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: Ella Khorov
2. a. Name of Accompanying Relative: _____ ***OR*** ☒ None
   b. Relationship to Traveler: ☐ Spouse ☐ Child ☐ Other (specify): _____
3. a. Dates: Departure: 8/4/2026 Return: 8/8/2026
   b. Dates at Personal Expense, if any: _____ ***OR*** ☒ None
4. Departure City: Washington DC Destination: San Francisco Return City: Washington DC
5. Sponsor(s), Who Paid for the Trip: Center Forward
6. Describe Meetings and Events Attended: Meetings and site visits with manufacturers and hospitals
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: n/a

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

Signature of Traveler: _____ **Date:** 8/20/2026

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: Sam Liccardo **Date:** 8/20/2026

Signature of Supervising Member: _____

last updated 7/2023

COMMITTEE ON ETHICS

SPONSOR POST-TRAVEL DISCLOSURE FORM

☐ *Original* ☒ *Amendment*

This form must be completed by an officer of any organization that served as the primary trip sponsor in providing travel expenses or reimbursement for travel expenses to House Members, officers, or employees under House Rule 25, clause 5. **A completed copy of the form must be provided to each House Member, officer, or employee who participated in the trip *within 10 days of their return.*** You must answer all questions, and check all boxes, on this form for your submission to comply with House Rules and the Committee's Travel Regulations. Failure to comply with this requirement may result in the denial of future requests to sponsor trips and/or subject the current traveler to disciplinary action or a requirement to repay the trip expenses.

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

1. Sponsor(s) who paid or provided in-kind support for the trip: Center Forward
2. Travel Destination(s): San Francisco, California
3. Date of Departure: Tuesday, August 4th, 2026 Date of Return: Saturday, August 8th, 2026
4. Name(s) of Traveler(s): Paniz Rezaeerod, Asha Samuel, Ella Khorov, Nigel Sanchez, Mitch Heidenreich

   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	$791.46	$1,036.00	$284	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: Riley Kilburg **Date:** 8/20/2026

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 Avenue, McLean, VA 22101

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

Committee staff may contact the above-named individual if additional information is required.

If you have questions regarding your completion of this form, please contact the Committee on Ethics at 202-225-7103.

last updated 7/2023

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: Ella Khorov

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): N/A

For Staff (name of employing Member or Committee): Rep. Sam Liccardo

Office Address: 1117 Longworth HOB

Telephone Number: 202-225-8104

Email Address of Contact Person: ella.khorov@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: Ella Khorov
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: San Francisco, CA
4. a. Date of Departure: August 4, 2026 Date of Return: Saturday, August 8th, 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: N/A

   (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:
   N/A
7. Yes ☒ No ☐ *Primary Trip Sponsor Form* is attached, including agenda, invitation, invitee list, and any other attachments and Additional Sponsor Forms.

   NOTE: The agenda should show the traveler's individual schedule, including departure and arrival times and identify the specific events in which the traveler will be participating.
8. Explain why participation in the trip is connected to the traveler's individual official or representational duties. **Staff should include their job title and how the activities on the itinerary relate to their duties.**
   As the Legislative Director and health policy staffer, this trip will give me further insight into the health care supply chain, innovation, and scientific progress that occurs in our region and district.
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:** 8/20/2026

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:

   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 attached supplemental form.

5. Yes ☐ No ☒ Is travel being offered to an accompanying family member of the House invitee(s)?
6. Date of Departure: Tuesday, August 4th, 2026 Date of Return: Saturday, August 8th, 2026
7. a. City of departure: Saturday, August 8th, 2026
   b. Destination(s): San Francisco, California
   c. City of return: Washington, D.C.
8. ***Check only one.*** I represent that
   a. ☐ The sponsor of the trip is an institution of higher education within the meaning of section 101 of the Higher Education Act of 1965; **OR**
   b. ☒ The sponsor of the trip does not retain or employ a registered federal lobbyist or foreign agent; **OR**
   c. ☐ The sponsor employs or retains a registered federal lobbyist or foreign agent, but the trip is for attendance at a one-day event *and* lobbyist / foreign agent involvement in planning, organizing, requesting, or arranging the trip was *de minimis* under the Committee's travel regulations.

9. ***Check only one of the following.***
   a. ☐ I checked 8(a) or (b) above; **OR**
   b. ☐ I checked 8(c) above but am not offering any lodging; **OR**
   c. ☐ I checked 8(c) above and am offering lodging and meals for one night; **OR**
   d. ☐ I checked 8(c) above and am offering lodging and meals for two nights. If you checked this box, explain why the second night of lodging is warranted. _____

10. ☐ Attached is a detailed agenda of the activities House invitees will be participating in during the travel (i.e., an hourly description of planned activities for trip invitees). *Indicate agenda is attached by checking box.*

11. ***Check only one of the following.***
   a. ☐ I represent that a registered federal lobbyist or foreign agent will not accompany House Members or employees on any segment of the trip. *Signify the statement is true by clicking the box;* **OR**
   b. ☐ *Not Applicable.* Trip sponsor is a U.S. institution of higher education.

12. For ***each*** sponsor required to submit a sponsor form, describe the sponsor's interest in the subject matter of the trip ***and*** its role in organizing and/or conducting the trip:

   Please see attached supplemental form

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): _____
      $92 during full programming day(s) and $69 during travel day(s)
      2) Provide the reason for selecting the location of the event or trip: _____

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

   Hotel Name: Intercontinental Mark Hopkins City: San Francisco Cost Per Night: $259
   Reason(s) for Selecting: Central to San Francisco and will allow for easy transportion to and from site visits.
   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:**

☐ Actual Amounts ☒ Good Faith Estimates	Total **Transportation** Expenses per Participant	Total **Lodging** Expenses per Participant	Total **Meal** Expenses per Participant
For each Member, Officer, or Employee	$730.00	$1,036.00	$414.00
For each Accompanying Family Member	N/A	N/A	N/A

	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	$0.00	N/A
For each Accompanying Family Member	N/A	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: Riley Kilburg Date: 8/20/2026

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.

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

July 29, 2026

Ms. Ella Khorov
Office of the Honorable Sam Liccardo
1117 Longworth House Office Building
Washington, DC 20515

Dear Ms. Khorov:

Pursuant to House Rule 25, clause 5(d)(2), the Committee on Ethics hereby approves your proposed trip to San Francisco, California, scheduled for August 4 to 8, 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.

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:tn

Center Forward Healthcare Innovation Conference
San Francisco, California — August 4-8th, 2026
Conference Agenda

Center Forward Contact Information
Aidan Clements | (980) 263-7325 | aidan@center-forward.org
Cori Kramer | (202) 550-0888 | cori@center-forward.org
Ciara Nolan | (248) 212-4173 | ciara@center-forward.org
Bennett Sproat | (630) 309-4830 | bennett@center-forward.org

Tuesday, August 4th, 2026

6:59 pm EST	All Staff depart together from Reagan National Airport (DCA)
	Alaska Airlines Flight AS 7 | 5 hr 57 min flight time
9:56 pm PST	All Staff arrive together at San Francisco International Airport (SFO)
	Collect luggage and walk towards the Arrival Hall. Center Forward staff will be there to greet you. After everyone has gathered, the driver will depart the airport.
10:00 pm - 10:30 pm	Depart San Francisco International Airport en route to InterContinental Mark Hopkins Hotel
	999 California Street, San Francisco, CA 94108
10:30 pm - 10:45 pm	Check in to hotel

Wednesday, August 5th, 2026

BREAKFAST ON YOUR OWN
Continental breakfast is available in Nob Hill Club Room from 7:00 am - 8:30 am

*****Business Casual attire. Closed-toed shoes.***

8:00 am Attendees meet in the hotel conference room.

8:00 am - 9:00 am Transit to Gilead & Welcome Remarks

333 Lakeside Drive, Foster City, CA 94404

This opening briefing will formally kick off the 2026 Healthcare Innovation Conference in San Francisco with a warm welcome from the Center Forward team. It will include an opportunity for all participants and Center Forward staff to introduce themselves, followed by a walkthrough of the trip agenda. The presentation will also encourage active engagement, thoughtful participation, and bipartisanship.

Speakers Include:
- Cori Kramer, CEO, Center Forward
- Aidan Clements, Healthcare Program Coordinator, Center Forward

9:00 am - 11:00 am Tour and Presentation of Gilead

The visit will open with a presentation examining Gilead Sciences' commitment to global health equity, with a focus on the company's history and ongoing work in HIV and hepatitis C therapy. Attendees will learn how Gilead approaches drug development for diseases that disproportionately affect low- and middle-income populations, including its strategies for access pricing, generic licensing, and partnerships with global health organizations to broaden therapeutic reach.

Staff will then move through the facilities, getting a close look at how antiviral research programs are structured to address both the scientific complexity of HIV and HCV drug resistance and the real-world constraints of delivering treatment in resource-limited settings. Congressional staff will benefit from these conversations,

learning more about global healthcare efforts and interventions on U.S. soil. Gilead staff will discuss the actions that can be taken in Congress to continue to reduce the spread of HIV, hepatitis C and other epidemics.

Speakers include:

- Dr. Flavius Martin, M.D., Executive Vice President of Research, Gilead
- Dr. Stacy Ma, PhD, Executive Vice President of Pharmaceutical Development and Manufacturing, Gilead

11:00 am - 11:30 am Transit to PTC Therapeutics

303 Ravendale Drive, Mountain View, CA 94043

11:30 am - 1:30 pm Tour and Presentation of PTC Therapeutics

The visit will open with a presentation exploring how PTC Therapeutics identifies and pursues targets in rare diseases, walking through the company's scientific approach from gene-level discovery through clinical proof of concept. Attendees will learn how PTC applies its proprietary splicing biology expertise, gene therapy platforms, and translational research capabilities to develop treatments for conditions with significant unmet medical need.

Staff will then move through PTC's research facilities with senior scientific leadership, getting a close look at how the company's rare disease programs spanning metabolic disorders, neurology, and oncology are advanced through specialized laboratory and translational systems. The visit will close with an open discussion and Q&A, giving staff the chance to connect directly with PTC scientists and ask questions about the company's pipeline and research philosophy. Staff will learn more about rare disease infrastructure, how Congress can facilitate the development of rare disease cures, and what legislation and regulations may be needed in order to continue a strong drug discovery to development pipeline.

Speakers include:

- Dr. Jeff Trimmer, PhD, Senior Vice President, Research, Head of External Research Alliance Management & Site Head, PTC Therapeutics

1:30 pm - 2:00 pm Transit to Stanford University

450 Jane Stanford Way, Stanford, CA 94305

2:00 pm - 4:00 pm Tour and Presentation of Stanford University

The delegation will embark on a tour of Stanford University's Campus, highlighting the University's distinctive track record of developing life-changing treatments for disease, inventing revolutionary technologies, and unlocking new ways of understanding the world around us. The tour will conclude with a panel of Stanford researchers discussing the domestic research pipeline and its importance to both the Bay Area and national innovation ecosystem.

Speakers will emphasize the strong relationship between federal funding of innovative research and new developments in medical technology, cures for disease, and new care delivery models. Staff can take these lessons back to D.C. to facilitate a strong pipeline from federal funding, research, and innovative solutions to healthcare policy challenges.

Speakers include:

- Dr. David M. Studdert, ScD, Vice Provost and Dean of Research, Stanford University
- Dr. Kim Baeten, PhD, Senior Director of Research Development, Stanford University

4:00 pm - 5:00 pm Transit to Intercontinental Mark Hopkins

999 CaliforniaStreet, San Francisco, CA 94108

5:00 pm - 6:30 pm Break

6:30 pm - 7:00 pm Drive to Roma Antica

3242 Scott Street, San Francisco, CA 94123

7:00 pm - 9:00 pm Opening Dinner & Panel on Chronic Kidney Disease

Cori Kramer will welcome staff to the Healthcare Innovation Conference, outline expectations for staff attending the Conference, and preview the rest of the week's agenda. Brian Hilberdink will then discuss efforts to raise awareness of the importance of early testing for Chronic Kidney Disease (CKD) for diagnosis, lowering the risk of kidney disease progression, and reducing high healthcare costs for patients and health care systems alike.

Attendees will gain firsthand insight into how early diagnostic innovation for conditions like Chronic Kidney Disease can reduce long-term costs and improve patient outcomes, knowledge directly applicable to crafting or evaluating legislation on preventive care incentives, Medicare reform, and innovative care models.

Speakers Include:

- Cori Kramer, CEO, Center Forward
- Brian Hilberdink, President, U.S. Human Pharmaceuticals, Boehringer Ingelheim

Thursday, August 6th, 2026

BREAKFAST ON YOUR OWN
Continental breakfast is available in the Nob Hill Club Room from 6:30 am - 11:00 am

*****Business Casual attire. Closed-toed shoes.***

8:00 am Attendees meet in the hotel conference room.

8:00 am - 9:00 am Transit to Genentech

345 East Grand Avenue, South San Francisco, CA 94080

9:00 am - 11:00 am Tour and Presentation of Genentech

The visit will open with a presentation examining how Genentech approaches oncology research and development in an increasingly competitive global landscape, with particular focus on how the company maintains scientific leadership against rapidly advancing programs in China, Europe, and beyond. Attendees will learn how Genentech leverages its foundational strengths in antibody engineering, biomarker-driven trial design, and personalized medicine to stay at the cutting edge of cancer drug discovery.

Staff will then move through Genentech's South San Francisco research facilities, getting a close look at how oncology programs spanning tumors, hematologic malignancies, and immuno-oncology are pursued through the company's world-class discovery and translational platforms. Attendees will see firsthand how a global biotech leader translates cutting-edge oncology research into life-saving treatments, equipping them to better evaluate legislation on drug development incentives, international competitiveness, and the public-private dynamics driving American cancer innovation.

Speakers include:

- Dr. Fred de Sauvage, PhD, Vice President, Research Oncology, Genentech
- Dr. Jennifer Schutzman MD, Executive Group Medical Director, Early Clinical Development, Genentech

11:00 am - 11:15 am Transit to Biogen West Coast Hub

700 Gateway Boulevard Floor 8, South San Francisco, CA 94080

11:15 am - 1:15 pm Tour and Presentation of Biogen

The visit will open with a presentation examining how Biogen approaches developing effective therapies for Alzheimer's disease and broader neurological conditions. Attendees will learn how Biogen applies its deep neuroscience expertise, biomarker research, and clinical development capabilities to advance treatments targeting the underlying mechanisms of neurodegeneration.

Staff will then move through Biogen's research facilities with senior scientific leadership, getting a close look at how the company's Alzheimer's and neurology programs are pursued across discovery, translational, and clinical platforms. By attending this visit, health staffers will gain firsthand insight into the cutting-edge science behind Alzheimer's and neurological disease treatment development, directly from the researchers leading it, equipping them to make more informed, evidence-based policy decisions on one of the most pressing and costly health challenges facing Americans today.

Speakers include:

- Dr. Uptal Patel, Head, Biogen West Coast Hub
- Dr. Jane Grogan, Executive Vice President, Head of Research, Biogen

1:00 pm - 1:30 pm Transit to Bristol Myers Squibb

1000 Sierra Point Parkway, Brisbane, CA 94005

1:30 pm - 3:30 pm Tour and Presentation of Bristol Myers Squibb

The visit will open with a presentation examining how Bristol Myers Squibb is building a new chapter in cardiovascular medicine, exploring the science behind its pipeline of anticoagulants, heart failure therapies, and emerging cardiometabolic programs. Attendees will learn how BMS applies genomics, biomarker-driven trial design, and translational research to identify and advance treatments targeting the underlying biology of cardiovascular disease.

Staff will then move through BMS's research facilities, getting a firsthand look at how cardiovascular programs are pursued across discovery and clinical platforms, and how the company is positioning itself competitively in a therapeutic area seeing renewed

industry-wide investment. The visit will provide staff with further knowledge of how to craft and evaluate legislation combatting cardiovascular disease, the leading cause of death in the United States.

Speakers include:

- Dr. Michael Pourdehnad, MD, Senior Vice President, Head of Early Clinical Development, Hematology/Oncology and Cell Therapy, Bristol Myers Squibb
- Dr. Ashley Koegel, MD, Executive Director, Early Clinical Development, Hematology/Oncology and Cell Therapy, Bristol Myers Squibb

3:30 pm - 4:00 pm Transit to Intercontinental Mark Hopkins

999 California Street, San Francisco, CA 94108

4:00 pm - 5:00 pm Break

5:00 pm Participants make their way to the Top of the Mark at Intercontinental Mark Hopkins for SAMCEDA Panel

5:00 pm - 7:00 pm Discussion with San Mateo County Economic Development Association (SAMCEDA)

Guests will hear from Ariane Coleman Hogan, Chair of the Board for the San Mateo County Economic Development Association (SAMCEDA). Guests will hear about SAMCEDA's efforts to support, champion, recognize, and bring attention to the San Mateo County business community with particular attention to shaping the future of healthcare in the region, highlighting both the opportunities and the challenges in delivering high-quality, equitable care to a diverse community. Participants will learn more about the coordination between local, state, and federal groups to push economic development, and how Congress fits into these efforts.

Speakers Include:

- Ariane Coleman Hogan, Chair of the Board, SAMCEDA

7:00 pm Programming concludes

Hors d'oeuvres will be available during the SAMCEDA discussion, but after programming concludes, participants will have the freedom to have dinner on their own.

Friday, August 7th, 2026

BREAKFAST ON YOUR OWN
Continental breakfast is available in Nob Hill Club Room from 6:30 am - 11:00 am

*****Business Casual attire. Closed-toed shoes.***

9:00 am Attendees meet in the hotel conference room for Bridge Bio Breakfast Panel

9:00 am - 10:00 am BridgeBio Breakfast Panel

This breakfast panel will bring together BridgeBio founder and CEO, Dr. Neil Kumar, for a candid conversation on the company's approach to rare and ultra-rare disease research. Attendees will hear firsthand how BridgeBio's decentralized model accelerates the translation of genetic insights into targeted therapies, with discussion spanning early discovery, clinical trial design in small patient populations, and the regulatory strategies that underpin successful rare disease drug development.

Speakers Include:
- Dr. Neil Kumar, PhD, Founder and CEO, BridgeBio Pharma

10:00 am - 10:30 am Transit to Benioff Children's Hospital & Overview of the Children's Health Insurance Program (CHIP)

1975 4th Street, San Francisco, CA 94158

Center Forward staff will provide a brief educational overview of the Children's Health Insurance Program (CHIP). The discussion will outline how CHIP operates through an enhanced federal matching rate and state administration. The briefing will frame CHIP as a foundational component of the broader pediatric healthcare safety net prior to the site visit.

Speakers Include:
- Cori Kramer, CEO, Center Forward

10:30 am - 12:30 pm Tour of UCSF Benioff Children's Hospital

The visit will open with a presentation examining how UCSF Benioff Children's Hospital navigates the intersection of pediatric clinical care, public health policy, and the structural funding mechanisms that make that care possible. Attendees will gain insight into how the Children's Health Insurance Program shapes patient access and hospital operations, and how the hospital advocates for vulnerable pediatric populations within an evolving federal and state policy landscape.

Staff will then tour through the hospital's clinical facilities with dedicated attention to the supply chain challenges unique to pediatric medicine, including shortages of pediatric workforce, the limited commercial incentives driving pediatric equipment development, and the logistical complexity of sourcing specialized tools for small and critically ill patients. The visit will close with a roundtable discussion and Q&A, giving staff direct access to clinicians, administrators, and public health leaders grappling with the systemic challenges of delivering world-class care to children across all communities. The tour, presentations, and Q&A segments will allow tour participants to better understand the federal government's role in providing healthcare coverage to children, shoring up pediatric medical supplies, and driving innovative solutions to chronic and acute pediatric diseases.

Speakers include:

- Dr. Nicholas Holmes, MD, President, UCSF Benioff Children's Hospitals and Senior Vice President, Children's Services, UCSF Health
- Dr. Raphael Hirsch, MD, Chair, UCSF Department of Pediatrics and Physician-in-Chief, UCSF Benioff Children's Hospitals

12:30 pm - 1:00 pm Transit to Merck & Briefing on & Briefing on Biotechnology Competitiveness with China

213 East Grand Avenue, South San Francisco, CA 94080

Center Forward staff will discuss how U.S. regulatory, reimbursement, and intellectual property policies compare to those of international competitors like China and the EU, and how those differences influence where biopharmaceutical companies choose to invest in innovation. This discussion will help health staffers understad the legislative decisions they help shape, from drug pricing

policy to R&D incentives, directly affecting whether breakthrough neurological therapies are developed in America or ceded to foreign competitors.

Speakers Include:

- Cori Kramer, CEO, Center Forward

1:00 pm - 3:00 pm Tour and Presentation of Merck

The visit will open with a presentation tracing how Merck has built one of the world's leading vaccine and infectious disease portfolios, from foundational research into pathogen biology through large-scale clinical development and global deployment. Attendees will gain insight into how Merck applies platform vaccine technologies, real-world epidemiological data, and computational tools to anticipate emerging infectious threats and accelerate the path from discovery to immunization.

Staff will then walk through Merck's research facilities, getting an on-the-ground look at how the company's vaccine discovery and infectious disease programs, spanning respiratory viruses, HPV, and pandemic preparedness, are operationalized across its scientific infrastructure. The visit will give attendees direct access to Merck researchers and development leaders at the forefront of global infectious disease response to better understand how Congress can help mitigate the risk of future pandemic and prepare for the potential consequences of emerging large-scale public health risks.

Speakers include:

- Dr. Christina Friedfrich, PhD, Executive Director, Merck South San Francisco Site
- Dr. Ian Knemeyer, PhD, Director, Merck South San Francisco Site

3:00 pm - 4:00 pm Transit to Intercontinental Mark Hopkins

999 California Street, San Francisco, CA 94108

4:00 pm - 6:45 pm Break

6:45 pm - 7:00 pm Walk to Osso Steakhouse

1177 California Street, San Francisco, CA 94108

7:00 pm - 9:00 pm Closing Dinner with Mayor Lurie

Center Forward CEO Cori Kramer will deliver closing remarks reflecting on the themes of the conference including global competitiveness, drug discovery pipelines, technological innovation, capital investment, and more. She will then introduce the evening's guest speaker, Mayor Daniel Lurie.

Following closing remarks, Mayor Daniel Lurie will outline the city's strategic efforts, such as public–private partnerships, targeted tax incentives, and streamlined permitting, to attract leading biotech and life sciences firms. Highlighting initiatives like expanding healthcare incubators, fostering collaboration between Bay Area research universities, such as Stanford and UCSF, and local startups. Mayor Lurie will demonstrate how San Francisco has established itself as a hotbed of advancement in healthcare innovation. Collaborating with local governmental officials on this discussion will further emphasize the themes of federal and local government cooperation and the important role of the Mayor and the San Francisco Board of Supervisors in driving the healthcare innovation ecosystem, connecting the work of the Congressional staff to the innovation environment in San Francisco.

Speakers include:

- Cori Kramer, CEO, Center Forward
- Daniel Lurie, Mayor of San Francisco

Saturday, August 8th, 2026

BREAKFAST ON YOUR OWN

Continental breakfast is available in the Nob Hill Club Room from 6:30 am - 11:00 am

7:00 am - 7:30 am	All Staff aside from Kaitlyn Mullen to depart the Intercontinental Mark Hopkins en route to San Francisco International Airport (SFO)
9:39 am	Flight departs for Ronald Reagan National Airport (DCA) Alaska Airlines Flight AS 8 | 5 hr 20 min
5:59 pm	Staff arrive at Ronald Reagan National Airport (DCA)

Tuesday, August 11th, 2026

9:39 am	Kaitlyn Mullen's Flight departs for Ronald Reagan National Airport (DCA) Alaska Airlines Flight AS 8 | 5 hr 20 min
5:59 pm	Kaitlyn Mullen arrives at Ronald Reagan National Airport (DCA)

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First	**Last**	**Title**	**Affiliation**	**Reason**
Asha	Samuel	Legislative Director & Senior Health Policy Advisor	Office of Rep. Ami Bera	As Legislative Director and Senior Health Policy Advisor for Rep. Ami Bera, M.D., a physician-legislator and member of the California delegation who serves on the House Permanent Select Committee on Intelligence and the House Committee on Foreign affairs, Ms. Samuel can offer perspectives on global health security, international pharmaceutical supply chains, and how American healthcare innovation intersects with national security and foreign policy. As a member of the California delegation, Rep. Bera's office is also closely connected to the Sacramento-area life sciences and biotech ecosystem.
Ella	Khorov	Legislative Director	Office of Rep. Sam Liccardo	As Legislative Director for Rep. Sam Liccardo, a member of the California delegation and former Mayor of San Jose who serves on the House Committee on Financial Services and its Subcommittee on Digital Assets, Financial Technology, and Artificial Intelligence, Ms. Khorov can provide direct insight into how emerging financial technologies and AI are reshaping investment in healthcare innovation. As a California delegation member representing Silicon Valley, Rep. Liccardo's office has front-row perspective on the technology sector's growing role in healthcare delivery and the venture capital markets funding the next generation of life sciences companies.
Isrrael	Garcia	Senior Legislative Assistant	Office of Rep. Pete Aguilar	As Senior Legislative Assistant for Rep. Pete Aguilar, Chair of the House Democratic Caucus and a member of the California delegation who serves on the House Appropriations Committee, Mr. Garcia can contribute to discussions on how federal discretionary spending decisions and party leadership priorities shape investment in healthcare innovation, biomedical research funding, and the public health infrastructure that supports scientific progress. As a member of the California delegation, Rep. Aguilar's office also brings regional perspective on healthcare access disparities that innovation can help address.

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Nigel	Sanchez	Senior Advisor	Office of Rep. Ted Lieu	As Senior Advisor for Rep. Ted Lieu, a member of the California delegation who serves on the House Committee on the Judiciary and its Subcommittee on Courts, Intellectual Property, and the Internet, Mr. Sanchez can contribute to conversations on the intellectual property frameworks that govern pharmaceutical and biotech innovation — including patent protections, licensing agreements, and the legal structures underpinning public-private partnerships in healthcare R&D. As a California delegation member representing Los Angeles, Rep. Lieu's office is also deeply engaged with the technology and biotech industries that drive healthcare innovation in the state.
Mitch	Heidenreich	Legislative Director	Office of Rep. Dave Min	As Legislative Director for Rep. Dave Min, a member of the California delegation who serves on the House Committee on Oversight and Government Reform, Mr. Heidenreich can speak to federal oversight of public health agencies, government accountability in the administration of health programs, and the regulatory frameworks that govern healthcare markets. As a California delegation member representing Orange County — home to a significant concentration of medical device and pharmaceutical companies — Rep. Min's office brings direct regional context to conversations about innovation and the federal policies that support or constrain it.
Bella	Borbonus	Legislative Aide	Office of Rep. Diana DeGette	As Legislative Aide for Rep. Diana DeGette, the Ranking Member of the Energy and Commerce Health Subcommittee, Ms. Borbonus brings direct exposure to the committee with the broadest healthcare jurisdiction in the House of Representatives. The Energy and Commerce Health Subcommittee oversees biomedical research, drug and device safety, the NIH, the FDA, Medicare, Medicaid, and the federal programs that most directly shape the healthcare innovation landscape. As the top Democrat on the Health Subcommittee, Rep. DeGette's office is at the center of major healthcare innovation policy debate in Congress.

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Sequoia	Ragland	Senior Policy Advisor	Office of Rep. Terri Sewell	As Health Policy Advisor for Rep. Terri Sewell, a member of the House Committee on Ways and Means and Ranking Member of the Subcommittee on Oversight, Ms. Ragland can contribute to discussions on how federal tax incentives drive healthcare innovation and how government oversight ensures the proper functioning of public health programs like Medicaid, Medicare, and CHIP. Rep. Sewell also serves as the Co-Chair of the New Democrat Coalition Health Care Task Force, leading the way on healthcare policy for a group of 99 forward-thinking Democratic Members focused on economic growth and innovation while balancing fiscal responsibility. This context will help Ms. Ragland contribute to conversations on the future of the health care economy and drive innovative solutions to healthcare policy challenges.
Seamus	McKeon	Senior Legislative Assistant	Office of Rep. Jimmy Panetta	As Senior Legislative Assistant for Rep. Jimmy Panetta, a member of the California delegation who serves on the House Committee on Ways and Means and the House Committee on the Budget, Mr. McKeon can provide perspective on how federal health care entitlement spending, budget reconciliation dynamics, and tax policy shape payment reform and investment incentives in healthcare innovation. The Ways and Means Committee has jurisdiction over Medicare, Medicaid, and the tax provisions that govern health insurance markets, making Rep. Panetta's dual committee assignments especially relevant to the fiscal dimensions of healthcare innovation policy.

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Paniz	Rezaeerod	Legislative Director	Office of Rep. Lateefah Simon	As Legislative Director for Rep. Lateefah Simon, a member of the California delegation who serves on the House Committee on Oversight and Government Reform and its Health Care and Financial Services Subcommittee, as well as the House Committee on Small Business, Ms. Rezaeerod can offer insight into federal oversight of healthcare markets, transparency and accountability in health program administration, and the role of small and emerging businesses in the life sciences innovation ecosystem. As a California delegation member representing the Oakland-East Bay area, Rep. Simon's office is closely connected to one of the country's most dynamic healthcare innovation corridors.
Andrew	Mansell	Legislative Assistant	Office of Rep. Blake Moore	As Legislative Assistant for Rep. Blake Moore, a member of the House Committee on Ways and Means and the House Committee on the Budget, Mr. Mansell can contribute to discussions on how federal tax policy, entitlement program financing, and budget priorities determine support for healthcare innovation. The Ways and Means Committee has jurisdiction over Medicare, Medicaid, and the tax provisions that govern health insurance markets and create incentives, or disincentives, for private investment in pharmaceutical R&D and life sciences.
Juliana	Dauchess	Legislative Director	Office of Rep. Lloyd Smucker	As Legislative Director for Rep. Lloyd Smucker, a member of the House Committee on Ways and Means and its Social Security Subcommittee, as well as Vice Chair of the House Budget Committee, Ms. Dauchess can shed light on the entitlement reform and tax policy dynamics that govern the financial sustainability of federal health programs. The Ways and Means Committee is the chief tax-writing committee in the House and holds jurisdiction over Medicare, Medicaid, Social Security, and the revenue provisions that incentivize innovation investment, making Rep. Smucker's assignments directly relevant to healthcare innovation financing.

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Alex	Stepahin	Chief of Staff	Office of Rep. Richard Hudson	As Chief of Staff for Rep. Richard Hudson, Chair of the House Energy and Commerce Subcommittee on Communications and Technology and a member of the full Energy and Commerce Committee, Ms. Stepahin can contribute to conversations on how broadband infrastructure, telecommunications policy, and digital communications are enabling new models of healthcare delivery, telehealth expansion, and connected health innovation. The Energy and Commerce Committee has the broadest jurisdiction of any authorizing committee in the House, including direct oversight of the FDA, NIH, and the healthcare industry, and Rep. Hudson's subcommittee chairmanship positions him at the center of technology-driven health innovation policy.
Marshall	Bessey	Legislative Assistant	Office of Rep. Ken Calvert	As Legislative Assistant for Rep. Ken Calvert, a member of the California delegation who chairs the House Appropriations Defense Subcommittee and serves as a senior member of the full Appropriations Committee, Mr. Bessey can speak to how federal discretionary spending decisions — including defense health programs, the Military Health System, and defense-funded biomedical research — drive medical innovation, pharmaceutical supply chain investments, and advanced manufacturing capabilities that benefit both military and civilian healthcare. As a California delegation member, Rep. Calvert's office is also connected to the state's significant defense and life sciences industrial base.

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Matthew	McCulloch	Senior Legislative Assistant	Office of Rep. Kat Cammack	As Senior Legislative Assistant for Rep. Kat Cammack, a member of the House Committee on Energy and Commerce and its Health Subcommittee, Communications and Technology Subcommittee, and Commerce, Manufacturing, and Trade Subcommittee, Mr. McCulloch can contribute to discussions across the full spectrum of healthcare innovation policy under the Energy and Commerce Committee's jurisdiction. The Health Subcommittee oversees biomedical research, drug and device safety, and federal health programs, while the Commerce, Manufacturing, and Trade Subcommittee addresses the supply chain and manufacturing dimensions of pharmaceutical and medical device production that are central to healthcare innovation resilience.
Kaitlyn	Mullen	Legislative Assistant	Office of Rep. Julia Letlow	As Legislative Assistant for Rep. Julia Letlow, a member of the House Appropriations Committee who serves on both the Agriculture, Rural Development, Food and Drug Administration Subcommittee and the Labor, Health and Human Services, Education Subcommittee, Ms. Mullen can provide direct insight into federal funding decisions for FDA oversight of drug and device approval, NIH research grants, and the workforce development programs that underpin the healthcare innovation supply chain. Rep. Letlow's dual appropriations subcommittee assignments give her office a unique vantage point on both the regulatory and research funding streams that shape what innovations reach patients and at what cost.
Evan	Marquadt	Legislative Assistant	Office of Rep. Adrian Smith	As Legislative Assistant for Rep. Adrian Smith, a member of the House Committee on Ways and Means and its Health and Trade Subcommittees, Mr. Marquadt can provide perspectives on international supply chain issues within healthcare, and contribute to discussions on tax incentives for healthcare innovation. Rep. Smith's membership on the Congressional Caucus on Modern Agriculture and the Agricultural Trade Caucus will allow for contributions to discussions on innovation in nutrition in healthcare and provide an internationally-focused perspective.

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Tre	Lind	Senior Legislative Assistant	Office of Rep. Rick Allen	As Senior Legislative Assistant for Rep. Rick Allen, a member of the House Committee on Energy and Commerce and Vice Chair of its Subcommittee on Communications and Technology, Mr. Lind can contribute to discussions on how broadband infrastructure, digital communications, and emerging technologies are enabling new models of healthcare delivery, telehealth expansion, and connected health innovation. Rep. Allen's Vice Chairmanship of the Communications and Technology Subcommittee positions his office at the intersection of technology policy and healthcare innovation, where investments in digital infrastructure are transforming how care is accessed and delivered.
Huntley	Campbell	Legislative Assistant	Office of Rep. Gus Bilirakis	As Legislative Assistant for Rep. Gus Bilirakis, a senior member of the House Committee on Energy and Commerce who chairs the Subcommittee on Commerce, Manufacturing, and Trade and sits on both the Health Subcommittee and the Communications and Technology Subcommittee, Mr. Campbell brings a wide range of knowledge across the Energy and Commerce Committee's healthcare jurisdiction. The Health Subcommittee, on which Rep. Bilirakis serves, oversees biomedical research, drug and device safety, FDA oversight, and the federal programs governing Medicare and Medicaid, and Rep. Bilirakis's chairmanship of the Commerce, Manufacturing, and Trade Subcommittee brings perspective on domestic and international medical supply chain conversations.

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John	Quinn	Chief of Staff	Office of Rep. David Schweikert	As Chief of Staff for Rep. David Schweikert, Chairman of the Ways and Means Oversight Subcommittee and a member of the Tax and Social Security Subcommittees on the House Committee on Ways and Means, Mr. Quinn can contribute to high-level discussions on the tax and entitlement policy frameworks that govern federal investment in healthcare innovation. Rep. Schweikert's chairmanship of the Oversight Subcommittee gives his office a particular focus on fraud, accountability, and the integrity of federal health programs, including efforts to ensure the patient-physician relationship is upheld and that Medicare beneficiaries are protected. Mr. Schweikert also chairs the telehealth caucus, giving him a unique vantage point on relevant virtual healthcare conversations.
Kit	Devine	Legislative Assistant	Office of Rep. Kevin Mullin	As Legislative Assistant for Rep. Kevin Mullin, a member of the California Delegation representing CA-15 (which encompasses South San Francisco, San Mateo County, and the southern end of San Francisco County) and a member of the House Committee on Energy and Commerce serving on the Commerce, Manufacturing, and Trade Subcommittee and the Oversight and Investigations Subcommittee, Ms. Devine brings a uniquely direct connection to this conference's host region. Rep. Mullin's district is home to some of the most consequential life sciences and biotech institutions in the world, including Genentech's headquarters in South San Francisco, and his Energy and Commerce Committee assignment gives his office direct jurisdiction over the FDA, NIH, biomedical research, and the federal programs that shape healthcare innovation policy. Ms. Devine's attendance offers an opportunity for her to engage with the innovation ecosystem her boss's own constituents are building, and to bring that firsthand perspective to the committee work that governs it.

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

Center Forward's Healthcare Innovation Conference is being convened to bring together a bipartisan group of senior legislative staffers from the House of Representatives to discuss the healthcare supply chain and how the federal government can incentivize innovation, business growth, and further scientific progress. Center Forward's organizational mission is to provide pragmatic offices with the information they need to craft common-sense solutions and provide support in turning those ideas into results. Center Forward brings together Members of Congress, their staffs, not-for-profits, academic experts, trade associations, corporations, patient advocates, and more to find common ground.

Center Forward is the sole organizer of the trip. Center Forward is planning the conference and is responsible for the organization and execution of the event logistics as well as the programming content. Discussion topics will include the cell and gene therapy advancements, intellectual property of public-private partnerships, pediatric workforce, domestic and international medical supply chain, artificial intelligence applications for healthcare, and workforce development initiatives to support sensitive and growing industries. Conference attendees will be senior legislative staffers from House member offices, and will speak with researchers, business leaders, startup founders, academics, and local government officials in the San Francisco Bay area.

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

San Francisco was selected as the destination for this staff delegation to provide participants with an on-the-ground view of one of America's most established and influential healthcare innovation ecosystems. Anchored by world class academic medical centers and research universities, the Bay area has long served as a global leader in biomedical research, life sciences, and advanced therapeutics. The region's dense concentration of hospitals, startups, and multinational companies has created a unique environment where clinical care, discovery, and commercialization are closely connected. Throughout the visit, attendees will see how sustained public and private investment, coupled with a highly skilled workforce, has positioned San Francisco as a critical engine of American healthcare innovation and global competitiveness.