Alliance *for* Regenerative Medicine

CELL GENE

CONGRESSIONAL FLY-IN

Advocate Training Webinar

June 27, 2024

Webinar Agenda

- ARM Mission & Public Affairs Strategy
- Fly-In Overview
- ARM’s Policy Platforms
- Fly-In Legislative Asks
- What to Expect on Lobby Day
- Advocacy Best Practices

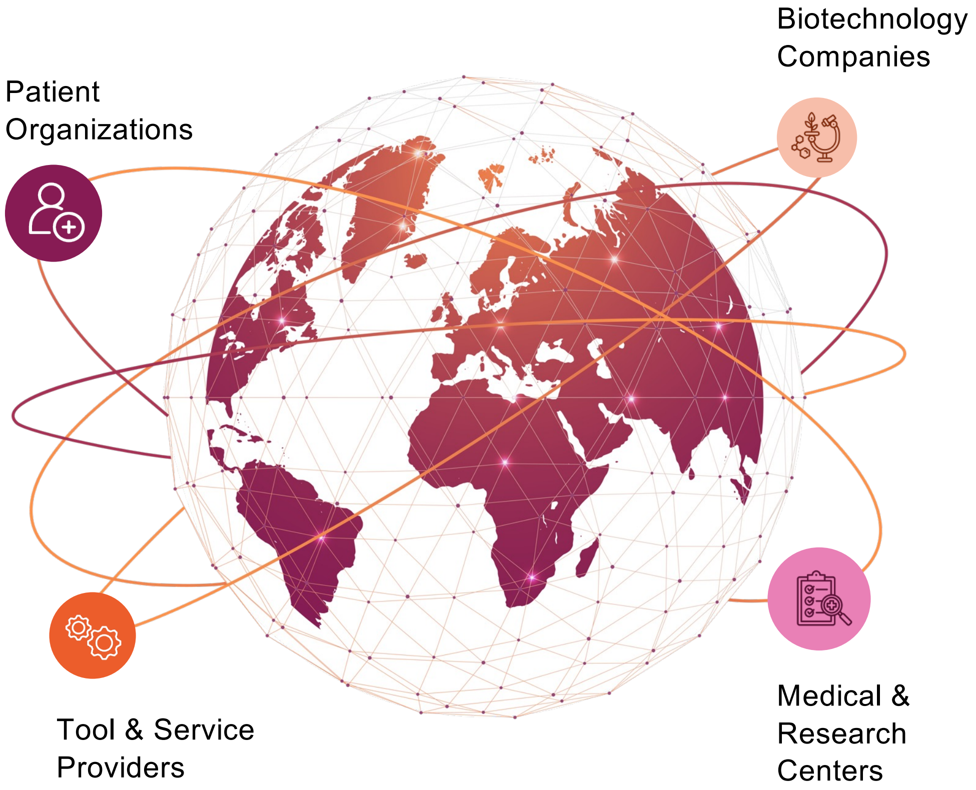
ARM is the Global Voice of the Cell & Gene Therapy Sector

The Alliance for Regenerative Medicine is **the leading international advocacy organization** championing the benefits of engineered cell therapies and genetic medicines for patients, healthcare systems, and society.

Patients are our north star.

OUR FOCUS

- Convening the sector
- Advancing the narrative with data and analysis
- Engaging key stakeholders
- Enabling the development of advanced therapies
- Modernizing healthcare systems



Representing 400+ members worldwide

ARM's Public Affairs Strategy

THE "WHAT"

1. Achieve patient access in the payer and regulatory domain

2. Achieve adequate reimbursement for innovative technology

THE "HOW"

01

Building the Future Of Medicine

Convening the sector and facilitating influential exchanges on policies and practices

02

Modernizing US reimbursement:

ARM is shaping the innovation ecosystem within Medicaid and Medicare

03

FDA redesign:

Once-in-a-generation moment to support FDA capabilities

04

Challenging European access:

'Moment of truth' with value recognition

05

Voice of the Sector:

Building the Alliance's reputation through unique narratives, data /analysis outputs and executive engagement

06

Leadership:

ARM has built a robust governance system to engage members and deliver its ambitious agenda

Fly-In Overview

Why Does ARM hold an annual Congressional Fly-In?

… so our members can

Learn

Dive deeper into ARM's policy objectives

Hear legislative and regulatory updates directly from policymakers

Understand federal policymaking process

Influence

Educate lawmakers on CGTs and share invaluable on-the-ground perspectives

Advance ARM's legislative priorities through direct advocacy

Forge relationships with lawmakers

Network

Meet & reconnect with other ARM members

Engage with ARM's Board of Directors, ARM Advisory Group Leaders, and ARM staff

Fly-In Impact on Congress

Last year, ARM Fly-In attendees met with 83 Congressional offices and

- Increased interest in and awareness of CGTs (as reported by Congressional staff)
- Added additional co-sponsors to the MVP Act
- Solidified support for the MVP Act among House Energy & Commerce Committee members, ensuring it was voted out of Committee weeks later
- Added new members to the Congressional Personalized Medicine Caucus

Latest News

Guthrie's MVP Act Passes Full Committee

Washington, May 24, 2023 | S.K. Bowen (202-225-3501)
Tags: *Health Care*

WASHINGTON, D.C. - House Energy and Commerce Committee Subcommittee on Health Chair Brett Guthrie (KY-02) released the following statement praising the passage of the *Medicaid VBPs for Patients (MVP) Act* through the full Energy and Commerce Committee.

"The Medicaid VBPs for Patients Act would help get life-saving treatments to the most vulnerable patients across the country. With the flexibility this legislation provides, states can make high-cost therapies and cures for rare diseases available without raising taxes or cutting other state programs. Value-based payments ensure states are not on the hook for paying a drug manufacturer for a high-cost treatment if it is not effective and can even save states money in the long-term in caring for a patient.

February 12, 2024 03:58 PM EST | Pharma, FDA+

Stakeholders brace for bumps in rare pediatric disease PRV reauthorization

Lia DeGroot

A voucher program designed to stimulate drug development for rare pediatric diseases will sunset later this year if lawmakers don't reauthorize it — and rare disease advocates and experts are bracing for bumps in the road to renewal.

This year, attendees will have *even more* Congressional meetings and have the opportunity to

- Continue building support for the now bicameral MVP Act
- Add co-sponsors to the Accelerating Kids' Access to Care Act which was recently voted out of the Energy & Commerce Committee
- Educate Congressional staff on the importance of the Pediatric Rare Disease Priority Review Voucher at a critical time before the program's authorization expires in September

Event Schedule

Monday, July 15

Time	Session
9:30am – 12:00pm	U.S. Policy & Advocacy Forum Meeting
12:30pm	Event check-in opens
1:30 – 2:00pm	**Keynote:** Stephanie Heathman, M.S., Opie Jones Foundation
2:00 - 2:30 pm	**Keynote:** Dr. Nicole Verdun, Director, Office of Therapeutic Products, FDA
2:30 - 3:00 pm	Stakeholder Panel: Congressional staff
3:00 - 4:10 pm	2024 Election Outlook Panel
4:15 – 4:45 pm	Capitol Hill Day Brief (Overview of legislative "asks")
4:45 – 5:15 pm	Congressional Team Huddles
6:00 – 9:00 pm	Reception & Dinner

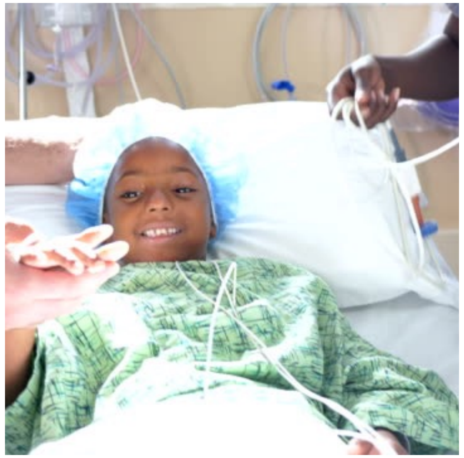
Tuesday, July 16

Time	Session
7:30 - 8:30 am	Breakfast & Legislative Briefing
9:00 - 4:00 pm	Lobby Day (meetings on Capitol Hill)
5:00 - 7:00 pm	Lobby Day Reception

ARM’s Policy Platforms

Address Medicaid Access Barriers

Eliminate coverage delays, ensure adequate reimbursement, streamline provider credentialing, enable patient support programs



Support VBA Adoption

Facilitate value-based contracting by addressing regulatory and legal barriers

Improve Regulatory Environment

Supporting FDA’s office of Therapeutic Products (OTP) and ensuring the use and effectiveness of FDA programs and pathways

2024 Fly-In Legislative Asks

Accelerating Kids' Access to Care Act S. 2372/H.R. 4758

Background

Given the highly specialized nature of CGTs, manufactures often have limited treatment centers on board to provide care. It is not uncommon for patients to travel to an out-of-state treatment center for CGTs, creating an administrative challenge in provider credentialing and potentially delaying necessary care.

The Accelerating Kids' Access to Care Act would

- Introduce a streamlined process for doctors to enroll in another state's Medicaid program by creating a new pathway for pediatric providers to enroll in multiple state Medicaid programs
    - Must meet specific requirements such as (1) being in the lowest category for potential program integrity issues or (2) enrolled in their home state's Medicaid program
- Focus only on provider screening and enrollment and not on the authorization of care by an out-of-state provider or payment rates for such care

Impact

Improve children's timely access to care and eliminates administrative burdens and delays for providers and states

Ask: Cosponsor the bill (if they are not already co-sponsors)

Accelerating Kids' Access to Care Act

S. 2372/H.R. 4758

Legislative Activity

- 116 co-sponsors in the House and 37 in the Senate
- On June 12, the House Energy and Commerce Committee unanimously passed the bill, marking a key step toward its enactment.
- Recent positive discussions with the Congressional Budget Office (CBO) resulted in a new score of $218 billion over ten years.

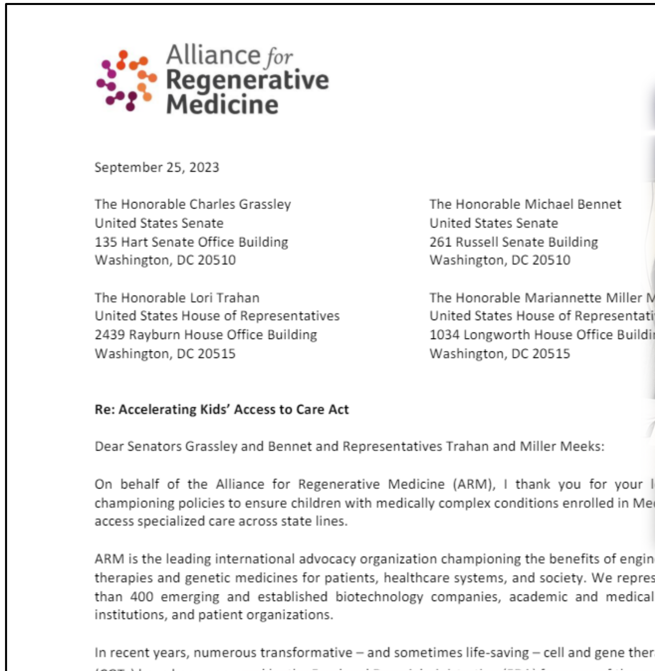
ARM's Work

- Issued multiple letter of support
- Met with key leaders in the House to express support
- Met with CMS to discuss concerns
- Media engagement
- Congressional Briefings

Stakeholder Support

Over 200 organizations supporting

- Children's Hospital Association
- American Academy of Pediatrics
- Patient Groups, including EveryLife Foundation, Leukemia & Lymphoma Society, National Organization for Rare Disorders (NORD)
- ASTCT



Alliance *for* Regenerative Medicine

September 25, 2023

The Honorable Charles Grassley
United States Senate
135 Hart Senate Office Building
Washington, DC 20510

The Honorable Michael Bennet
United States Senate
261 Russell Senate Building
Washington, DC 20510

The Honorable Lori Trahan
United States House of Representatives
2439 Rayburn House Office Building
Washington, DC 20515

The Honorable Mariannette Miller Me
United States House of Representative
1034 Longworth House Office Building
Washington, DC 20515

Re: Accelerating Kids' Access to Care Act

Dear Senators Grassley and Bennet and Representatives Trahan and Miller Meeks:

On behalf of the Alliance for Regenerative Medicine (ARM), I thank you for your lea championing policies to ensure children with medically complex conditions enrolled in Medic access specialized care across state lines.

ARM is the leading international advocacy organization championing the benefits of engineered cell therapies and genetic medicines for patients, healthcare systems, and society. We represent more than 400 emerging and established biotechnology companies, academic and medical research institutions, and patient organizations.

In recent years, numerous transformative – and sometimes life-saving – cell and gene therapies (CGTs) have been appro
difficult-to-treat conditi
adrenoleukodystrophy,
muscular dystrophy, an
in the US to test the nex
children or individuals li
two gene therapies for
be approved by the FDA

ARM is committed to
therapies. However, M
because the highly spe
geographic areas. **We st**

EXCLUSIVE

Texas Medicaid agrees to fully cover gene therapy for Afghan refugees' infant

By Megan Molteni Feb. 5, 2024

Reprints

Medicaid Value-Based Payments for Patients (MVP) Act

H.R. 2666/S.4204

Background

VBPs can defray the upfront cost of CGTs, supporting state Medicaid agencies as they manage their budgets. However, the current system was not designed for these types of arrangements, nor one-time administered, durable therapies.

The MVP Act would

- Codify Medicaid “Best Price (BP) Rule” that allows developers to report different BPs for VBPs and traditional pricing.
- Clarify how two commonly used pricing metrics (average sales price and average manufacturer price) are reported for VBP arrangements
- Allow for VBP payment without running afoul of anti-kickback law
- Require a study on the effectiveness of VBPs on patient access and health system costs

Impact

The MVP Act will encourage the use of VBPs for CGTs, expanding access to curative treatments. Many states are interested in pursuing VBP models to provide access to patients with Medicaid (which insures a disproportionate number of rare diseases patients)

Ask: Cosponsor the bill (if they are not already co-sponsors)

MVP Act

H.R. 2666/S.4204

Legislative History

- Bill first introduced in the 117th Congress
- Driven by advocacy and approval of high-profile therapies, the bill was reintroduced in the 118th Congress
- House bill was advanced though the full House E&C Committee in 2023
    - Current Cosponsors: 20 Democrat, 19 Republican
- Senate bill introduced in April 2024
    - Current Cosponsors: 2 Democrat, 2 Republican

ARM's Work

- Encouraged bill sponsors (House and Senate) to draft and introduce legislation
- Provided technical feedback on bill text prior to introduction & during mark-up
- Issued letter of support & submitted hearing testimony
- Met with myriad Members of Congress to encourage co-sponsorship
- Media engagement (e.g., interviews, news stories, op-ed)
- Congressional Briefings

Stakeholder Support

- Patient Groups (including EveryLife Foundation, Sickle Cell Disease Partnership, 20+ rare disease advocacy organizations)
- ASGCT
- Institute for Gene Therapy (IGT)
- Academy of Managed Care Pharmacy
- Council for Affordable Health Coverage

ARM Releases Statement on MVP Act Re-Introduction

Washington, DC – April 20, 2023

The Alliance for Regenerative Medicine (ARM) applauds the bipartisan effort by Representatives Guthrie (R-KY), Eshoo (D-CA), Joyce (R-PA), Auchincloss (D-MA), Miller-Meeks (R-IA), and Peters (D-CA) for introducing H.R. 2666, the "Medicaid VBPs for Patients (MVP)" Act. Advancing value-based payment arrangements for cell and gene therapy has been a long-standing priority for ARM, and we view this as a step in the right direction to promoting access to cell and gene therapies for the Medicaid patients that need them.

We look forward to continuing our work with the bill sponsors, and their colleagues in the Senate, to improve the value-based payment landscape through meaningful legislative reform that supports patient access to transformative cell and gene therapies.

Alliance *for* Regenerative Medicine

August 15, 2023

The Honorable Brett Guthrie
U.S. House of Representatives
Washington, DC 20515

The Honorable Anna Eshoo
U.S. House of Representatives
Washington, DC 20515

Dear Representatives Guthrie and Eshoo,

On behalf of the Alliance for Regenerative Medicine
and established biotechnology companies, academic
organizations, I thank you for your leadership champ
durable, potentially curative cell and gene therapies

CGTs are at the forefront of the fight against some o
disorders. CGTs will soon be available for both rare d
provide major paradigm shifts away from chronic ca
populations. To this end, it is particularly important t
tools, as Medicaid will likely be a prominent payer fo
coming years.

We strongly support your *Medicaid VBPs for Patien*
by Representatives Auchincloss (D-MA), Miller-Mee
CA), Crenshaw (R-TX), Bilirakis (R-FL), Dunn (R-FL),
(D-CA), and Thompson (D-CA).

Value-based payment (VBP) arrangements can help
Medicaid agencies as they manage their budgets. Sp
numerous one-time administered, potentially curati
ensure that states are only paying for products that

The *MVP Act* helps facilitate these types of VBPs by
CGTs. Specifically, VBPs can be structured to base the cost of a drug to a Medicaid program on its effectiveness rather than the quantity of medicine consumed. The MVP Act would encourage the use of VBAs by states and manufacturers by codifying recent CMS changes to the Medicaid Best Price (BP) regulations. The legislation also makes critical changes to other legacy provisions that were codified well before CGTs were a reality in order to accommodate VBPs, including those related to the calculation of Average Sales Price (ASP), Average Manufacturer Price (AMP), as well as provisions of the Federal Anti-Kickback Statute (AKS).

Many changes were made to the introduced bill during the Committee process to respond to concerns about scope, product prices, and costs to states. In addition, the bill requires a GAO study on the effectiveness of VBPs on patient access and overall health system costs related to "transformative

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PAYERS

Bipartisan House bill aims to boost value-based purchasing drug agreements in Medicaid

By **Robert King** · Apr 7, 2022 7:25am

Pediatric Rare Disease Priority Review Voucher (PRV) Reauthorization

Background

Children comprise as many as half of those living with rare diseases, yet their treatment options are extremely limited. The Creating Hope Reauthorization Act looks to address this issue by reauthorizing and expanding the cost-neutral FDA priority review voucher (PRV) program, which incentivizes manufacturers to develop products for rare pediatric indications by expediting FDA review. **The program is set to expire on September 30th, unless reauthorized by Congress.**

Company develops and receives approval for rare pediatric disease

Voucher allows patent holder to expedite the timeline of the FDA review process

Vouchers are transferable and can be sold to other companies

Impact

- This program has led to innovation addressing unmet medical needs across 47 rare pediatric indications and benefitted more than 200,000 rare disease patients
- More than half of all PRVs were granted in just the last four years, and more than 90% of all PRVs have been awarded to treatments for indications with no approved therapy on the market

Ask: Co-sponsor the Give Kids a Chance Act (H.R. 3433/S. 2897)

Give Kids a Chance Act

H.R. 3433/S. 2897

Legislative History

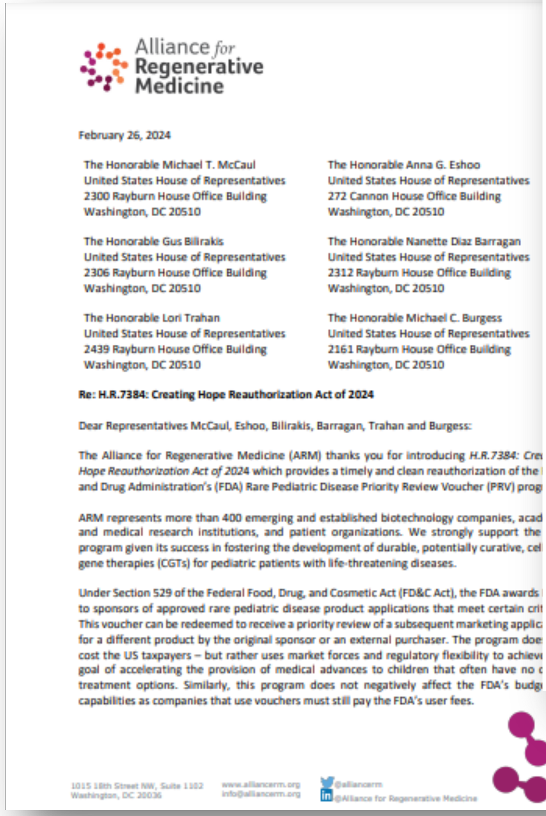
- The program was initially established by the Creating Hope Act of 2012 and has been reauthorized multiple times
- Unless reauthorized, **set to expire September 30**
- House Energy and Commerce Committee will consider a 5 or 6 year reauthorization in the coming weeks.
- Current Cosponsors
  - House bill: 16 Democrat, 22 Republican
  - Senate bill: 5 Democrat, 1 Republican

ARM's Work

- Issued letter of support & submitted hearing testimony
- Met with key leaders in the House to express support

Stakeholder Support

- Multiple Children's Hospitals
- EveryLife Foundation
- National Organization for Rare Disorders
- Rare Disease Company Coalition
- BIO



Alliance *for* Regenerative Medicine

February 26, 2024

The Honorable Michael T. McCaul
United States House of Representatives
2300 Rayburn House Office Building
Washington, DC 20510

The Honorable Anna G. Eshoo
United States House of Representatives
272 Cannon House Office Building
Washington, DC 20510

The Honorable Gus Bilirakis
United States House of Representatives
2306 Rayburn House Office Building
Washington, DC 20510

The Honorable Nanette Diaz Barragan
United States House of Representatives
2312 Rayburn House Office Building
Washington, DC 20510

The Honorable Lori Trahan
United States House of Representatives
2439 Rayburn House Office Building
Washington, DC 20510

The Honorable Michael C. Burgess
United States House of Representatives
2161 Rayburn House Office Building
Washington, DC 20510

Re: H.R.7384: Creating Hope Reauthorization Act of 2024

Dear Representatives McCaul, Eshoo, Bilirakis, Barragan, Trahan and Burgess:

The Alliance for Regenerative Medicine (ARM) thanks you for introducing *H.R.7384: Cre*
Hope Reauthorization Act of 2024 which provides a timely and clean reauthorization of the
and Drug Administration's (FDA) Rare Pediatric Disease Priority Review Voucher (PRV) prog

ARM represents more than 400 emerging and established biotechnology companies, acad
and medical research institutions, and patient organizations. We strongly support the
program given its success in fostering the development of durable, potentially curative, cel
gene therapies (CGTs) for pediatric patients with life-threatening diseases.

Under Section 529 of the Federal Food, Drug, and Cosmetic Act (FD&C Act), the FDA awards
to sponsors of approved rare pediatric disease product applications that meet certain crit
This voucher can be redeemed to receive a priority review of a subsequent marketing applic
for a different product by the original sponsor or an external purchaser. The program doe
cost the US taxpayers – but rather uses market forces and regulatory flexibility to achiev
goal of accelerating the provision of medical advances to children that often have no
treatment options. Similarly, this program does not negatively affect the FDA's budg
capabilities as companies that use vouchers must still pay the FDA's user fees.

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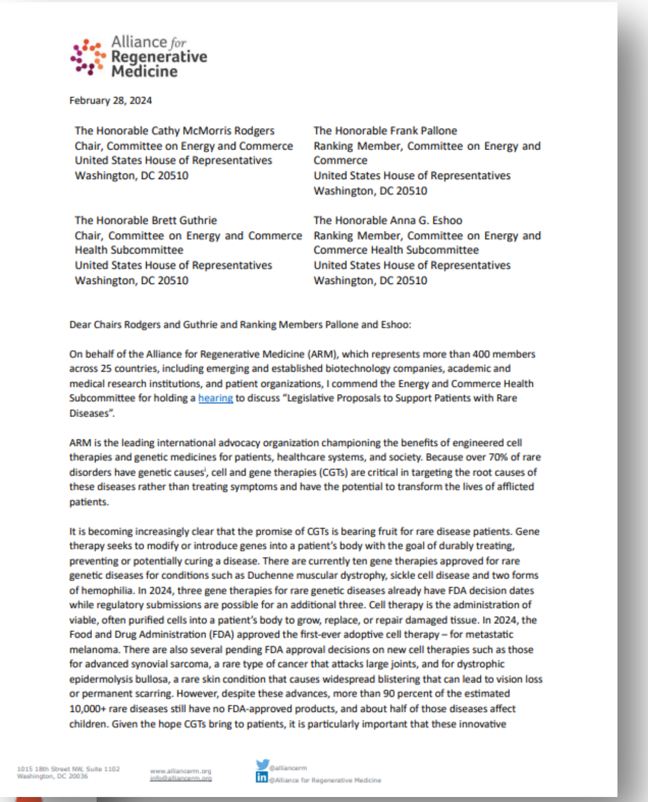

Alliance *for* Regenerative Medicine

February 28, 2024

The Honorable Cathy McMorris Rodgers
Chair, Committee on Energy and Commerce
United States House of Representatives
Washington, DC 20510

The Honorable Frank Pallone
Ranking Member, Committee on Energy and Commerce
United States House of Representatives
Washington, DC 20510

The Honorable Brett Guthrie
Chair, Committee on Energy and Commerce Health Subcommittee
United States House of Representatives
Washington, DC 20510

The Honorable Anna G. Eshoo
Ranking Member, Committee on Energy and Commerce Health Subcommittee
United States House of Representatives
Washington, DC 20510

Dear Chairs Rodgers and Guthrie and Ranking Members Pallone and Eshoo:

On behalf of the Alliance for Regenerative Medicine (ARM), which represents more than 400 members across 25 countries, including emerging and established biotechnology companies, academic and medical research institutions, and patient organizations, I commend the Energy and Commerce Health Subcommittee for holding a hearing to discuss "Legislative Proposals to Support Patients with Rare Diseases".

ARM is the leading international advocacy organization championing the benefits of engineered cell therapies and genetic medicines for patients, healthcare systems, and society. Because over 70% of rare disorders have genetic causes[i], cell and gene therapies (CGTs) are critical in targeting the root causes of these diseases rather than treating symptoms and have the potential to transform the lives of afflicted patients.

It is becoming increasingly clear that the promise of CGTs is bearing fruit for rare disease patients. Gene therapy seeks to modify or introduce genes into a patient's body with the goal of durably treating, preventing or potentially curing a disease. There are currently ten gene therapies approved for rare genetic diseases for conditions such as Duchenne muscular dystrophy, sickle cell disease and two forms of hemophilia. In 2024, three gene therapies for rare genetic diseases already have FDA decision dates while regulatory submissions are possible for an additional three. Cell therapy is the administration of viable, often purified cells into a patient's body to grow, replace, or repair damaged tissue. In 2024, the Food and Drug Administration (FDA) approved the first-ever adoptive cell therapy – for metastatic melanoma. There are also several pending FDA approval decisions on new cell therapies such as those for advanced synovial sarcoma, a rare type of cancer that attacks large joints, and for dystrophic epidermolysis bullosa, a rare skin condition that causes widespread blistering that can lead to vision loss or permanent scarring. However, despite these advances, more than 90 percent of the estimated 10,000+ rare diseases still have no FDA-approved products, and about half of those diseases affect children. Given the hope CGTs bring to patients, it is particularly important that these innovative

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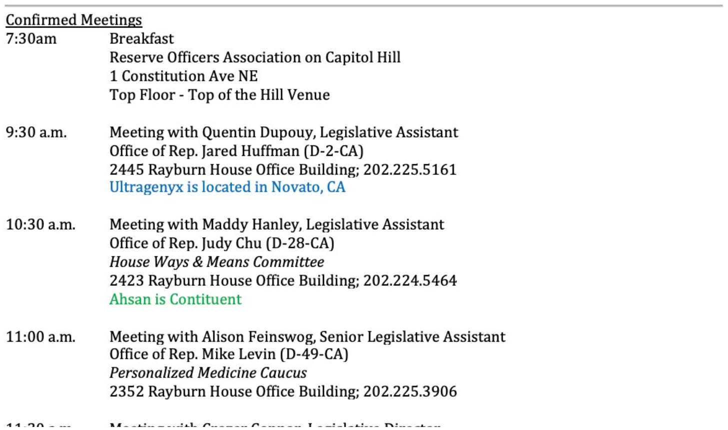
What to Expect on Lobby Day

Advocacy Materials in Your Folder

Personal Hill meeting schedule

- Includes key information about each member of Congress and office location



Confirmed Meetings

7:30am	Breakfast Reserve Officers Association on Capitol Hill 1 Constitution Ave NE Top Floor - Top of the Hill Venue
9:30 a.m.	Meeting with Quentin Dupouy, Legislative Assistant Office of Rep. Jared Huffman (D-2-CA) 2445 Rayburn House Office Building; 202.225.5161 Ultragenyx is located in Novato, CA
10:30 a.m.	Meeting with Maddy Hanley, Legislative Assistant Office of Rep. Judy Chu (D-28-CA) *House Ways & Means Committee* 2423 Rayburn House Office Building; 202.224.5464 Ahsan is Contituent
11:00 a.m.	Meeting with Alison Feinswog, Senior Legislative Assistant Office of Rep. Mike Levin (D-49-CA) *Personalized Medicine Caucus* 2352 Rayburn House Office Building; 202.225.3906

Postcard with QR code

- Leave behind for Hill staffer – QR code links to bill one-pagers and ARM website

Alliance *for* Regenerative Medicine

About ARM

- We are the leading international advocacy organization championing the benefits of engineered cell therapies and genetic medicines for patients, healthcare systems, and society

Policy topics

Co-sponsor the MVP Act

- Eliminate barriers to using innovative payment models that will promote access to cell and gene therapies for Medicaid patients who need them

Sign on to a letter to HHS & CMS that supports cell and gene therapy access

- Implore HHS & CMS to advance policies under their existing authority to improve access to cell and gene therapies and ensure the new CMMI Cell & Gene Therapy Access Model meets its intent of sustainable access to cell and gene therapies

Join the Congressional Personalized Medicine Caucus

- This bipartisan, bicameral Caucus provides an opportunity for members of Congress and their staff to learn about cell and gene therapies and related issues, including ongoing research

One-page ARM overview

- Attendees will have a hard copy for reference
- Includes information about ARM members and recent cell and gene therapy sector data

One-page background on each bill (3 total)

- Attendees will have a hard copy of each one-pager to use for reference
- ARM will share background materials electronically with Hill staffer after your meeting

Talking points for each bill (3 total)

- Suggestions to aid your discussion of each bill
- For your use only; DO NOT share document with Hill staffer

FAQ document

- Includes general information & answers to common questions from Hill staffers
- For your use only; DO NOT share document with Hill staffer

Congressional Teams

Teams formed based on

- Your home constituency and/or
- Location of your company/facilities
- Any pre-existing relationships with a member of Congress or expertise of special interest to a member of Congress

Congressional staff want to hear about issues <u>from constituents</u>

Every team has a **team lead** who is an ARM staff member or ARM consultant

Meeting Schedule

Hill meetings scheduled to

- Maximize exposure to broad array of Congressional offices
- Prioritize key members of Congress (e.g., Committees of jurisdiction)

Schedules will be distributed when you check-in on July 15th

Meetings are scheduled from 9am – 4pm and
it is critical that you attend all confirmed meetings

Typical Organizational Structure of a Congressional Office

Member of Congress

Chief of Staff

- **Policy Staff***
  - Legislative Director
  - Legislative Assistant/Aide
  - Legislative Correspondent
- **Communications Staff***
  - Communications Director
  - Press Secretary/Assistant
- **Office Staff**
  - Personal Assistant/ Scheduler
  - Staff Assistant
- **District Staff**
  - District Director
  - District Caseworkers

Members of Congress have busy schedules – staffers often have more time to devote to Hill meetings and are more capable of affecting any takeaway

*most meetings will be with policy staff, as members of Congress will be home in their districts over recess

Suggested Meeting Flow

1. Introduce everyone
2. State the issues
3. A *few* participants share personal stories or specific examples of how an issue has impacted them
4. Inquire about the Senator/Representative's position/seek feedback from the staffer
5. **Make the "Ask"**
6. Thank the staffer for their time & offer to have ARM follow-up

*Teams should determine speaking roles and meeting run-of-show during Congressional Team huddle

Advocacy Best Practices

Advice from the Experts

Jordan LaCrosse

Vice President, Avenue Solutions

Miranda Franko

Senior Policy Advisor, Holland & Knight

Dan Farmer

Principal, BGR Group

Tips for an Effective Meeting

Do

- Arrive on time and prepared.
- Greet the Member and/or staff with a handshake and formally introduce yourself (and all others present).
- Obtain information about their depth of knowledge and understanding of occupational therapy.
- Present your information in a direct, organized, and timely manner.
- Cite specific bills, titles, and issues to ensure clarity.
- Relate the information directly to the legislator’s constituents using personal stories, which helps translate the issues into tangible, realistic problems.
- Demonstrate why this issue is important to you and your Members of Congress.
- Limit the length of presentation to preserve time for discussion – “talk with” not “talk at”.
- Be attentive to the legislators' positions, comments, and feedback.
- Share critical information with ARM team to ensure accurate follow up

Don’t

- Get discouraged if your legislator’s staff arrive late for your meeting.
- Assume the legislator knows about the field of cell and gene therapy.
- Assume that the legislator is familiar with your issue(s). Thousands of bills are introduced in each Congress, and legislators and staff will not be able to remember them all.
- Discuss numerous bills or address unrelated issues.
- Maintain a narrow-minded perspective. Be attentive and open to different views and feedback.
- Demonstrate angry, threatening, or confrontational behavior. Leave the office with a positive feeling of cell and gene therapy and desire for future collaboration.
- Treat the meeting as a one-time event. Develop a working relationship with your legislator.

Q&A

Need Help?

For **policy questions** contact Erica Cischke ecischke@alliancerm.org

For **schedule questions** contact Crimson Consulting lindsey@crimson1.com

For **hotel and transportation questions** contact Brittany Miller bmiller@alliancerm.org

Board members should contact Tommy Szabo tszabo@alliancerm.org with any questions about the Board of Directors meeting or other Board engagements