McBRAYER



ANNE-TYLER MORGAN

Member

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HONORS & AWARDS

- The Best Lawyers in America®, 2024-2027, Health Care Law
- Best Lawyers in America®: Ones to Watch, 2023, Health Care Law
- Kentucky Super Lawyers®, Rising Star, 2022-2025, Health Care
- American Enterprise Institute 2018 Fall Summit - Tie for First place in 60-second "elevator pitch" competition

PRIMARY PRACTICE

Healthcare Regulatory Compliance

Politics, Elections, and Campaign Finance

Medicaid and Medicare Reimbursement

Nonprofit Institutions and Associations

Administrative Law

Economic Development and Business Incentives

As a strong believer in the intersection of community, politics, and the law, Anne-Tyler Morgan is proud to offer her clients a well-rounded approach to their legal needs. A regulatory attorney who practices in key areas vital to the growth of our Commonwealth, she aims her civic service toward these ends as well, believing that the best lawyers are those who actively participate in and understand the communities in which they work.

Morgan chairs McBrayer's Economic Development practice group, focused on tax incentive structuring for developers and municipalities across the state. In addition to her work in this area, she serves as the Chairperson of Lexington's Industrial Development Authority and served for over twelve years on Lexington's Economic Development Investment Board, having assisted the board in developing its bylaws and Jobs Fund program. Likewise, Morgan serves on the Business Competitiveness Committee of Greater Louisville Inc. and is active with the Kentucky Chamber, serving on its Foundation Board of Directors, its Center for Policy and Research Board of Advisors, and as a member of its Competitiveness Policy Council. She also serves on the Board of Directors for the Kentucky Community & Technical College System ("KCTCS") Foundation to support its mission of advancing KCTCS' workforce development efforts across the Commonwealth. In

Healthcare Law

Pharmacy Law

Transactional Healthcare and Transactional Agreements

ADDITIONAL PRACTICE EXPERIENCE

Employee Benefits Law

Foster Care and Adoption

ADMISSIONS

Kentucky, 2011

U.S. District Court Eastern District of Kentucky, 2014

EDUCATION

J.D., DePaul University College of Law, Chicago, IL, 2010

- Member, Phi Alpha Delta, International Law Society, and Society of Asylum and Immigration Law

University College Dublin, Dublin, Ireland, 2010

- Concentrations: International Human Rights and Law of Armed Conflict

Universidad Nacional, Heredia, Costa Rica, 2009

- Concentration: International Human Rights

B.A., Transylvania University, Lexington, KY, Double-Major and Double-Minor, 2008

- Majors: Political Science and French
- Minors: Music and Economics

Kentucky Institute of International Studies, Paris, France, 2007

- Concentrations: French Language and Literature

2023, Morgan was selected by Secretary Noel as one of a handful of Kentucky economic development lawyers enlisted to provide counsel to the Kentucky Cabinet for Economic Development for its recently issued "Blueprint for the Commonwealth." She currently spends much of her time with cities and counties forming regional industrial development authorities to take advantage of Kentucky Product Development Initiative ("KPDI") funds, as well as with developers and manufacturers applying for state incentive programs and seeking local industrial revenue bonds and TIF financing.

Throughout her career, Morgan has maintained a robust regulatory healthcare law practice, guiding both healthcare providers and insurers through compliance processes, administrative hearings and litigation, and transactions across the industry. In 2017, she was asked by the Majority Leadership of the Kentucky House of Representatives to serve as Senior Policy Advisor and Deputy General Counsel; in addition to her overall policy oversight responsibilities, she directly led House healthcare policy and staffed the transformation of Kentucky's foster care and adoption system through the development of 18RS HB 2. She has served as a Court Appointed Special Advocate ("CASA") since 2019, on the Executive Leadership Team of American Heart Association's Go Red for Women since 2023, and previously served on the Stakeholder Engagement Committee for Home of the Innocents in Louisville. In 2018, Morgan served as Deputy Commissioner of the Kentucky Department for Medicaid Services, overseeing the state's Managed Care program; and as Senior Advisor to the Secretary of the Kentucky Cabinet for Health and Family Services, overseeing the Cabinet's administrative hearings division. She was appointed to Kentucky's Advisory Council for Medical Assistance ("MAC") in 2019 and has served on the Kentucky Chamber's Healthcare Policy Council since 2018. Before beginning private practice in 2013, Morgan led the compliance department of a Fortune 500 managed care organization, an experience which gave her a uniquely operational perspective and allows her to provide advice to clients that is both legally compliant and financially feasible. Her experience and

relationships with the Commonwealth's primary healthcare agencies and stakeholders are vital to her clients' success in navigating the complex regulatory framework within which they operate.

Finally, Morgan maintains a tailored campaign finance practice, working primarily with state political action committees. She has served on the Executive Committee of the Republican Party of Kentucky since 2021. An Anderson County native, Morgan serves on the Board of Directors of Century Bank of Kentucky in her hometown and served on the Board of Directors for Legal Aid of the Bluegrass from 2016 through 2023.

CAPABILITIES, SUCCESSES, AND ASSIGNMENTS

Economic Development:

- Counsel to the Rockcastle Garrard Lincoln Regional Industrial Development Authority, working with all three counties to form their regional industrial development authority and comply with Department for Local Government SPGE requirements and Kentucky Cabinet for Economic Development KPDI grant terms.
- Serves as counsel to numerous county and city governments in developing economic development policy.
- Counsel to Bluegrass Agtech Development Corp, a partnership of University of Kentucky, Alltech, the Kentucky Department of Agriculture, and Lexington-Fayette Urban County Government in incorporating and applying for nonprofit status and developing its Challenge Grant Program.
- Represented a large distillery in securing over $300 million in Industrial Revenue Bonds.
- Assisted in the development of a multi-county TIF project for a racing entity.
- Helped secure and manage infrastructure funding in state budget for major urban road construction.
- Advises businesses regarding incentive strategy and applications through KEDFA and Tourism Development Finance Authority.
- Represents developers in Industrial Revenue Bond and TIF projects.

Healthcare:

- Represents health insurers and providers in administrative and state fair hearings.
- Serves as Kentucky counsel for multiple health insurance companies.
- Represents a wide variety of healthcare providers, from recovery centers to medspas, in structuring, licensing, and compliance.

- Advises healthcare facilities and providers regarding reimbursement issues, compliance procedures, employment contracts and disputes, and more.
- Counsels clients on HIPAA, fraud and abuse law, and other pertinent healthcare regulations.
- Served as Deputy Commissioner of Kentucky Department for Medicaid Services, overseeing state's managed care program.
- Previously served as healthcare policy lead for the Kentucky House of Representatives.
- Oversaw Cabinet for Health and Family Services' administrative hearings officers and procedure.
- Provides healthcare facilities with managed care guidance.
- Represents healthcare providers in licensure disputes.
- Assisted with the transformation of Kentucky's foster care and adoption system through the development of 18RS HB 2

Campaign Finance:

- Has assisted in the formation of and provided ongoing compliance counsel to numerous state PACs, federal SSFs, Unauthorized Campaign Committees and Super PACs.
- Previously served as Treasurer for Kentucky Distillers Association's Kentucky Bourbon Trail PAC.
- Previously served as Treasurer for Kentucky Medical Association's Kentucky Physicians PAC.
- Previously served as Chairwoman for Kentucky Coal Association PAC.
- Provides organizational structuring for campaigns and committees.
- Advise clients on campaign finance bookkeeping, reconciliation, compliance, regulatory reporting, and fundraising strategy.

Professional Activities

- KCTCS Foundation, Board of Directors, 2024 to present
- Kentucky Chamber Foundation, Board of Directors, 2021 to present
- Lexington-Fayette Urban County Government Industrial Authority, Chair, 2021 to present
- CASA of Lexington, Court Appointed Special Advocate, 2019 to present
- Republican Party of Kentucky, Executive Committee, At-Large Member, 2021 to present
- Century Bank of Kentucky, Board of Directors, 2022 to present
- Downtown Lexington Partnership Board of Directors, 2024 to present
- Kentucky Chamber Center for Policy and Research, Board of Advisors, 2022 to present

- American Heart Association Go Red for Women Executive Leadership Team, 2023 to present
- Greater Louisville Inc. Business Competitiveness Council, 2023 to present
- Commerce Lexington Regional Leadership Council, 2023 to present
- Commerce Lexington Greater Lex Regional Policy Group, 2024 to present
- Home of the Innocents Stakeholder Engagement Committee, 2023
- Kentucky Chamber Healthcare Policy Council, Member, 2018 to present
- Kentucky Chamber Competitiveness Policy Council, Member, 2018 to present
- Leadership Kentucky, Class of 2023
- Leadership Lexington, Class of 2017
- Lexington-Fayette Urban County Government Economic Development Investment Board, 2012 to 2024
- Advisory Council for Medical Assistance ("MAC"), 2019 to 2021
- Legal Aid of the Bluegrass, Board of Directors, 2016 to 2023
- Kentucky Refugee Ministries, Advisory Board Member, 2015 to 2023
- KET Summer Celebration Committee Member, 2021-2023
- United Way of the Bluegrass WayPoint Center Committee Member, 2021-2023
- Pegasus Institute, Senior Healthcare Fellow, 2018 to 2022
- American Enterprise Institute, Leadership Network Member, 2018 to present
- American Bar Association
  - National Conferences Team Member, 2014-2015
  - Young Lawyers Division Scholar, 2013-2014
  - Corporate Counsel Committee Vice-Chair, 2013-2014
- Kentucky Bar Association
  - Executive Committee Member, Young Lawyers Division, 2013-2015
  - Chair, Convention Committee, 2014-2015
  - Chair, Law Student Outreach Committee, 2013-2014
- Junior League of Lexington, 2013-2015; Secretary, 2014-2015
- Downtown Development Authority, Committee Member, 2012-2013
- ONE Campaign, Chicago and Central Kentucky Congressional District Leader, 2010-2013
- Lexington Young Professionals Association, Member, 2011-2014

News

Member Anne-Tyler Morgan to Moderate Panel on Data Centers at 2026 Commerce Lexington Regional Summit
November 10, 2026

Anne-Tyler Morgan Participates in 2026 Kentucky Chamber Board Trip
October 14, 2026

IN THE MEDIA - Fifty McBrayer Attorneys Recognized by *Best Lawyers® for 2027*
August 20, 2026

McBrayer Member Anne-Tyler Morgan attends 2026 DC Fly-In
July 24, 2026

IN THE MEDIA: McBrayer helps Displate invest in Kentucky
June 30, 2026

McBrayer team attends KET's 38th Summer Celebration commemorating America's 250th anniversary
June 17, 2026

Central Kentucky Business Park Authority breaks ground on Triple Crown Business Park in Berea
May 8, 2026

IN THE MEDIA - Central Kentucky Business Park Authority Wins Community Impact Award
February 20, 2026

Celebrating Excellence: 40 McBrayer Attorneys Recognized by Super Lawyers
December 16, 2025

Member Anne-Tyler Morgan Appointed to Kentucky Chamber of Commerce Board of Directors
November 19, 2025

McBrayer PLLC Achieves Record-Breaking Recognition in *Best Lawyers in America® 2026*
August 21, 2025

McBrayer Attorneys Help Secure New Economic Development Deal with Central Kentucky Business Park Authority
January 2, 2025

Leading the Way in Legal Excellence: 38 McBrayer Attorneys Honored in 2025 Super Lawyers and Rising Stars Lists
December 17, 2024

McBrayer's Economic Development Team Proud to Support the New Facility of American Welding & Gas
September 13, 2024

New Record Set: 51 McBrayer Attorneys Honored in Best Lawyers 2025
August 15, 2024

McBrayer Earns Record Number Named to Super Lawyers Lists for 2024
January 9, 2024

McBrayer Member Anne-Tyler Morgan Promoted to Equity Member
January 9, 2024

Another Record! 49 McBrayer Attorneys Named to Best Lawyers® 2024
August 17, 2023

McBrayer Member Anne-Tyler Morgan Named Chair of Lexington-Fayette Urban County Government Industrial Authority
May 9, 2023

McBrayer Economic Development Team Soars through New Collaboration with Economic Development Veteran
April 12, 2023

25 McBrayer Attorneys Named to Super Lawyers and Rising Stars Lists for 2023
December 29, 2022

A Record Number! Thirty McBrayer Attorneys Named to *Best Lawyers® in America* Lists for 2023
August 18, 2022

Member Anne-Tyler Morgan Appears on *Kentucky Tonight* May 16th
May 17, 2022

Member Anne-Tyler Morgan to Appear on *Kentucky Tonight* March 28th
March 28, 2022

Member Anne-Tyler Morgan to Present at Kentucky Health Care and Worksite Wellness Conference
February 24, 2022

Member Anne-Tyler Morgan to Appear on *Kentucky Tonight*
January 24, 2022

Member Anne-Tyler Morgan to Speak in Girl Scouts' "Unstoppable Women" Series
January 19, 2022

22 McBrayer Attorneys Recognized in 2022 Edition of Super Lawyers
December 30, 2021

Member Anne-Tyler Morgan Featured in “Unapologetically Woman” Series
September 27, 2021

McBrayer Member Anne-Tyler Morgan Appointed to Kentucky Chamber Foundation Board
August 11, 2021

McBrayer and MML&K Government Solutions Go Red for Women
April 23, 2021

McBrayer Member Anne-Tyler Morgan Appointed to LFUCG Industrial Development Authority
March 24, 2021

McBrayer Member Anne-Tyler Morgan Appears on KET's Kentucky Tonight
February 17, 2020

McBrayer Member Anne-Tyler Morgan's Appearance on *Kentucky Tonight*
December 9, 2019

McBrayer's Health Care Law Practice Area Makes Business Lexington's BizList
Business Lexington, November 2019, November 1, 2019

Member Anne-Tyler Morgan Appears on Kentucky Tonight on KET
August 26, 2019

Podcasts: Work Requirements in Kentucky Featuring Member Anne-Tyler Morgan via Heartland Institute
May 6, 2019

Member Anne-Tyler Morgan Appointed to Serve as Court Appointed Special Advocate
February 26, 2019

Member Anne-Tyler Morgan on KET's "Kentucky Tonight"
January 15, 2019

McBrayer Member Anne-Tyler Morgan Ties for First Place at AEI Leadership Network Fall Summit
January 7, 2019

Attorney Anne-Tyler Morgan Returns to Practice at McBrayer Law
November 19, 2018

Seminars & Speaking Engagements

McBrayer Team Attends "Business Women First" Event
May 12, 2026

Member Anne-Tyler Morgan Discusses State Budget Priorities on KET Tonight
March 30, 2026

McBrayer Joins Downtown Lexington Partnership for Annual Meeting and Awards of Excellence
March 27, 2026

McBrayer Connects with Regional Business Community at One Louisville's Annual Meeting
March 18, 2026

McBrayer Attorneys Attend KET's February Fanfare
February 14, 2026

McBrayer Attorneys Join Business Leaders at KY Chamber's 31st Chamber Day Dinner
January 8, 2026

Member Anne-Tyler Morgan to Appear on KET's *Kentucky Tonight* to Discuss Medicaid
July 7, 2025

Member Anne-Tyler Morgan to Moderate Panel at 2025 Federal Issues Summit
Griffin Gate Marriott, Lexington, KY, May 30, 2025

Member Anne-Tyler Morgan Presents at Lexington Forum's June Breakfast
June 6, 2024

Member Anne-Tyler Morgan Presents at KAED Conference in Somerset, KY
April 24, 2024

Member Anne-Tyler Morgan to appear on KET's Kentucky Tonight
February 5, 2024

WEBINAR - RHCs and FQHCs: What you need to know NOW about new CMS regulations on vaccine mandates
February 8, 2022

12th Annual Kentucky Health Care and Wellness Conference
Healthcare Policy Updates from 2020 General Assembly Session and Beyond
Lexington, KY, August 5, 2020

Member Anne-Tyler Morgan on Kentucky Educational Television
January 14, 2019

Overtime in Overdrive
Mental Health Issues in the Workplace: Don't Let Them Drive You Crazy
Lexington, KY, November 5, 2015

Mental Health Will Drive You Mad
Mental Health Issues in the Workplace, and Possible Effects of Expanded Insurance Coverage for Mental Health Treatment
Louisville, KY, September 23, 2015

Fraud, Waste and Abuse for Pharmacists
137th Kentucky Pharmacists Association Annual Meeting & Convention
Bowling Green, KY, June 25, 2015

Learning From Others' Mistakes: Litigation Update on Wellness Plans
7th Annual Kentucky Worksite Wellness Conference
Lexington, KY

The Final Rule: A Check-Up for Wellness Plans, Central Kentucky Health Underwriters (CKAHU), October 14, 2014

Getting It "Write": A McBrayer Employment Law Seminar, Louisville, KY
September 30, 2014

Getting It "Write": A McBrayer Employment Law Seminar, Lexington, KY
September 28, 2014

Medicaid: Getting Paid & Keeping It, McBrayer webinar, August 27, 2014

HIPAA: What Lawyers Need to Know, Fayette County Bar Association, Bench & Bar Conference, June 25, 2014

Is All Well with Your Wellness Plan?, McBrayer webinar, April 22, 2014

The Final Rule: A Check-up for Wellness Plans, 6th Annual Kentucky Worksite Wellness Management Conference, February 19, 2014

Navigating the Affordable Health Care Act: Making it work for your small business, Business Lexington, February 4, 2014

Hot Topics in Health Care, Greater Lexington Paralegals Association, October 15, 2013