

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: Molly Stevens OR None
2. a. Name of Accompanying Relative: Spouse Child Other (specify): _____
b. Relationship to Traveler: _____
3. a. Dates: Departure: 2/16/2026 Return: 2/20/2026 OR None
b. Dates at Personal Expense, if any: _____
4. Departure City: Albuquerque, NM Destination: Mexico City Return City: Washington, DC
5. Sponsor(s), Who Paid for the Trip: Center Forward
6. Describe Meetings and Events Attended: see attached

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: Molly Harris-Stevens Date: 2/23/2026

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. Jake Elzey Date: 2/23/2026

Signature of Supervising Member: J. Elzey

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.

- Sponsor(s) who paid or provided in-kind support for the trip: Center Forward
- Travel Destination(s): Mexico City, Mexico
- Date of Departure: Monday, February 16, 2026 Date of Return: Friday, February 20, 2026
- Name(s) of Traveler(s): Molly Harris
Note: You may list more than one traveler on a form only if all information is identical for each person listed.
- 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	\$1,321.67	\$876.00	\$260.77	\$5.00 (museum ticket)
Accompanying Family Member	\$0.00	\$0.00	\$0.00	\$0.00

- 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: Friday, February 20, 2026

Name: Riley Kilburg Title: Executive Director

Organization: Center Forward

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

Address: 1214A Ingleside Ave, McLean, VA 22101

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

Committee staff may contact the above-named individual if additional information is required. If you have questions regarding your completion of this form, please contact the Committee on Ethics at 202-225-7103.

During the trip, the delegation engaged in a series of high-level discussions with government officials focused on economic development, regional security, infrastructure priorities, tourism, and bilateral cooperation. Conversations also addressed agricultural policy, rural development, and the future of North American trade, with particular attention to strengthening cross-border collaboration.

Industry engagements provided insight into advanced manufacturing, supply chain integration, and the impact of tariffs and trade policy on cross-border commerce. Participants met with business leaders to discuss investment trends, regulatory conditions, private sector growth, and the role of innovation in driving competitiveness. Discussions also explored agricultural innovation and long-term sustainability within Mexico's evolving economy.

Additional programming included broader policy conversations on trade, public opinion, and the media environment shaping economic and foreign policy priorities. Cultural engagement offered historical context and reinforced the importance of people-to-people ties and business collaboration between the United States and Mexico.

Throughout the trip, recurring themes included modernization of bilateral trade frameworks, integrated manufacturing supply chains, agricultural resilience and climate adaptation, digital economy expansion, public-private partnership strategies, and continued cooperation on regional and border security.

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
Suhas 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>

February 12, 2026

Ms. Molly Stevens
Office of the Honorable Jake Ellzey
1721 Longworth House Office Building
Washington, DC 20515

Dear Ms. Stevens:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to Mexico,¹ scheduled for February 16 to 20, 2026, sponsored by Center Forward.

You must complete an Employee Post-Travel Disclosure Form (which your employing Member must also sign) and file it, together with a Sponsor Post-Travel Disclosure Form completed by the trip sponsor, with the Clerk of the House within 15 days after your return from travel. As part of that filing, you are also required to attach a copy of this letter and both the Traveler and Primary Trip Sponsor Forms (including attachments) you previously submitted to the Committee in seeking pre-approval for this trip. If you are required to file an annual Financial Disclosure Statement, you must also report all travel expenses totaling more than \$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.

Because the trip may involve meetings with foreign government representatives, we note that House employees may accept, under the Foreign Gifts and Decorations Act (FGDA), gifts "of minimal value [currently \$525] tendered as a souvenir or mark of courtesy" by a foreign government. Any tangible gifts valued in excess of minimal value received from a foreign government must, within 60 days of acceptance, be disclosed on a Form for Disclosing Gifts from Foreign Governments and either turned over to the Clerk of the House, or, with the written approval of the Committee, retained for official use.

¹ Please be aware that the Committee's review of the proposed trip does not extend to either the security situation in the destination country or security related to foreign travel in general. We recommend you contact the Office of House Security (OHS) for a safety and security briefing prior to your departure. OHS may be reached at (202) 226-2044 or ohsstaff@mail.house.gov. House travelers should also register for the U.S. State Department's Smart Traveler Enrollment Program at <https://step.state.gov>.

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

COMMITTEE ON ETHICS

PRIMARY TRIP SPONSOR FORM

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

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

1. Sponsor who will be paying for the trip:

Center Forward

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

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

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

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

c. The primary trip sponsor has accepted funds, services, or in-kind assistance from other source(s) intended directly or indirectly to finance all or part of this trip and has enclosed disclosure forms from each of those entities.

If "c" is checked, list the names of the additional sponsors: _____

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

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

6. Date of Departure: Monday, February 16, 2026 Date of Return: Friday, February 20, 2026

7. a. City of departure: Albuquerque, New Mexico

b. Destination(s): Mexico City, Mexico

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

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:

Please see attachment.

13. **Answer parts a and b. Answer part c if necessary:**

- a. Mode of travel: Air Rail Bus Car Other (specify: _____)
- b. Class of travel: Coach Business First Charter Other (specify: _____)
- c. If travel will be first class, or by chartered or private aircraft, explain why such travel is warranted:

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

15. **Check only one.** I represent that either:

- a. The trip involves an event that is arranged or organized *without regard* to congressional participation and that meals provided to congressional participants are similar to those provided to or purchased by other event attendees; **OR**
- b. The trip involves events that are arranged specifically *with regard* to congressional participation. If "b" is checked:

1) Detail the cost *per day* of meals (approximate cost may be provided): Please see attachment.

2) Provide the reason for selecting the location of the event or trip: Please see attachment.

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

Hotel Name: InterContinental Presidente City: Mexico City Cost Per Night: \$219 USD

Reason(s) for Selecting: Please see attachment.

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	\$1,200.00 (airfare + ground transportation)	\$876.00	\$375.00
For each Accompanying Family Member	\$0.00	\$0.00	\$0.00


	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	\$15.00	Anthropology Museum ticket
For each Accompanying Family Member	\$0.00	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: Wednesday, January 7, 2026
 Name: Riley Kilburg Title: Executive Director
 Organization: Center Forward
 Address: 1214A Ingleside Avenue, McLean, VA 22101
 Email: riley@center-forward.org Telephone: (563) 542-6821

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

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: Molly Stevens

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: Molly Stevens

Name of Signatory (if other than traveler): _____

For Staff (name of employing Member or Committee): _____

Office Address: 1721 Longworth

Telephone Number: 202-225-2002

Email Address of Contact Person: Molly.Harris@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: Molly Stevens
2. Sponsor(s) who will be paying or providing in-kind support for the trip: Center Forward
3. City and State **OR** Foreign Country of Travel: Mexico City, Mexico
4. a. Date of Departure: Monday, February 16, 2026 Date of Return: Friday, February 20, 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.**
Participation in this trip is directly connected to my official representational duties. I serve as Deputy Chief of Staff to a Member of the House Committee on Small Business, Subcommittee on Rural Development, Energy, and Supply Chains. In this role, I support the Member's legislative, oversight, and representational responsibilities related to small business policy, supply chain resilience, and energy and infrastructure issues.
During the trip, I will engage with government officials, industry representatives, and other stakeholders to discuss matters affecting U.S.-Mexico supply chains, including trade facilitation, logistics efficiency, and regulatory coordination. These engagements directly align with the Committee's priorities in the 119th Congress, particularly efforts to streamline cross-border supply chains that support small businesses and rural economies. My participation will allow me to communicate the Committee's priorities, gather information to inform ongoing legislative and oversight work, and represent the Member's interests within the Subcommittee's jurisdiction.
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: 1/09/2026

Private Sponsor Travel Certification Form: Supplemental

4.

First	Last	Title	Affiliation	Reason
Shahid	Ahmed	Chief of Staff	Office of Rep. Jennifer McClellan (D-VA)	As Chief of Staff to a Member of the House Committee on Energy and Commerce, Mr. Shahid can add to discussions on the USMCA review, specifically provisions for consumer protection and product safety.
Liz	Amster	Chief of Staff	Office of Rep. Jake Auchincloss (D-MA)	As Chief of Staff to a Member of the House Committee on Energy and Commerce, Ms. Amster can speak to U.S.-Mexico trade, sports diplomacy, and tourism development opportunities.
Roddy	Flynn	Chief of Staff	Office of Rep. Sarah McBride (D-DE)	As Chief of Staff to a Member on the House Committee on Foreign Affairs, Mr. Flynn can engage in discussions on regional security, international law enforcement priorities, and diplomacy with the Sheinbaum administration.
Sarah	Gilbert	Chief of Staff	Office of Rep. Neal Dunn (R-FL)	As Chief of Staff to a Member of the House Committee on Energy and Commerce Subcommittee on Commerce, Manufacturing, and Trade, Ms. Gilbert can share insights into U.S.-Mexico trade relations, including USMCA negotiations, and consumer protection.
Molly	Harris	Deputy Chief of Staff	Office of Rep. Jake Ellzey (R-TX)	As Deputy Chief of Staff to a Member of the House Committee on Small Business Subcommittee on Rural Development, Energy, and Supply Chains, Ms. Harris can speak to Committees' priorities in the 119th Congress as related to streamlining U.S.-Mexico supply chains.
Maeve	Healy	Chief of Staff	Office of Rep. Grace Meng (D-NY)	As Chief of Staff to a Member of the House Committee on Appropriations Subcommittee on National Security, Department of State, and Related Programs, Ms. Healy can provide insight into funding priorities related to regional diplomacy, foreign trade oversight, and U.S.-Mexico regional security.
Willie	Lyles	Chief of Staff	Office of Rep. Troy Carter (D-LA)	As Chief of Staff to a Member of the House Committee on Homeland Security, Mr. Lyles can provide expertise on border security and ensuring U.S.-Mexico supply chains can withstand threats and are resilient to disruption.

Nancy	Peele	Chief of Staff	Office of Rep. Bruce Westerman (R-AR)	As Chief of Staff to the Chair of the House Committee on Natural Resources, Ms. Peele can speak to critical mineral priorities in U.S.-Mexico trade and potential critical mineral provisions ahead of the USMCA review.
Nikki	Rapanos	Chief of Staff	Office of Rep. Nick LaLota (R-NY)	As Chief of Staff to a Member on the House Committee on Small Business, Ms. Rapanos can offer her thoughts on the U.S.-Mexico trade relationship and small businesses' priorities.
Mitch	Rivard	Chief of Staff	Office of Rep. Jason Crow (D-CO)	As Chief of Staff to a Member of the House Committee on Armed Services, Mr. Rivard can engage in discussions on the committee's priorities in the 119th Congress pertaining to regional and border security.
Aaron	Schmidt	Chief of Staff	Office of Rep. Suzan DelBene (D-WA)	As Chief of Staff to a Member of the House Committee on Ways and Means Subcommittee on Trade, Mr. Schmidt can share his perspective on how tariffs have impacted the U.S.-Mexico trade relationship and cross-border exchange of goods.
Gabrielle	Sheitelman	Deputy Chief of Staff	Office of Rep. Juan Ciscomani (R-AZ)	As Deputy Chief of Staff to a Member of the House Committee on Appropriations who is Vice Chair of the Subcommittee on Homeland Security, Ms. Sheitelman can speak to funding priorities for border community safety and combating supply chain vulnerabilities to illicit trade.
Amy	Soenksen	Chief of Staff	Office of Rep. Morgan McGarvey (D-KY)	As Chief of Staff to a Member on the House Committee on Budget Ms. Soenksen can provide expertise on the impact of U.S.-Mexico trade and tariffs on U.S. businesses and consumers.
Will	Smith	Chief of Staff	Office of Rep. Nick Langworthy (R-NY)	As Chief of Staff to a Member on the House Committee on Energy and Commerce, Mr. Smith can offer insights into the committee's work on product safety and improved cross-border data security for consumers.
Heather	Swift	Chief of Staff	Office of Rep. Ryan Zinke (R-MT)	As Chief of Staff to a Member on the House Committee on Foreign Affairs, Ms. Swift can share her perspective on strengthening the U.S.-Mexico diplomatic partnership ahead of the USMCA review.
Blakely	Wall	Chief of Staff	Office of Rep. Janelle Bynum (D-OR)	As Chief of Staff to a Member on the House Committee on Financial Services, Ms. Wall can engage in discussions about the impact of USMCA on U.S. financial markets.
Shane	Wolfe	Chief of Staff	Office of Rep. Kristen McDonald Rivet (D-MI)	As Chief of Staff to a Member on the House Committee on Agriculture, Mr. Wolfe can share his perspective on agricultural trade priorities in the USMCA review and negotiation.

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

Center Forward's International Chiefs of Staff Issues Conference is being held to bring together a bipartisan group of pragmatic staff and cross-sectoral representatives to focus on common-sense solutions. Center Forward's organizational mission is to provide centrists with the information they need to develop common-sense solutions and provide a collaborative space to develop actionable plans. Center Forward brings together Members of Congress, congressional staff, not-for-profits, academic experts, trade associations, corporations, and unions to find common ground.

Center Forward is the sole organizer of the trip. Center Forward is planning the conference and is responsible for the organization and execution of the event logistics as well as the programming content. Discussion topics will include bilateral trade, tariffs, and foreign direct investment, manufacturing and tech innovation, AI, data privacy, shared energy and infrastructure initiatives, regional security, and the strengthening of economic ties between the two countries' governments and business communities. Participants are expected to include congressional staff and business leaders.

15.b.1) Detail the cost per day of meals (approximate cost may be provided) - USD \$125 (Day one) + USD \$125 (day 2) + USD \$125 (day 3).

15.b.2) Provide the reason for selecting the location of the event or trip:

Mexico City was selected for this trip to provide U.S. congressional staff and business leaders with an opportunity to engage with Mexican and American businesses and political leaders on issues affecting both the American and Mexican economies. As the two countries remain deeply intertwined and each has undergone significant political shifts, Mexico continues to be a major business hub with many major U.S. companies setting up headquarters in the country. This small, bipartisan delegation will focus on finding ways to increase shared economic growth, security, and prosperity while gaining a greater understanding of how Mexican leaders are addressing the challenges facing their nation. This visit will include programming focused on both domestic issues and international cooperation to continue strengthening the critical relationship that already exists between the two countries.

16. Safe and central location for site visits and government meetings as well as suitable hotel room rates.



Center Forward International Chiefs of Staff Conference
Mexico City, Mexico — February 16 - 20, 2026
Conference Agenda

Center Forward Contact Information

Ellie Gustafson | (443) 820-6411 | ellie@center-forward.org
Ryan McAlpin | (585) 857-1921 | ryan@center-forward.org
Riley Kilburg | (563) 542-6821 | riley@center-forward.org
Cori Kramer | (202) 550-0888 | cori@center-forward.org
Eddie Huck | (317) 979-1185 | eddie@center-forward.org

Friday, February 13, 2026

6:40 am ET	Blakely Wall departs Ronald Reagan Washington National Airport (DCA). American Airlines Flight 1617 1 hour 45 min flight time
8:25 am ET	Blakely Wall arrives at Charlotte Douglas International Airport (CLT)
9:15 am ET	Blakely Wall departs Charlotte Douglas International Airport (CLT). American Airlines Flight 829 4 hours 30 min flight time
12:45 pm CT	Blakely Wall arrives at Benito Juárez Mexico City International Airport (MEX)

Monday, February 16, 2026

- 6:40 am ET** Will Smith departs Ronald Reagan Washington National Airport (DCA). American Airlines Flight 1617 | 1 hour 45 min flight time
- 8:25 am ET** Will Smith arrives at Charlotte Douglas International Airport (CLT)
- 9:15 am ET** Will Smith departs Charlotte Douglas International Airport (CLT). American Airlines Flight 829 | 4 hours 30 min flight time
- 10:35 am MT** Molly Harris departs Albuquerque International Sunport (ABQ). American Airlines Flight 2645 | 1 hour 55 min flight time
- 12:45 pm CT** Will Smith arrives at Benito Juárez Mexico City International Airport (MEX)
- 1:30 pm CT** Molly Harris arrives at Dallas Fort Worth International Airport (DFW)
- 4:45 pm CT** Molly Harris departs Dallas Fort Worth International Airport (DFW). American Airlines Flight 2233 | 2 hours 50 min flight time
- 5:45 pm ET** Staff departs Washington Dulles International Airport (IAD). United Airlines Flight 1566 | 5 hours 5 min flight time
- 7:35 pm CT** Molly Harris arrives at Benito Juárez Mexico City International Airport (MEX)
- 9:50 pm CT** Staff arrive at Benito Juárez Mexico City International Airport (MEX)
- After collecting your luggage and clearing customs, you will walk into the Terminal 2 Arrival Hall. Center Forward staff and driver will be waiting to greet you with a card noting "Center Forward" at the barrier, which you will see immediately as you walk into the Arrivals Hall. After everyone has gathered, the driver will depart the airport.*
- 10:10 pm - 10:40 pm** Depart Benito Juárez Mexico City International Airport en route to InterContinental Presidente Mexico City Hotel via shuttle (30 min.)
- Campos Eliseos 218, Polanco, Col. Chapultepec Polanco, Miguel Hidalgo, 11560 Ciudad de México, CDMX, Mexico
- 10:40 pm** Check-in at the InterContinental Presidente Mexico City Hotel

Tuesday, February 17, 2026

BREAKFAST ON YOUR OWN

Continental breakfast is available in Café Urbano from 6:00 am - 11:00 am

***Business attire for the day. Please bring a government ID.*

- 8:15 am** Attendees meet in Café Urbano of the InterContinental Presidente Mexico City Hotel.
- InterContinental Presidente Mexico City Hotel | Campos Eliseos 218, Polanco, Col. Chapultepec Polanco, Miguel Hidalgo, 11560 Ciudad de México, CDMX, Mexico
- 8:15 am - 8:45 am** Welcome Remarks, Conference Overview, & Security Debrief
- Riley Kilburg, Executive Director, Center Forward
- 8:45 am - 9:45 am** Depart the InterContinental Presidente Mexico City Hotel en route to the Ministry of Foreign Affairs via shuttle (1 hour). In transit, a member of the Center Forward team will brief conference participants on the U.S.-Mexico diplomatic relationship and recent regional and border security developments.
- Ministry of Foreign Affairs | Av. Juarez 20, Colonia Centro, Centro, Cuauhtémoc, 06010 Ciudad de México, CDMX, Mexico
- Conference participants will complete a security check-in upon arrival.**
- 9:45 am - 10:45 am** Briefing from the Mexican Ministry of Foreign Affairs on Economic Development & Regional Security.
- The Hon. Roberto Velasco-Alvarez, Chief Officer for North America, Undersecretary for North America
- The Hon. Roberto Velasco-Alvarez, from the Mexican Ministry of Foreign Affairs, will share remarks on President Shienbaum's top foreign policy priorities and discuss where the Mexican government sees opportunities for collaboration and partnership in U.S.-Mexico economic development and regional security initiatives.*

- 10:45 am - 11:15 am** Briefing from the General Director for Sports Diplomacy on Infrastructure Development, Sports Diplomacy, and Tourism.
- Daniel Alcaraz, General Director for Sports Diplomacy, Ministry of Foreign Affairs
- Daniel Alcaraz, General Director for Sports Diplomacy, will present on Mexico's infrastructure projects in preparation for the 2026 FIFA World Cup, Mexico's development of its tourism and hospitality sectors, and the Sheinbaum administration's approach to sports diplomacy in the lead-up to the USMCA review.*
- 11:15 am - 11:45 pm** Depart the Ministry of Foreign Affairs en route to Eno via shuttle (30 min).
- Eno | Chihuahua 139, Roma Nte., Cuauhtémoc, 06700 Ciudad de México, CDMX, Mexico
- 11:45 pm - 1:15 pm** Lunch | Harvesting Opportunity: Mexican Agriculture & North American Trade
- The Hon. Julio Berdegué Sacristán, Secretary of Agriculture and Rural Development
- Over lunch, Secretary Berdegué will brief attendees on the Sheinbaum administration's top agricultural policy objectives, with a special focus on mitigating the impacts of climate change, combating rural poverty, and advancing North American trade. Following his remarks, attendees will have the opportunity to ask questions and hold a discussion on U.S.-Mexico agricultural trade objectives.*
- 1:15 pm - 1:45 pm** Depart Eno en route to the Mexican Senate of the Republic via shuttle (30 min).
- Mexican Senate of the Republic | Av. P.º de la Reforma 135, Tabacalera, Cuauhtémoc, 06030 Ciudad de México, CDMX, Mexico
- Conference participants will complete a security check-in upon arrival and will be required to present their passport.**
- 1:45 pm - 2:15 pm** Tour of the Mexican Senate of the Republic.
- The Hon. Alejandro Murat Hinojosa, Chairman of the Senate Foreign Relations Committee
 - Additional staff of the Senate of the Republic to be confirmed

Attendees will receive a guided tour of the Senate of the Republic.

2:15 - 3:15 pm

Interparliamentary Meeting

- The Hon. Alejandro Murat Hinojosa, Chairman of the Senate Foreign Relations Committee
- Additional members and senior staff of the Mexican Congress to be confirmed

The Hon. Alejandro Murat Hinojosa will provide welcome remarks on recent priorities within the Senate Foreign Relations Committee. Attendees will have the opportunity to participate in small-group discussions with their staff counterparts in the Mexican Senate. These conversations will be focused on collaborative governance and the U.S.-Mexican working relationship.

3:15 pm - 3:45 pm

Depart the Mexican Senate en route to Museo Nacional de Antropología via shuttle (30 min).

Museo Nacional de Antropología | Av. P.º de la Reforma s/n, Polanco, Bosque de Chapultepec I Secc, Miguel Hidalgo, 11560 Ciudad de México, CDMX, Mexico

3:45 pm - 5:45 pm

Overview and Tour of Mexican History at Museo Nacional de Antropología followed by a policy roundtable

- Enrique Perret, Managing Director, U.S.-Mexico Foundation

Conference participants will tour the Museo Nacional de Antropología to learn the history and culture of the Mexican people. Enrique Perret, Managing Director of the U.S.-Mexico Foundation, will join conference participants for a fireside chat on the importance of collaboration between American businesses, non-profits, and political leaders to promote peace, security, and economic prosperity for both the U.S. and Mexico.

5:45 pm - 6:00 pm

Depart Museo Nacional de Antropología en route to the InterContinental Presidente Mexico City Hotel via walking (15 min)

InterContinental Presidente Mexico City Hotel | Campos Elíseos 218, Polanco, Col. Chapultepec Polanco, Miguel Hidalgo, 11560 Ciudad de México, CDMX, Mexico

6:00 pm

Official programming concludes for the day. **DINNER ON YOUR OWN.**

Wednesday, February 18, 2026

BREAKFAST ON YOUR OWN

Continental breakfast is available in Café Urbano from 6:00 am - 11:00 am

***Business casual attire for the day. Government ID required.*

8:00 am - 9:00 am Depart InterContinental Presidente Mexico City Hotel en route to Ford Cuautitlán Stamping & Assembly Plant via shuttle (1 hour). In transit, a member of the Center Forward team will provide conference participants with a briefing on recent nearshoring automotive manufacturing trends and the impact of tariffs on the auto industry.

Ford Cuautitlán Stamping & Assembly Plant | Querétaro - Mexico
Supermanzana Highway Manzana 001 Km 36.5, Lomas del Salitre,
54730 Cuautitlán Izcalli, Méx., Mexico

9:00 am - 10:30 am Plant Tour & Discussion | Driving Economies: Exploring the Auto Industry's Impact Across Borders

- Marcos Madrid, Plant Manager, Ford Cuautitlán Stamping & Assembly Plant

Marcos Madrid will lead an interactive tour of the Ford Cuautitlán Stamping & Assembly Plant. This visit showcases Ford's commitment to advanced manufacturing, EV production, and strong labor relations in Mexico. Attendees will gain insight into how these facilities bolster North American supply chains and Ford's regional competitiveness. Following the tour will be a roundtable discussion on the economic impact of the auto industry in both the U.S. and Mexico.

10:30 am - 11:30 am Depart Ford Cuautitlán Stamping & Assembly Plant en route to Mastercard via shuttle (1 hour). In transit, a member of the Center Forward team will provide conference participants with a briefing on how cross-border dynamics influence financial technology, including regulatory alignment and market integration.

Mastercard | Av. Paseo de la Reforma 250 Torre A Col. Juarez, 22nd Floor Mexico City, Mexico 6600

11:30 am - 1:00 pm Mastercard Tour & Roundtable Discussion | Fintech Innovation and Market Expansion in Mexico

- Kiki Del Valle, Executive Vice President, Market Development - Latin America and Caribbean
- Mauricio Schwartzmann, Country Manager, Mexico

Mauricio Schwartzmann, Country Manager, Mexico, will share high-level insights about developing solutions that drive transformative change to better serve the needs and address the challenges of local markets. Attendees will complete an immersive tour exploring the technologies that are driving the future of financial technology. Kiki Del Valle, Executive Vice President, Market Development for Latin America and Caribbean, will lead a roundtable discussion focused on the challenges and opportunities associated with expanding business operations in Mexico and how to build a sustainable and inclusive digital economy.

1:00 pm - 1:05 pm Depart Mastercard en route to the American Chamber of Commerce Mexico via walking (5 min).

American Chamber of Commerce Mexico | Av. Paseo de la Reforma 295, Floor 3, Cuauhtémoc, 06500, Mexico City

1:05 pm - 2:30 pm Lunch | Open Markets, Shared Prosperity: A Dialogue on Trade and Investment in Mexico

- Pedro Casas Alatríste, Executive Vice President and General Director, American Chamber of Commerce Mexico
- María José Barragán, Chief of Staff, American Chamber of Commerce Mexico
- Additional business representatives to be confirmed

Over lunch, the American Chamber of Commerce Mexico will facilitate a discussion about the social, economic, and geopolitical impact of increased foreign direct investment and open bilateral trade in Mexico. Business leaders will discuss how American business investments can spur economic growth for Mexico and increase employment opportunities.

2:30 pm - 3:00 pm Depart the American Chamber of Commerce en route to the InterContinental Presidente Mexico City Hotel via shuttle (30 min).

InterContinental Presidente Mexico City Hotel | Campos Elíseos 218,
Polanco, Col. Chapultepec Polanco, Miguel Hidalgo, 11560 Ciudad
de México, CDMX, Mexico

3:00 pm - 5:30 pm

Break

5:30 pm - 6:15 pm

Depart InterContinental Presidente Mexico City Hotel en route to
Mochomos via shuttle (45 min).

Mochomos | Av. Paseo de las Palmas 781, Lomas de Chapultepec,
Miguel Hidalgo, 11000 Ciudad de México, CDMX, Mexico

6:15 pm - 8:15 pm

Dinner | Farm to Table: Mexican Agriculture, Trade, and the
Economic Ties That Feed Us

- Itzel Paniagua, Chef, El Taller Gastronómico

*Conference attendees will gather over dinner for a reflective
discussion on the day's programming, with a focus on U.S.-Mexico
foreign policy developments, agriculture-driven economic growth,
and shared trade priorities. Itzel Paniagua, Runner-Up of MasterChef
México Season 6, will lead conference participants in a culinary
lesson, showcasing local cuisine and the importance of farming in the
Mexican economy.*

8:15 pm - 8:45 pm

Depart Mochomos en route to the InterContinental Presidente Mexico
City Hotel via shuttle (30 min).

InterContinental Presidente Mexico City Hotel | Campos Elíseos 218,
Polanco, Col. Chapultepec Polanco, Miguel Hidalgo, 11560 Ciudad
de México, CDMX, Mexico

8:45 pm

Official programming concludes for the day.

Thursday, February 19, 2026

Continental breakfast is available in Café Urbano from 6:00 am - 11:00 am

****Business attire for the day. Please bring a photo I.D. with you.**

9:00 am - 10:00 am Mexico in Focus: Trade Policy, Public Opinion, and the Media Landscape Under President Sheinbaum

- Jéssica Zerméño Núñez, Bureau Chief, Noticias Telemundo
- Ana María Salazar, Political Columnist, El Financiero Bloomberg

InterContinental Presidente Mexico City Hotel | Campos Elíseos 218, Polanco, Col. Chapultepec Polanco, Miguel Hidalgo, 11560 Ciudad de México, CDMX, Mexico

Ana María Salazar and Jéssica Zerméño Núñez will participate in a fireside chat focused on the Sheinbaum administration's trade, foreign affairs, and economic policy priorities. The conversation will also touch on Mexican public opinion on trade and tariffs, as well as the Mexican media landscape.

10:00 am - 10:30 am Depart InterContinental Presidente Mexico City Hotel en route to the Ministry of Economy via shuttle (30 min).

Ministry of Economy | C. Pachuca 189, Colonia Condesa, Cuauhtémoc, 06140 Ciudad de México, CDMX, Mexico

Conference participants will complete a security check-in upon arrival.

10:30 am - 12:00 pm Roundtable Discussion | The Sheinbaum Administration's Economic Priorities: Trade, Investment, and Industry

- The Hon. Marcelo Ebrard, Secretary of Economy

The Hon. Marcelo Ebrard, Secretary of Economy for the Mexican government, will brief conference participants on the Sheinbaum Administration's priorities for the USMCA review, approach towards attracting foreign direct investment, and re-launch of "Made in Mexico."

- 12:00 pm - 12:15 pm** Depart the Ministry of Economy en route to La Docena via shuttle (15 min).
- La Docena | Av. Homero 135, Chapultepec Morales, Polanco V Secc, Miguel Hidalgo, 11560 Ciudad de México, CDMX
- 12:15 pm - 1:45 pm** Lunch | Nearshoring Investment for Shared Prosperity
- Altagracia Gómez Sierra, Coordinator of the Advisory Council for Regional Economic Development and Business Relocation, Office of the Presidency of Mexico
- Altagracia Gómez Sierra will lead a discussion on how public-private collaborations can boost investment and economic development, support poverty reduction, and expand inclusive labor markets, especially in rural Mexico.*
- 1:45 pm - 2:00 pm** Depart La Docena en route to InterContinental Presidente Mexico City Hotel via shuttle (15 min).
- InterContinental Presidente Mexico City Hotel | Campos Elíseos 218, Polanco, Col. Chapultepec Polanco, Miguel Hidalgo, 11560 Ciudad de México, CDMX, Mexico
- 2:00 pm - 3:15 pm** Break
- 3:15 pm - 3:30 pm** Depart InterContinental Presidente Mexico City Hotel en route to BBVA Bancomer Tower via shuttle (15 min).
- BBVA Bancomer Tower | Torre BBVA Bancomer, Av. P.º de la Reforma 506, Cuauhtémoc, 06600 Juárez, CDMX, Mexico
- 3:30 pm - 5:30 pm** Remarks — Insights into Mexican Agriculture
- Carlos Crain L. Corcuera, Global Brand Ambassador, Volcán de mi Tierra
- Conference participants will engage in meaningful conversations about the region's agricultural practices, the challenges faced by local producers, and the innovative approaches driving sustainable growth. This unique experience offers an opportunity to connect with local traditions while gaining a deeper understanding of the intersection between culture, agriculture, and global impact.*
- 5:30 pm - 5:50 pm** Depart BBVA Bancomer Tower en route to Saks via shuttle (20 min).

Saks Polanco | Campos Elíseos 133, Chapultepec Morales, esq,
Miguel Hidalgo, 11560 Ciudad de México, CDMX

5:50 pm - 8:00 pm

Dinner | Reflections on Bipartisan Approaches to U.S.-Mexico Partnership

- Riley Kilburg, Executive Director, Center Forward

Riley Kilburg, Executive Director of Center Forward, will lead conference participants in a dialogue reflecting on their experiences in Mexico City. The conversation will explore insights into trade and economic partnership between the U.S. and Mexico, as well as perspectives on fostering bipartisan solutions in a global context.

8:00 pm - 8:10 pm

Depart Saks Polanco en route to the InterContinental Presidente Mexico City Hotel via walking (10 min).

InterContinental Presidente Mexico City Hotel | Campos Elíseos 218,
Polanco, Col. Chapultepec Polanco, Miguel Hidalgo, 11560 Ciudad
de México, CDMX, Mexico

8:10 pm

Official programming concludes for the day.

Friday, February 20, 2026

BREAKFAST ON YOUR OWN

Continental breakfast is available in Café Urbano from 6:00 am - 11:00 am

- 6:50 am - 7:40 am** Staff depart InterContinental Presidente Mexico City Hotel en route to Benito Juárez Mexico City International Airport (MEX) via shuttle (30 min).
- 7:00 am** Heather Swift departs Benito Juárez Mexico City International Airport (MEX). American Airlines Flight 1498 | 3 hours 20 min flight time
- 7:40 am - 8:10 am** Staff complete security and check-in
- 9:40 am CT** Staff depart Benito Juárez Mexico City International Airport (MEX). United Airlines Flight 1567 | 4 hours 15 min flight time
- 11:20 am ET** Heather Swift arrives at Miami International Airport (MIA)
- 11:20 am CT** Blakely Wall departs Benito Juárez Mexico City International Airport (MEX). American Airlines Flight 758 | 4 hours flight time
- 2:55 pm ET** Arrive at Washington Dulles International Airport (IAD)
- 4:20 pm ET** Blakely Wall arrives at Charlotte Douglas International Airport (CLT)
- 6:15 pm ET** Blakely Wall departs Charlotte Douglas International Airport (CLT). American Airlines Flight 1775 | 1 hour 30 min flight time
- 7:45 pm ET** Blakely Wall arrives at Ronald Reagan Washington National Airport (DCA).