	raisa.majid@mail.house.gov	Cannon House Office Building, Cannon
Andrew	Maloney	Military Legislative Assistant	Office of Representative Rob Wittman	andrew.maloney@mail.house.gov	Rayburn House Office Building, Cannon
Evan	Marquardt	Legislative Assistant	Office of Representative David Taylor	evan.marquardt@mail.house.gov	Cannon House Office Building, Cannon
Daniel	Marrow	Legislative Director	Office of Representative Laura Gillen	daniel.marrow@mail.house.gov	Cannon House Office Building, Cannon
Molly	Martin	Legislative Director	Office of Representative Brett Guthrie	molly.martin@mail.house.gov	Rayburn House Office Building, Cannon
Semaj	Martin-Redd	Legislative Director	Office of Representative Trent Kelly	semaj.martin-redd@mail.house.gov	Rayburn House Office Building, Cannon
Jon	Maslyn	Legislative Assistant	Office of Representative Nancy Mace	jon.maslyn@mail.house.gov	Longworth House Office Building, Cannon
Meg	Maykoski	Senior Legislative Assistant	Office of Representative Kevin Hern	meg.maykoski@mail.house.gov	Cannon House Office Building, Cannon
Anna	McCleaf	Legislative Director	Office of Representative Robert B. Aderholt	anna.mccleaf@mail.house.gov	Cannon House Office Building, Cannon
Matthew	McCulloch	Senior Legislative Assistant	Office of Representative Kat Cammack	matthew.mcculloch@mail.house.gov	Rayburn House Office Building, Cannon
Anna	McDonald	Policy Advisor	Rep. Sydney Kamlager-Dove	anna.mcdonald@mail.house.gov	Cannon House Office Building, Cannon
Owen	McGeary	Military Legislative Assistant	Office of Representative Joe Courtney	owen.mcgeary@mail.house.gov	Rayburn House Office Building, Cannon
Abigail	McGovern	Senior Legislative Assistant	Office of Representative Richard E. Neal	abby.mcgovern@mail.house.gov	Cannon House Office Building, Cannon
Trevor	McLean	Legislative Counsel	Office of Representative Madeleine Dean	trevor.mclean1@mail.house.gov	Cannon House Office Building, Cannon
Leah	McPhearson	Senior Legislative Assistant	Office of Representative Ashley Hinson	leah.mcphearson@mail.house.gov	Rayburn House Office Building, Cannon
Darby	McQueen	Legislative Director	Office of Representative Michael Cloud	dmd@mail.house.gov	Cannon House Office Building, Cannon
Leonardo	Mendoza Bernuy	Senior Policy Advisor	Office of Representative Ritchie J. Torres	leonardo.mendoza@mail.house.gov	Longworth House Office Building, Cannon
Luis	Mendoza	Legislative Assistant	Office of Representative Tim K. Moore	luis.mendoza@mail.house.gov	Longworth House Office Building, Cannon
Albert	Mercer	Legislative Assistant	Office of Representative Pete Sessions	albert.mercer@mail.house.gov	Rayburn House Office Building, Cannon
Peter	Merhige	Legislative Assistant	Office of Representative Scott Franklin	peter.merhige@mail.house.gov	Rayburn House Office Building, Cannon
Ian	Merritt	Legislative Director	Office of Representative Chuck Fleischmann	ian.merritt@mail.house.gov	Rayburn House Office Building, Cannon

Jessica Merritt	Legislative Director/Deputy Chief	Office of Representative George Latimer	jessica.merritt@mail.house.gov	Longworth House Office Building
Valeria Metzgen Castro	Legislative Assistant	Office of Representative Delia C. Ramirez	valeria.metzgencaastro@mail.house.gov	Longworth House Office Building
Connor Meyers	Deputy Chief of Staff	Office of Representative Michael Kennedy	connor.meyers@mail.house.gov	Longworth House Office Building
Kelly Misselwitz	Deputy Chief of Staff/Legislative Director	Office of Representative Ilhan Omar	kelly.misselwitz@mail.house.gov	Longworth House Office Building
Maddie Mitchell	Legislative Director/Deputy Chief	Office of Representative Jen Kiggans	maddie.mitchell@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100
Nicholas Mitchell	Professional Staff Member	Committee on Appropriations	nick.mitchell@mail.house.gov	Capitol Building
Kenneth Mok	Legislative Counsel	Office of Representative Pramila Jayapal	kenny.mok@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Rachel Montoya	Policy Advisor	Office of Representative Teresa Isabel Leger Ferrel	rachel.montoya@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Faith Morgan	Legislative Assistant	Office of Representative Kweisi Mfume	faith.morgan@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Thomas Morrissey	Military Legislative Assistant	Office of Representative Mark Alford	thomas.morrissey@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100
Tyler Mortier	Legislative Assistant	Office of Representative John Joyce	tyler.mortier@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Gillian Mueller	Deputy Chief of Staff	Office of Representative Christopher Deluzio	gillian.mueller@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
Olivia Mullaney	Military Legislative Assistant	Office of Representative Patrick Ryan	olivia.mullaney@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
Kaitlyn Mullen	Legislative Assistant	Office of Representative Julia Letlow	kaitlyn.mullen@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100
Ayush Nallapally	Legislative Aide	Congressman Rich McCormick	ayush.nallapally@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100
Amber Nejjari	Legislative Assistant	Office of Representative John Rutherford	amber.nejjari@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
William Newman	Legislative Assistant	Office of Representative Riley Moore	william.newman@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
Zoë Oreck	Policy Director	Office of Representative Hakeem Jeffries	zoe.oreck@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Ian Orr	Legislative Assistant	Office of Representative John Moolenaar	ian.orr@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100
Laney O'Shea	Deputy Chief of Staff & Legislative Director	Office of Representative Herb Conaway	laney.o'shea@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
Nick Owen	Senior Legislative Assistant	Office of Representative Suzanne Bonamici	nick.owen@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Lisa Pahel	Policy Advisor	Office of Representative Chellie Pingree	lisa.pahel@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Wyndee Parker	National Policy Advisor	Office of the House Minority Leader	<u>wyndee.parker@mail.house.gov</u>	Capitol Building
Evan Patterson	Legislative Assistant	Office of Representative Frank D. Lucas	evan.patterson1@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
John Pecaro	Legislative Assistant	Office of Representative Rick Crawford	john.pecaro@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Chester Pelsang	Legislative Director	Office of Representative Mary Miller	chester.pelsang@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
Cruz Perez	Legislative Director	Office of Representative Nathaniel Moran	cruz.perez@mail.house.gov	Longworth House Office Building, 100 Longworth House Office Building, 100
Carolyn Perlmutter	Senior Legislative Assistant	Office of Representative Lois Frankel	carolyn.perlmutter@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Tess Peterson	Senior Legislative Assistant	Office of Representative Lizzie Fletcher	tess.peterson@mail.house.gov	Rayburn House Office Building, 100 Rayburn House Office Building, 100
Leah Petree	Legislative Assistant	Office of Representative Chip Roy	leah.petree@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100
Chaston Pffingston	Legislative Assistant	Office of Representative Lloyd K. Smucker	chaston.pffingston@mail.house.gov	Cannon House Office Building, 100 Cannon House Office Building, 100

McLean	Piner	Legislative Director	Office of Representative Greg Murphy	mclean.piner@mail.house.gov	Cannon House Office Building, Cannon
Rick	Podliska	Legislative Director	Office of Representative Daniel Webster	rick.podliska@mail.house.gov	Rayburn House Office Building, Cannon
Donald	Pollard III	Legislative Director	Office of Representative Jennifer McClellan	donald.pollard@mail.house.gov	Longworth House Office Building, Cannon
Dominick	Porcella	Legislative Assistant	Office of Representative Andrew R. Garbarino	dominick.porcella@mail.house.gov	Rayburn House Office Building, Cannon
Davis	Powell	Legislative Assistant	Office of Representative Adrian Smith	davis.powell@mail.house.gov	Cannon House Office Building, Cannon
Benjamin	Rakes	Legislative Assistant	Office of Representative Ben Cline	benjamin.rakes@mail.house.gov	Rayburn House Office Building, Cannon
Daniel	Ramirez	Military Legislative Assistant	Office of Representative Joe Wilson	daniel.ramirez@mail.house.gov	Longworth House Office Building, Cannon
Channon	Rankin	Legislative Assistant	Office of Representative Sam Graves	channon.rankin@mail.house.gov	Longworth House Office Building, Cannon
Christina	Rankin	Legislative Director	Office of Representative Gabe Amo	christina.rankin@mail.house.gov	Longworth House Office Building, Cannon
Sid	Ravishankar	Deputy Chief of Staff/Legislative Director	Office of Representative Joaquin Castro	sid.ravishankar@mail.house.gov	Rayburn House Office Building, Cannon
Jack	Rayburn	Legislative Director	Office of Representative Rosa DeLauro	jack.rayburn@mail.house.gov	Rayburn House Office Building, Cannon
Thomas	Reckling II	Legislative Assistant	Office of Representative August Pfluger	thomas.reckling@mail.house.gov	Rayburn House Office Building, Cannon
Taylor	Reed	Senior Legislative Assistant	Office of Representative Josh Harder	taylor.reed@mail.house.gov	Cannon House Office Building, Cannon
Kallie	Renner	Legislative Assistant	Office of Representative John W. Rose	kallie.renner@mail.house.gov	Rayburn House Office Building, Cannon
Arturo	Reyes	Senior Legislative Assistant	Office of Representative Valerie P. Foushee	arturo.reyes@mail.house.gov	Rayburn House Office Building, Cannon
Gisselle	Reynolds	Legislative Director	Office of Representative Mario Diaz-Balart	gisselle.reynolds@mail.house.gov	Cannon House Office Building, Cannon
Paniz	Rezaeerood	Legislative Director	Office of Representative Yassamin Ansari	paniz.rezaeerood@mail.house.gov	Longworth House Office Building, Cannon
Josh	Ricken	Legislative Assistant	Office of Representative Russell W. Fry	josh.ricken@mail.house.gov	Cannon House Office Building, Cannon
Cameron	Rickenbach	Legislative Assistant	Office of Representative Brian K. Fitzpatrick	cameron.rickenbach@mail.house.gov	Cannon House Office Building, Cannon
Thomas	Rigali	Senior Legislative Assistant	Office of Representative Pat Harrigan	thomas.rigali@mail.house.gov	Longworth House Office Building, Cannon
Laura	Rincon-Bianchi	Senior Legislative Assistant	Office Resident Commissioner Pablo Jose Herrero	laura.rincon-bianchi@mail.house.gov	Longworth House Office Building, Cannon
Kent	Ring	Senior Legislative Assistant	Office of Representative Lauren Underwood	kent.ring@mail.house.gov	Rayburn House Office Building, Cannon
Michael	Rivas	Legislative Assistant	Office of Representative Juan Vargas	michael.rivas@mail.house.gov	Rayburn House Office Building, Cannon
Kaitlyn	Robertson	Legislative Assistant	Office of Representative Frank J. Mrvan	kaitlyn.robertson@mail.house.gov	Rayburn House Office Building, Cannon
Kaylee	Robinson	Deputy Chief of Staff/Legislative Director	Office of Representative April McClain-Delaney	kaylee.robinson@mail.house.gov	Longworth House Office Building, Cannon
Joseph	Rodriguez	Deputy Chief of Staff/Legislative Director	Office of Representative Seth Moulton	joey.rodriguez@mail.house.gov	Longworth House Office Building, Cannon
Julia	Rodriguez	Legislative Assistant	Office of Representative Melanie Stansbury	julia.rodriguez@mail.house.gov	Longworth House Office Building, Cannon
Xylene	Rodriguez	Legislative Assistant	Office of Representative Melanie Stansbury	xylene.rodriguez@mail.house.gov	Longworth House Office Building, Cannon
Julia	Rossman	Legislative Director	Office of Representative Shontel Brown	julia.rossman@mail.house.gov	Rayburn House Office Building, Cannon
Collin	Sabine	Legislative Director	Office of Representative Pat Harrigan	collin.sabine@mail.house.gov	Longworth House Office Building, Cannon
William	Salmon	Legislative Director	Office of Representative Mark Brian Messmer	will.salmon@mail.house.gov	Longworth House Office Building, Cannon

Asha	Samuel	Legislative Director	Office of Representative Ami Bera	asha.samuel@mail.house.gov	Cannon House Office Building, Cannon
Isabel	Sanchez	Legislative Director	Office of Representative John Olszewski	isabel.sanchez@mail.house.gov	Longworth House Office Building, Cannon
Jacob	Sanders	Senior Legislative Assistant	Office of Representative Matt Van Epps	jacob.sanders@mail.house.gov	Rayburn House Office Building, Cannon
Robert	Sar	Legislative Director	Office of Representative Stephanie Bice	robert.sar@mail.house.gov	Rayburn House Office Building, Cannon
Alex	Scheuer	Legislative Assistant	Office of Rep Hakeem Jeffries	alex.scheuer@mail.house.gov	Capitol Building, Cannon
Sam	Schiller	Legislative Assistant	Office of Representative Vicente Gonzalez	sam.schiller@mail.house.gov	1201 Longworth House Office Building, Cannon
Patrick	Schilling	Legislative Director	Office of Representative Scott Perry	patrick.schilling@mail.house.gov	Rayburn House Office Building, Cannon
Alexandra	Schindewolf	Legislative Assistant	Office of Representative Andrew Clyde	alexandra.schindewolf@mail.house.gov	Cannon House Office Building, Cannon
Christophe	Schloesser	Deputy Chief of Staff/Legislative Director	Office of Representative Diana DeGette	chris.schloesser@mail.house.gov	Rayburn House Office Building, Cannon
Evie	Schoenthal	Legislative Assistant	Office of Representative Richard E. Neal	evie.schoenthal@mail.house.gov	Cannon House Office Building, Cannon
Niel	Schrage	Legislative Assistant	Office of Representative Erin Houchin	niel.schrage@mail.house.gov	Cannon House Office Building, Cannon
Raphael	Schreiber	Legislative Director	Office of Representative Thomas Massie	raphael.schreiber1@mail.house.gov	Rayburn House Office Building, Cannon
Michael	Sciacca	Legislative Director	Office of Delegate James Moylan	michael.sciacca@mail.house.gov	Cannon House Office Building, Cannon
Alicia	Seagraves	Legislative Director	Office of Representative Lou Correa	alicia.seagraves@mail.house.gov	Rayburn House Office Building, Cannon
Peter	Seifert	Legislative Assistant	Office of Representative Vern Buchanan	peter.seifert@mail.house.gov	Rayburn House Office Building, Cannon
Kathleen	Sengstock	Senior Legislative Assistant	Office of Representative Maxine Waters	kathleen.sengstock@mail.house.gov	Rayburn House Office Building, Cannon
Zack	Settle	Legislative Assistant	Office of Representative James Comer	zack.settle@mail.house.gov	Rayburn House Office Building, Cannon
Amanda	Shafer	Senior Legislative Assistant	Office of Representative Mike Levin	amanda.shafer@mail.house.gov	Rayburn House Office Building, Cannon
Joshua	Shapiro	Legislative Director	Office of Representative Debbie Dingell	shapiro@mail.house.gov	Cannon House Office Building, Cannon
Pragneya	Sharma	Legislative Assistant	Office of Representative Ami Bera	pragneya.sharma@mail.house.gov	Cannon House Office Building, Cannon
Steffani	Silva	Congressional Fellow	Committee on Science, Space, and Technology	steffani.silva@mail.house.gov	Ford House Office Building, Cannon
Stephen	Sisel	Legislative Assistant	Office of Representative Richard Hudson	stephen.sisel@mail.house.gov	Rayburn House Office Building, Cannon
Anneliese	Slamowitz	Legislative Assistant	Office of Representative Nanette Diaz Barragán	anneliese.slamowitz@mail.house.gov	Rayburn House Office Building, Cannon
Chandler	Smith	Legislative Director	Office of Representative Guy Reschenthaler	chandler.smith@mail.house.gov	Rayburn House Office Building, Cannon
Trevor	Smith	Legislative Director	Office of Representative Vince Fong	trevor.smith@mail.house.gov	Cannon House Office Building, Cannon
Jacqueline	Sobol	Legislative Assistant	Office of Representative Scott Peters	jackiesobol@mail.house.gov	Rayburn House Office Building, Cannon
Ethan	Sorcher	Military Legislative Assistant	Office of Representative Wesley Bell	ethan.sorcher1@mail.house.gov	Longworth House Office Building, Cannon
Jordan	Sorenson	Legislative Director	Office of Representative Clay Higgins	jordan.sorenson@mail.house.gov	Cannon House Office Building, Cannon
Nicholas	Soule	Legislative Assistant	Office of Representative Harriet M. Hageman	nicholas.soule@mail.house.gov	Longworth House Office Building, Cannon
Arthur	Speck III	Legislative Director	Office of Representative Randy Weber	arthur.speck@mail.house.gov	Cannon House Office Building, Cannon
Michael	Stadelmaier	Legislative Assistant	Office of Representative Claudia Tenney	michael.stadelmaier@mail.house.gov	Rayburn House Office Building, Cannon

Chase	Starr	Legislative Director	Office of Representative Andrew Clyde	chase.starr@mail.house.gov	Cannon House Office Building, Cannon
Will	Stiers	Legislative Director	Office of Representative Mike Rogers	will.stiers@mail.house.gov	Rayburn House Office Building, Cannon
Anna	Stietenroth	Legislative Director	Office of Representative Brian T. Jack	anna.stietenroth@mail.house.gov	Longworth House Office Building, Cannon
Elizabeth	Stinebaugh	Legislative Director	Office of Representative Tom Emmer	elizabeth.stinebaugh@mail.house.gov	Cannon House Office Building, Cannon
Haley	Stuckey	Legislative Assistant	Office of Representative Gary Palmer	haley.stuckey@mail.house.gov	Cannon House Office Building, Cannon
Crystal	Sung	Legislative Assistant	Office of Representative Julie Johnson	crystal.sung@mail.house.gov	Cannon House Office Building, Cannon
Noah	Taicher	Legislative Assistant	Office of Representative Russell W. Fry	noah.taicher@mail.house.gov	Cannon House Office Building, Cannon
William	Tener	Legislative Director/Counsel	Office of Representative Hal Rogers	william.tener@mail.house.gov	Rayburn House Office Building, Cannon
James	Thomas	Legislative Director	Office of Representative Aaron Bean	james.thomas@mail.house.gov	Rayburn House Office Building, Cannon
Nia	Thomas	Legislative Director	Office of Representative Adriano Espallat	nia.thomas@mail.house.gov	Rayburn House Office Building, Cannon
Clara	Tibbetts	Senior Legislative Assistant	Office of Representative Paul D. Tonko	clara.tibbetts@mail.house.gov	Rayburn House Office Building, Cannon
Jeffrey	Tomkowitz	Legislative Director	Office of Representative Randy Feenstra	jeff.tomkowitz@mail.house.gov	Rayburn House Office Building, Cannon
Lauren	Toy	Chief of Staff	Office of Representative Susie Lee	lauren.toy@mail.house.gov	Cannon House Office Building, Cannon
Travis	Trejo	Legislative Director	Office of Representative Andy Harris	travis.trejo@mail.house.gov	Longworth House Office Building, Cannon
Hayden	Upchurch	Legislative Assistant	Office of Representative Nathaniel Moran	hayden.upchurch@mail.house.gov	Longworth House Office Building, Cannon
Nick	Urbib	Legislative Director	Office of Representative Ryan E. Mackenzie	nick.urbin@mail.house.gov	Cannon House Office Building, Cannon
Jerome	Vainisi	Legislative Director	Office of Representative Dan Crenshaw	jerome.vainisi@mail.house.gov	Cannon House Office Building, Cannon
Joseph	Valente	Senior Legislative Assistant	Office of Representative Jake Auchincloss	joseph.valente@mail.house.gov	Longworth House Office Building, Cannon
Henry	VanderToll	Legislative Assistant	Office of Representative Brian T. Jack	henry.vandertoll@mail.house.gov	Longworth House Office Building, Cannon
Jonathan	Vecchi	Deputy Chief of Staff/Legislative Director	Office of Representative Gus M. Bilirakis	jonathan.vecchi@mail.house.gov	Rayburn House Office Building, Cannon
Katie	Wallach	Senior Legislative Assistant	Office of Representative Ronny Lynn Jackson	katie.wallach@mail.house.gov	Cannon House Office Building, Cannon
Anne	Lawless	Legislative Assistant	Office of Representative Brett Guthrie	anne.lawless@mail.house.gov	Rayburn House Office Building, Cannon
Sophia	Warner	Legislative Assistant	Office of Representative Dale W. Strong	sophia.warner@mail.house.gov	Cannon House Office Building, Cannon
Trey	Webster	Legislative Director	Office of Representative Susie Lee	trey.webster@mail.house.gov	Cannon House Office Building, Cannon
Alex	Weeden	Legislative Assistant	Office of Representative Maxwell Frost	alex.weeden@mail.house.gov	Longworth House Office Building, Cannon
Andrew	Weinstock	Legislative Assistant	Office of Representative Lloyd K. Smucker	andrew.weinstock@mail.house.gov	Cannon House Office Building, Cannon
Matthew	Wells	Legislative Assistant	Office of Representative Rudy Yakym	matthew.wells@mail.house.gov	Cannon House Office Building, Cannon
Megan	Wenrich	Legislative Director	Office of Representative Jefferson Scott Shreve	megan.wenrich@mail.house.gov	Cannon House Office Building, Cannon
Jack	West	Legislative Assistant	Office of Representative Jim Costa	jack.west@mail.house.gov	Rayburn House Office Building, Cannon
Harrison	Wetherell	Legislative Assistant	Office of Representative Roger Williams	harrison.wetherell@mail.house.gov	Rayburn House Office Building, Cannon
Sarah	Whiteley	Legislative Assistant	Office of Representative Tom Kean	sarah.whiteley@mail.house.gov	Cannon House Office Building, Cannon

Charlotte	Whittier	Legislative Assistant	Office of Representative Chris Pappas	charlotte.whittier@mail.house.gov	Cannon House Office Building, I
Anna	Whitwam	Legislative Assistant	Office of Representative Gwen Moore	anna.whitwam@mail.house.gov	Rayburn House Office Building,
Olivia	Wilhite	Senior Legislative Assistant	Office of Representative Val Hoyle	olivia.wilhite@mail.house.gov	Longworth House Office Buildir
Veronica	Winham	Legislative Assistant	Office of Representative Maxwell Frost	veronica.winham@mail.house.gov	Longworth House Office Buildir
Colin	Witman	Legislative Assistant	Office of Representative Nick Langworthy	colin.witman@mail.house.gov	Cannon House Office Building, I
Zena	Wolf	Senior Oversight Policy Advisor	Office of Representative Alexandria Ocasio-Cortez	zena.wolf@mail.house.gov	Cannon House Office Building, I
Ryan	Wolfe	Legislative Assistant	Office of Representative Eric Sorensen	ryan.wolfe@mail.house.gov	Longworth House Office Buildir
R. Connor	Wood	Senior Policy Advisor	Office of Representative Haley Stevens	connor.wood@mail.house.gov	Rayburn House Office Building,
Brayden	Woods	Legislative Director	Office of Representative Beth Van Duyne	brayden.woods@mail.house.gov	Longworth House Office Buildir
Michael	Wootten	Legislative Assistant	Office of Representative Mark Harris	michael.wootten@mail.house.gov	Cannon House Office Building, I
Maxwell	Wright	Senior Legislative Assistant	Office of Representative Ken Calvert	maxwell.wright2@mail.house.gov	Rayburn House Office Building,
Krista	Wunsche	Legislative Director	Office of Representative Jimmy Panetta	krista.wunsche@mail.house.gov	Cannon House Office Building, I
Annaliese	Yukawa	Senior Policy Advisor	Office of Representative Suzan K. DelBene	annaliese.yukawa@mail.house.gov	Rayburn House Office Building,
Jenna	Zantow	Legislative Director	Office of Representative Tony Wied	jenna.zantow@mail.house.gov	Cannon House Office Building, I
Xavier	Zapata	Senior Legislative Assistant	Office of Representative Seth Magaziner	xavier.zapata@mail.house.gov	Cannon House Office Building, I
Alec	Zender	Senior Legislative Director	Office of Representative Jack Bergman	alec.zender@mail.house.gov	Cannon House Office Building, I
Mark	Zientek	Policy Advisor	Office of Representative Teresa Isabel Leger Ferrel	mark.zientek@mail.house.gov	Rayburn House Office Building,

Senior Congressional Staff Seminar
THE FUTURE OF AI
March 31-April 2, 2026

AGENDA

Tuesday, March 31: Day 1

Seminar location: MIT Samberg Center, 50 Memorial Drive, Cambridge, MA 02142
6th Floor, Dining Rooms 5 & 6

- | | |
|------------------|--|
| 8:40 am | Delta Flight 5687 from Washington Reagan National Airport |
| 10:25 am | Staff arrive at Boston Logan airport |
| 10:40-11:15 am | MIT Bus from Boston Logan Airport to Residence Inn by Marriott Boston Cambridge |
| 11:15 -11:45 am | Check into Residence Inn by Marriott Boston Cambridge
120 Broadway, Cambridge, MA 02142 |
| 11:45am - Noon | Bus from Residence Inn by Marriott Boston Cambridge to Samberg Conference Center |
| Noon – 1:15 pm | Registration, welcome, introductions, and luncheon
Samberg Conference Center, 6th floor, Dining Rooms 5 & 6 |
| 12:15 – 12:30 pm | Participants introduce themselves |
| 12:45 – 1:00 pm | Welcome Remarks & Overview of AI at MIT
Daniel Huttenlocher , Dean, MIT Stephen A. Schwarzman College of Computing
Dimitris Bertsimas , Vice Provost for Open Learning and Boeing Professor of Management
<i>Welcome participants and provide an overview of the program</i> |
| 1:00 – 1:10 pm | Move from Dining Room 6 to Dining Room 5 |
| 1:10 - 2:30 pm | Overview of AI
<i>The session will provide an overview of the basics of how AI works, how it is likely to develop, and issues AI raises for policymakers</i>
Jacob Andreas , Associate Professor, Electrical Engineering and Computer Science |
| 2:30 – 4:00 pm | Foundation AI Models |

This session will review more deeply the current state of large language models and computer vision, and their strengths and limitations

Moderator: Tom Giancola, Policy Associate, MIT Washington Office

Vincent Sitzmann, Assistant Professor, Electrical Engineering and Computer Science

Dylan Hadfield-Menell, Bonnie and Marty (1964) Tenenbaum Career Development Associate Professor of Electrical Engineering and Computer Science

Yoon Kim, Associate Professor, Electrical Engineering and Computer Science

4:00 pm- 4:30 pm

Training an AI-Ready Workforce

This session will review efforts to develop curricula and infrastructure to advance training for the skills necessary for the work of the future

Cynthia Breazeal, MIT Dean for Digital Learning, Director of the MIT RAISE Initiative

4:30 - 4:45 pm

Break/walk to tour

4:45-5:30 pm

Tour of MIT Media Lab

This tour will explore the MIT Media Lab's research in AI and robotics, human-machine interactions, and AI's impact in media and telecommunications.

Jessica Rosenworcel -Executive Director, MIT Media Lab

5:30 – 5:45 pm

Walk to Residence Inn by Marriott Boston Cambridge

Residence Inn by Marriott Boston Cambridge, 120 Broadway, Cambridge,

6:00-8:15 pm

Dinner with talk - AI and Ethics

The Doc Egerton Room, Ground Floor, Residence Inn

Caspar Hare, Professor of Philosophy in the Department of Linguistics and Philosophy at MIT

This discussion will provide an overview of ethical frameworks with which to analyze new and evolving applications of AI in society.

Wednesday April 1: Day 2

Seminar Location - Ragon Institute, 600 Main Street, Cambridge, MA

7:30-8:45 am

Breakfast at Residence Inn by Marriott Boston Cambridge

Residence Inn by Marriott Boston Cambridge, 120 Broadway, Cambridge,

- 8:45-9:00 am **Walk to Ragon Institute of MGB, MIT, and Harvard**
600 Main Street, Cambridge, MA 02139
- 9:00-10:30 am **AI, Data, and Society– Select Policy Topics**
This session will explore the societal implications of the broad adoption of AI and its use of data.
Moderator: Asu Ozdaglar, MathWorks Professor of Electrical Engineering and Computer Science; Department Head, Electrical Engineering and Computer Science; Deputy Dean of Academics, Schwarzman College of Computing
Daniel Huttenlocher, Dean, MIT Schwarzman College of Computing; Henry Ellis Warren (1894) Professor of Electrical Engineering and Computer Science.
Chara Podimata, Assistant Professor, MIT Sloan School of Management
Alessandro Acquisti, T. Wilson Professor in Management and Professor of Information Technology, MIT Sloan School of Management
- 10:30 – 12:00 pm **AI and the Economy**
This session will explore how AI is likely to change the economy, with a focus on economic behavior in finance and information.
Moderator: Tom Giancola, Policy Associate MIT Washington Office
Andrew W. Lo, Charles E. and Susan T. Harris Professor of Finance, and the Director of the Laboratory for Financial Engineering at the MIT Sloan School of Management.
Ben Armstrong, Director, MIT Industrial Performance Center
- 12:00 – 1:15 pm **Lunch with presentation – Air Force AI Accelerator**
This session will describe work the Air Force is doing with MIT and Lincoln Laboratory to apply AI to Air Force operations.
Col. Scott Ruppel, Department of the U.S. Air Force Director, Department of the Air Force-MIT Artificial Intelligence Accelerator
Daniela Rus, Andrew (1956) and Erna Viterbi Professor of Electrical Engineering and Computer Science and Director of the Computer Science and Artificial Intelligence Laboratory (CSAIL) at MIT.
- 1:15 – 1:30 pm: **Walk to Plasma Science & Fusion Center**
190 Albany Street Building NW21
- 1:30 - 2:30 pm **AI and Fusion Energy**
Tour of Plasma Science & Fusion Center (PSFC)
The MIT Plasma Science and Fusion Center is an international leader in the development of fusion energy. This tour will explore how AI is being used to advance the field of fusion energy.

Cristina Rea, Principal Research Scientist and Head of Data Science Division, MIT Plasma Science and Fusion Center

Tour Instructions:

- *Closed-toe shoes should be worn on the lab tour.*
- *During the tour, information on the hallway walls may be photographed.*
- *In the lab, there are a few areas that cannot be photographed. Tour location staff will confirm these locations upon arrival.*

2:30 – 2:45 pm: **Walk to Schwarzman Building**, 50 Vassar St. Cambridge, MA, 02139

2:45 – 4:10 pm **AI and National Security**
This session will explore the implications of AI for U.S. national security, including how AI may increase threats to the U.S. and how the U.S. could use AI to enhance its security.

Moderator: Tom Giancola, MIT Washington Office
Eric Evans, Professor of Practice, MIT Aeronautics and Astronautics; Director Emeritus (2006-2024), MIT Lincoln Laboratory
Gene R. Keselman, Lecturer, MIT Sloan School of Management; Executive Director, MIT Mission Innovation Experimental (MIx); Managing Director, MIT Proto Ventures.
Dennis Ross, Group Leader, AI Technology and Systems, MIT Lincoln Laboratory

4:10-4:25pm **Break**

4:25-5:30 pm **Fireside chat- China Competition**
This fireside chat will feature a discussion covering a range of topics relevant to geopolitical competition between the U.S. and China, with a particular focus on AI development and adoption, semiconductors, and trade.

Moderator: David Rotman, Editor at Large, MIT Technology Review
Yasheng Huang, Professor of Global Economics and Management at the MIT Sloan School of Management

5:30 – 5:45 pm **Walk to Residence Inn Cambridge**

6:15-6:30pm **Walk to Samberg Center**

6:30 – 7:00pm **Reception**

7:00 – 8:30 pm **Dinner and Talk - AI and Transportation**
This discussion will explore how AI is impacting mobility and transportation, with a focus on autonomous systems.
Jinhua Zhao, Class 1941 Professor of Cities and Transportation; Founder, MIT Mobility Initiative

Thursday, April 2: Day 3

Seminar Location: **The Doc Egerton Room, Ground Floor, Residence Inn**

7:45 – 8:45 am **Continental breakfast at hotel/check out.** *(Bags should be packed and ready to go with you on the bus and can be left with the front desk.)*

9:00 – 10:15 am **AI and Scientific Discovery**
This session will discuss how AI is being used in research and lab settings to advance scientific discovery and what factors are driving its adoption.
Neil Thompson, Principal Research Scientist, MIT CSAIL; Director, MIT FutureTech Project
Marzyeh Ghassemi, Associate Professor, Electrical Engineering and Computer Science
James Collins, Termeer Professor of Medical Engineering & Science and Professor of Biological Engineering at MIT

10:15am- 10:30 am **Walk to tour**

10:30 – 11:45 am **Tour- MIT Belcher Laboratory**
This session will explore how AI is being used to accelerate scientific discovery in biomolecular materials.
Angela Belcher, James Mason Crafts Professor of Biological Engineering and Materials Science

11:45 – Noon **Walk to The Doc Egerton Room, Ground Floor, Residence Inn**

Noon – 1:45 pm **Lunch and session:**
AI and Industry
This session will explore the different ways AI is being put to use, and could be put to use in industry, particularly in manufacturing
Faez Ahmed, Associate Professor of Mechanical Engineering
Roberto Rigobon, Professor Sloan School
Thomas Malone, Patrick J. McGovern Professor, Management; Director for CCI

1:45 – 3:00 pm

AI in K-12

This session will explore how AI is being, and could be used in education, particularly K-12 education in the U.S.

Tom Giancola, Policy Associate, MIT Washington Office

Daniella Dipaola, Graduate Researcher, MIT Media Lab

Justin Reich, Associate Professor of Digital Media, Comparative Media Studies and Writing Department; Director of the MIT Teaching Systems Lab.

3:00 – 4:00 pm

Fitting it all together, discussion & seminar evaluation

This session will review the entire program and provide participants a chance to ask questions about the full picture that has emerged, about what they have learned and what information, pertinent to their jobs, they would like to discuss.

Moderator: Kathleen Kennedy, Senior Director, MIT Horizon

4:00 – 4:45 pm

Collect bags/board bus. Travel to Boston Logan Airport

6:05 – 7:55 pm

Delta Flight 5667 from Boston to Reagan National Airport, Washington, DC.

NB: On April 2, staff received an update from Delta Airlines that the flight would be taking off at 5:40pm instead of 6:05pm. As a result, we had to cut the last session short to just 30 minutes so the bus could leave by 3:40 pm to take the staff to the airport in time for the earlier flight.