ABOUT THE NATIONAL GROUP FEDERAL HEALTH CARE PRACTICE

The National Group is recognized as one of Washington’s most effective firms in the representation of hospitals, health systems and other healthcare-related interests. Having an unmatched breadth and depth of advocacy experience in the U.S. House of Representatives, U.S. Senate and with the Administration, The National Group is uniquely positioned to ensure that its clients have a seat at the table when decisions are made about legislation and regulations that impact healthcare. While we are a small firm, we have created a highly effective network of partners that enables us to provide a range of services that is unmatched in Washington, D.C.

THE TEAM

Meet our Partners (detailed biographies available in Appendix C):

Mr. Versage, the founding partner of The National Group, served as a Legislative and Campaign aide from 1976 to 1985. Following that he joined Cassidy & Associates, a leading Washington lobbying firm, where he led their appropriations practice until he left in 2000 to found The National Group, which is now regarded as one of the best lobbying firms in Washington.

A 30 year Washington veteran, Matt Trant joined The National Group in 2004, after amassing a significant record of accomplishment on Capitol Hill, in the federal government, in state government and in the private sector. Matt represents clients in all of the firm’s practice areas and heads the Transportation & Infrastructure group.

A 24 year Washington veteran, Ms. Osborne joined The National Group in 2001 after serving as a Legislative Aide on Capitol Hill and subsequently, as a Vice President at Cassidy & Associates helping to develop the firm’s health and education practices. At The National Group, Ms. Osborne plays a key role in the development and management of the firm’s health care, education and non-profit practices.
OUR CLIENTS

Healthcare organizations from across the country retain our team for a variety of purposes including securing federal funding for priority needs, legislative and policy advocacy and regulatory assistance (Medicare, Medicaid, ACA consultation, political management, and more).

The National Group provides unmatched healthcare policy monitoring service that is tailored to the specific interests of each client. Additionally, we have significant experience in helping our clients effectively work with the various healthcare agencies such as CMS, HHS, CDC and HRSA.

The National Group works with its healthcare clients to address individual legislative and/or regulatory challenges and assists its clients in creating productive relationships with Congress, federal agencies and foundations to secure federal funding for key priorities. Expertise related to health information technology, health education and outreach initiatives, public health programs, capital and equipment needs, research gives clients effective voices at the federal level. Individualized client strategies are packaged for each client to ensure legislative and regulatory success.

With the continued implementation of the Patient Protection and Affordable Care Act (ACA) and continued efforts to repeal the act, healthcare will remain the dominant focus of the 114th Congress and beyond. All entities in the healthcare arena (hospitals, providers, clinical laboratories, medical device companies, pharmaceutical companies, the insurance industry, and others) are being impacted by the myriad of requirements, policies, payment changes and new or changing regulations. Given the enormous challenges and opportunities that the every affected organization, association and trade group needs expert counsel in Washington to make sure their interests are protected. The National Group is recognized as one of Washington’s most effective firms in the representation of hospitals, health systems and other healthcare-related interests in Congress, HHS and CMS.

Here’s what clients say about The National Group:

“ The National group has helped secure more than $5 million of funding for innovation at PeaceHealth. They also help make visits to our Congressional leaders highly productive. We have access that we could not get without The National Group. – Alan Yordy, former CEO and Chief Mission Officer, PeaceHealth

"The National Group has been instrumental in helping National Jewish Health secure significant federal grants to support various research and other needs at National Jewish Health. Their ability to assist our team in developing relationships with key federal agency officials, and coordinating work with our Congressional delegation, have been the keys to this success. I highly recommend them for representation in Washington."
THE NATIONAL GROUP’S ADVOCACY AND CONSULTING SERVICES

The 114th Congress has played host to a robust health policy agenda. The passage of the Medicare Access and Chip Reauthorization Act (MACRA) was the most important health care legislative accomplishment since the Patient Protection and Affordable Care Act (ACA). A major bio-tech innovation omnibus appears to be moving close to a bicameral deal, a hospital payment reform package will be introduced in the House and chronic care is getting the attention it deserves in the Senate.

There is still likely to be significant health policy activity over the remainder of the year; particularly with the potential of an active lame duck session. One thing is certain: the post-ACA health policy hangover has ended, and the discussions of the 114th Congress will set the stage for the next several years of Congressional debate.

The National Group strongly believes its clients must be fully prepared to participate in the ample debate that will take place with the advent of a new administration and the new 115th Congress. Participation in this dialogue is critical to help insure that the interests of our clients are protected and that they have a voice in Washington.

To that end, The National Group develops individual advocacy programs to meet the unique needs and requirements of each healthcare client. Each program is comprehensive and includes the full engagement of the client’s Congressional delegations, and relevant agency leaders.

The National Group has a long and successful record of representing its health care clients on a myriad of health care issues, including but not limited to:

- ACA implementation
- Medicare Access and Chip Reauthorization Act (MACRA) /Merit-based Incentive Payment System (MIPS) implementation
- Health Information Technology to including reimbursement policies
- Rural Health issues including Critical Access Hospital designations, Physician oversight requirements and the 340B Drug Program
- Medicare Policy, Payment and Regulations to include the Hospital Outpatient Department Reimbursement, Disproportionate Share Hospital Reimbursements, the Cadillac Tax, the Medical Device Tax, ACA Replacement Legislation, Zika Virus Response, Prevention and Funding
- Medicaid Policy, Payment and Regulation to include SCHIP
- Behavioral Health
- Regulatory issues as they pertain to CMS, FDA, HRSA and AHRQ

Please see Appendix B for detailed information on the health care landscape during the remainder of the 114th Congress and for the 115th Congress.
Funding Opportunities for Health Care Institutions

While Congress continues its moratorium on earmarks, The National Group has developed expertise in assisting health care clients secure federal funding for special projects in this highly competitive funding environment. The National Group encourages clients to identify grant proposals to federal agencies through regular grant programs and Broad Agency Announcements (BAA). Clients are given assistance to identify relevant grant opportunities, prepare the grant applications and to coordinate political support for the grant applications.

Over the last decade, we have been instrumental in securing more than $100 million dollars for research, patient care, health information technology, health education, professional health training, and equipment. A sample of these awards include:

- National Jewish - $10 million Department of Defense for research on Respiratory Biodefense
- National Jewish - $1.6 million Department of Defense funds for research on Respiratory Biodefense
- Cedars Sinai - $6 million in Department of Defense funds for defense preparedness
- PeaceHealth - $5 million for Innovation Grants
  $100,000 for a Behavioral Health Grant
- PeaceHealth, St. Joseph Medical Center - $1 million for a Hospital Preparedness Initiative
- St. Mary Medical Center - $800,000 for Cancer Care Program

See Appendix A for detailed information on federal agency funding opportunities.
FUNDING OPPORTUNITIES FOR HEALTH CARE

Following is a sample of funding opportunities that federal government agencies offer health care entities:

- **Centers for Medicare and Medicaid Services (CMS)** - CMS frequently offers grant opportunities that focus on:
  - Health Insurance Reform
  - Health Care Innovation Grants
  - Process improvement
  - Health care payment and service delivery models
  - Care coordination
  - Outcomes improvement
  - Patient Safety
  - Health information technology

- **Agency for Health Care Quality and Research (AHRQ)** - AHRQ’s strategic goals are to improve care safety, quality, effectiveness, and efficiency. The agency offers grant opportunities that support these goals. Key grant focuses include:
  - Payment reform
  - Improving access to all health populations
  - Patient safety
  - Health Information Technology

- **Health Resources and Services Administration (HRSA)** – HRSA makes grants to organizations to improve and expand health care services for underserved people, focusing on the following program areas:
  - Health Professions (workforce development, education and training, etc.)
  - Health Information Technology
  - HIV/AIDS
  - Maternal & Child Health
  - Primary Health Care/Health Centers
  - Rural Health
  - Healthcare Access, Affordability and Quality
  - Organ Donation

- **National Institute of Health (NIH)** – The NIH supports a broad array of research related to every aspect of health care, disease and patient population. The National Group works with its clients to monitor all grant opportunities coming out of the NIH, including Small Business Innovation (SBIR) grants, and works with our clients to develop and submit successful grant applications.

- **Rural Health** – The Department of Health and Human Services (HHS), Health Resources and Services Administration has a strong commitment to rural health.
HRSA’s rural health grant programs help fund rural hospitals, health centers and local clinics. HHS offers a wide variety of grant programs to support the nation’s rural health infrastructure. Those programs support:

- 340B Drug Program
- Health Information Technology
- Network development
- Workforce development
- Small provider quality improvement
- Health Services Outreach

**U.S. Department of Agriculture** - The U.S. Department of Agriculture also offers opportunities for rural health providers through its Community facilities grant program. This program provides loans, grants and loan guarantees for projects to develop essential community facilities for public use in rural areas. Grant funds may be used to assist in the development of essential community facilities, including construction, expansion, or improvement of community facilities for healthcare, public safety, and community and public services. Equipment required for a facility's operation may also be included in these grant requests.

**U.S. Department of Defense** - The U.S. Department of Defense (DOD) has a long history of supporting a wide variety of medical research. Key areas of medical research within DOD include:

- Cancer
- Traumatic brain injury
- Combat trauma therapies
- Health monitoring & diagnostic technology
- Combat dentistry
- Injury prevention and reduction
- Psychological health and resilience
- Physiological health
- Environmental health and protection
- Neuromusculoskeletal rehabilitation
- Regenerative medicine and transplants
- Vision restoration
- Pain management
- Medical Biological Defense
- Vaccines
- Therapeutics
- Diagnostics
- Basic research
- Medical Chemical Defense
- Respiratory illnesses
The National Group works with clients who are interested in establishing a partnership with the Department of Defense to create relationships with the appropriate DOD offices and agencies. The DOD offers a wide variety of grant opportunities for clients that fit research missions of DOD health research agencies.

- **Economic Development Administration (EDA)** - The mission of the U.S. Economic Development Administration (EDA) is to lead the federal economic development agenda by promoting competitiveness and to preparing the nation’s regions for growth and success in the worldwide economy. An agency within the U.S. Department of Commerce, EDA makes investments in economically distressed communities in order to create jobs for U.S. workers, promote American innovation, and accelerate long-term sustainable economic growth.

  Recent awards to hospitals include funds to support construction and equipment purchases, facility demolition and renovation, technology transfer, and health related education and training initiatives.

- **Foundations** - There are many private foundations based in Washington DC that provide grants to health care institutions. These grants can support construction, equipment purchases, research, programming and education and training of health care professionals. These opportunities are often disease and or population specific. The National Group works with clients to identify relevant funding opportunities offered by these foundations.
HEALTH CARE AGENDA
114TH CONGRESS/115TH CONGRESS

The 114th Congress
The 114th Congress has played host to a robust health policy agenda. The passage of the Medicare Access and Chip Reauthorization Act (MACRA) was the most important health care legislative accomplishment since the Patient Protection and Affordable Care Act (ACA). A major bio-tech innovation omnibus appears to be moving close to a bicameral deal, a hospital payment reform package will be introduced in the House and chronic care is getting the attention it deserves in the Senate.

There is still likely to be significant health policy activity over the remainder of the year; particularly with the potential of an active lame duck session. One thing is certain: the post-ACA health policy hangover has ended, and the discussions of the 114th Congress will set the stage for the next several years of Congressional debate.

Changing Reimbursement Landscape: MACRA, Bundles and Value-Based Payments
The Affordable Care Act was just the first of significant Congressional and Administration efforts to move away from a fee-for-service reimbursement system. The passage of MACRA, replacing the broken SGR formula with a bifurcated reimbursement system, heralds another major step towards value-based reimbursement.

As MACRA is implemented and as new reimbursement models continue to come out of ACA authority (2016 has already seen CJR, Part B Drug Model & a Home Health Prior- Authorization program), hospitals, physicians, nursing homes, home health agencies, laboratories, physical therapists and patients are all going to have to navigate new requirements, penalties and incentives to be successful in the emerging reimbursement landscape.

Stakeholders must be engaged strategically to affect necessary changes that protect providers and patients. Congress will play an important role arbitrating implementation and legislating improvements, but only a focused advocacy strategy with a constant DC presence can be effective in a saturated policy space.

W&M Hospital Payment Reform Package
The House Ways & Means Committee has been working on a hospital payment reform bill for several years. Draft legislation released in 2014 came under heavy criticism, causing the Committee to reflect on necessary changes. Competing priorities and leadership changes on the Ways & Means Committee may have delayed the bill from being reintroduced, however Chairman Brady is expected to introduce a package in the very near future. The bill is expected to have a number of sticks and carrots that will most likely generate discussion that will spill into the 115th Congress.
Bicameral Stark Law Reform
Stark Law waivers have become a familiar element of many alternative payment models. The relationships that are prohibited by Stark in a fee-for-service world do not make sense in the new models of care coordination. The Finance Committee and Ways & Means Committee have already solicited comments from stakeholders, but this will be a long and complicated reform effort.

Veterans Health Reform Omnibus
Congress is taking the VA out of the business of building hospitals, and is seeking to remove barriers for Veterans to seek care from private health care providers. The 2014 Veterans Choice Act took a step in this direction, but Congress is currently working on omnibus legislation to reform the VA further. The Senate has introduced the Veterans First Act, and the House has held a series of legislative hearings to mark-up the components of its package. The two packages will have to be reconciled; a process that may push a final vote on the legislation past the September working session or into the next Congress.

New Policy Platforms
A new Administration will be taking over with their own health policy priorities next year. Some of these priorities are well documented – like Clinton’s desire to reduce out-of-pocket expenses (e.g. balance billing prohibition etc) – and some are not. Additionally, the control of the Senate is up in the air. Democrats have a favorable election map, and have a reasonable chance at taking back the majority. If Hillary Clinton wins with a strong turnout, it is highly likely that the controlling party will flip in the Senate, elevating Democratic health policy priorities.

Barring unforeseen developments, Republicans will retain control of the House. Speaker Ryan convened a series of task forces led by Committee Chairmen to draft a new and comprehensive policy platform for House Republicans in each major policy area. The Health Policy Task Force is led by Rep. Tom Price (R-GA, Budget Chair & W&M Member), John Kline (R-MN, Ed & Workforce Chair), Fred Upton (R-MI, E&C Chair) and Kevin Brady (R-TX, W&M Chair). This is an effort that all health care stakeholders should be participating in. This is a serious policy exercise that will influence the health policy agenda of the Majority in the House for the 115th Congress.

Health care stakeholders need to position their priorities for the next Congress and the next Administration right now.

Triggering Events in the 115th Congress
Congress is often motivated by deadlines, and the 115th Congress will have no lack of events that will trigger intense lobbying and debate. The FDA User Fee programs and CHIP both need to be reauthorized, and the medical device and Cadillac tax delays will also expire.

There are opportunities to engage on priorities within the scope of these discussions, however there are also risks to the entire federal health budget. In order to address multi-billion dollar issues like the Medical Device Tax and Cadillac Tax, offsets will be sought within federal health care programs.
VINCENT VERSAGE
PARTNER

Vincent Versage worked from 1976 to 1985 on Capitol Hill as a legislative aide to Hawaii Senator Spark Matsunaga, and Colorado Congressman Timothy Wirth, and as a campaign aide to Hawaii Senator Daniel K. Inouye.

In 1985, he joined the lobbying firm of Cassidy & Associates where he led that firm's appropriations practice for universities and the defense and aerospace industry for 15 years and lobbied on education, transportation, defense, technology R&D, energy and tax issues on behalf of clients. Mr. Versage is one of the pioneers of the practice of securing earmarked funding for non-profit and profit-making institutions. Mr. Versage was also the lead lobbyist for several major legislative campaigns involving defense contractors including General Dynamics (Seawolf Submarine, New Attack Submarine, F-16 Fighters), and McDonnell Douglas/Boeing (C-17 Cargo Aircraft).

In 2001, Mr. Vincent Versage founded The National Group, which is now one of the leading lobbying firms in Washington, specializing in representation of universities, museums, foundations, medical centers and defense and aerospace contractors before Congress and the federal agencies. Currently, Mr. Versage leads National Group lobbying teams for Lockheed Martin Corporation, Intellisis Corporation, Sea Orbiter Foundation, University of Hawaii, Loyola Marymount University, Rochester Institute of Technology, National Jewish Health, Missouri Botanical Garden, and American Film Institute, among others.

Mr. Vincent Versage also led the lobbying team that helped the California Science Center win the national NASA competition for permanent display of the retired Space Shuttle Endeavour, and secured NASA funding to fly the Alpha Magnetic Spectrometer (AMS) experiment on the Space Shuttle Endeavour to the International Space Station.

Mr. Vincent Versage has longtime working relationships with key Members of Congress on both sides of the political aisle and with key Congressional Committees, including Appropriations, Armed Services, Ways and Means and Finance, and Transportation Committees, and with the White House and a number of Executive Branch departments and
agencies. Versage is widely regarded as one of the leading lobbyists in Washington and is often quoted by Washington newspapers and national political journals regarding federal appropriations and budget issues.

MATTHEW TRANT
PARTNER

Matt Trant is a 29-year Washington veteran who joined The National Group in 2004, after serving as Senior Vice President and Chief of Staff at another major DC lobbying firm since 1999. Matt represents clients in all of the firm’s practice areas and heads the Transportation & Infrastructure group.

During his 15 years as a lobbyist he has led several major accounts including Boston University, Ocean Spray Cranberries, Maersk Sealand Shipping and the University of Nevada Las Vegas.

Prior to joining Cassidy, he served as Deputy Executive Director of the Massachusetts Port Authority where he was responsible for overseeing and directing the day to day operations of the agency comprised of Logan International Airport, the Port of Boston, Tobin Memorial Bridge, Hanscom Field (general aviation airport) and a large portfolio of development in South Boston’s Seaport District.

Matt worked on Capitol Hill for 9 years, serving as Chief of Staff and Legislative Director to U.S. Representative Peter Blute (R-MA), a member of the House Committee on Transportation & Infrastructure and as a staff assistant to the late Congressman Silvio O. Conte (R-MA), Ranking Member on the House Appropriations Committee.

From 1991-1993 he served as an appointee in the Administration of President George H. W. Bush in Intergovernmental Relations at the U.S. Department of Transportation under then-Secretary Andrew Card; and in Congressional Affairs at the Federal Energy Regulatory Commission (FERC).

Matt has worked on a number of national, state and local political campaigns and was a supervisor for the Bush-Cheney campaign in the Florida Recount during the 2000 Presidential election.

As a Partner of The National Group, Matt represents a wide range of clients on funding and policy issues related to defense, energy, technology, education, homeland security, health care, transportation and other areas.

He is President of the Dan Trant Scholarship Foundation in Western Massachusetts and serves on the Boards of the Bethesda Little League and KOA youth sports organization.

Matt was born and raised in Western Massachusetts and holds a B.A. degree from the University of Maryland at College Park.
JEFFREY LAWRENCE
PARTNER

Mr. Lawrence joined The National Group in 2004 having served for the previous six years as Senior Vice President and Director of Aerospace & Technology at Cassidy & Associates, then Washington DC’s premier government relations firm. While there, he led the firm’s work on behalf of United Space Alliance, Boeing, Alenia Spazio, Fiat Avio, Arizona State University and Columbia University among many others.

His expertise is in finding solutions to the issues his clients face with the federal government and the Congress and creating opportunities for them – both from an appropriations and legislative standpoint. He is expert at working with clients, federal agencies and the Congress and developing common sense solutions that benefit all parties.

Mr. Lawrence served as Associate Administrator for Legislative Affairs for the National Aeronautics and Space Administration (NASA) from April 1993 through September 1997. In that position, he was the principal legislative strategist for the nation’s space agency and a senior advisor to its Administrator, Daniel S. Goldin. As one of the most senior political appointees at NASA, he was responsible for much of the interaction between the space agency and the Clinton Administration.

While at the agency, he was awarded the Exceptional Achievement Medal in 1995 and upon departing in September 1997 was presented with the Distinguished Service Medal, the highest award conferred by NASA.

Prior to joining NASA, Mr. Lawrence was Legislative Director to former U.S. Representative Bill Green (R-NY), serving as Appropriations staff to the Minority Member of the VA/HUD and Independent Agencies Subcommittee.

BILL OLDAKER
PARTNER

Mr. Oldaker, a founding partner of The National Group and the Oldaker Law Group, has had an extensive career in Washington holding high-level positions in the federal government, practicing law and government relations and serving on the board of directors of banking institutions.

From 1968 to 1975 Mr. Oldaker served as assistant to the Chairman of the U.S. Equal Employment Opportunity Commission. Mr. Oldaker later served as General Counsel to the Federal Election Commission from 1976-79. During that time, he litigated several of the Supreme Court cases that define the scope of federal campaign finance laws today. From 1979 to 1980, Mr. Oldaker served as General Counsel and Treasurer to the "Kennedy for President Committee." President Clinton appointed Mr. Oldaker to the National Bio Ethics Committee where he served until 2002.

Following the 1980 presidential election, Mr. Oldaker entered private practice and over the years has represented numerous presidential and congressional campaigns,
as well as labor unions, trade associations, corporations and other political organizations on the establishment and operation of Political Action Committees and related political activities. Prior to founding Oldaker, Belair & Wittie, Mr. Oldaker was a partner at Epstein, Becker and Green, PC and a partner at Manatt, Phelps and Phillips.

Mr. Oldaker has a broad range of close working relationships with Members of Congress on both sides of the political aisle. At Oldaker, Belair & Wittie and The National Group, Mr. Oldaker has focused on federal campaign finance and government ethics law as well as the representation of non-profit entities before Congress. In addition to his extensive career in law and government, Mr. Oldaker was an original investor in Century National Bank. Mr. Oldaker was a member of Century National Bank's Board of Directors and a member of Century National Bank Holding Company's Board of Directors for eighteen years until the bank's sale in 2001. In 2004, Mr. Oldaker helped found Washington First Bank and currently serves as an original board member. Washington First Bank has grown to include eight branch offices and has assets valued at over $200 million.

**VALERIE OSBORNE**

**PARTNER**

Ms. Osborne joined the National Group as a Partner in 2001.

From 1996 to 2001, Ms. Osborne was a Vice President at Cassidy & Associates, where she helped to develop the health care and education appropriations practice.

Prior to Cassidy & Associate, Ms. Osborne worked on Capitol Hill for 6 ½ years as an aide to Congressman Frank Riggs (R-CA) who was a member of both the House Appropriations Committee and the House Committee on Education and Labor. Ms. Osborne served as the key staff person for Congressman Riggs to those committees with a particular emphasis on the Appropriations Subcommittee on Labor, Health and Human Services and the Education and Labor Subcommittees on Elementary and Secondary Education and Higher Education and Lifelong Learning.

Ms. Osborne also worked for Congressman Peter Torkildsen (R-MA) as the key staff person on all social, health and education issues and policy.

A partner at The National Group, Ms. Osborne has been instrumental in developing the firm's health care and non-profit practices.
SENIOR ADVISORS TO THE NATIONAL GROUP

DR. DAVID SCHMIDLY
Former President, Texas Tech University, Oklahoma State University, University of New Mexico

DANIEL S. GOLDIN
Former NASA Administrator
CEO, Intellisis Corporation

DR. FRANCIS LAZARUS
Former President, University of Dallas; Provost, Assumption College and University of San Diego.

BILL SHEPHERD
Former Astronaut, Navy Seal, Commander of the International Space Station, Head of Research for the Strategic Operations Command (SOCOM)

DR. ALBERT SIMONE
Former President, University of Hawaii, Rochester Institute of Technology

BILL NELSON, JR.,
Consultant, Of-Counsel to The National Group

JOHN HARMER
Former California Lt. Governor, State Senator

NATIONAL GROUP SENIOR ASSOCIATES

DAVID MCNITT
SENIOR ASSOCIATE

David McNitt is a Senior Associate of The National Group and a non-lawyer partner in the Oldaker Group. Mr. McNitt’s practice focuses on federal regulatory and legislative matters across a diverse portfolio of issues including health care policy, the federal budget, transportation policy, environmental policy and energy policy. He has represented the federal interests of hospital systems, medical device companies, healthcare associations, technology companies, universities and non-profits before Congress and federal agencies.

Mr. McNitt joined the co-located National Group in 2005, where he matched clients’ internal funding priorities with federal resources, and secured substantial federal appropriations for projects of regional and national importance. In 2006, Mr. McNitt moved over to the Oldaker firm, where he focuses on healthcare policy. He has worked extensively on issues relating to the Patient Protection and Affordable Care Act, extramural federal health care research and programmatic funding and the Food and Drug Administration Safety and Innovation Act among other legislative and
regulatory healthcare matters.

In addition to his professional policy and advocacy work, Mr. McNitt has worked on national and state-wide political races, including a presidential campaign. He has advised political action committees (PACs) on compliance issues, and managed federal and state reporting requirements for House, Senate and state candidates. Mr. McNitt grew up in southeastern Pennsylvania, and is an avid Philadelphia sports fan. He left the Keystone state for college and graduated with honors from Tulane University with a B.A. in Political Science and German. He also studied political science at St. Andrew’s University in Scotland.

JEFFREY GOFF
SENIOR ASSOCIATE

Jeffrey Goff is Senior Associate at The National Group and the Oldaker Law Group.

Jeffrey served as Deputy Chief of Staff and Legislative Director to a senior Republican Member of the House Appropriations Committee. Jeffrey served as the Congressman’s associate staff to the Appropriations Committee and the Subcommittee on Transportation, Housing and Urban Development and Related Agencies, of which the Congressman was Ranking Member. Jeffrey shaped and oversaw the Member’s legislative agenda and assisted in press operations and political affairs.

During his ten years on the Hill, Jeffrey had an expansive issues portfolio including, but not limited to, health care, education, and financial services. He has drafted and managed legislation introduced in Congress including bills to improve health and wellness programs, expand higher education opportunities, and create jobs in the manufacturing sector.

Jeffrey maintains excellent personal and working relationships with Members and staff on Capitol Hill, primarily on the Republican side of the aisle. In addition, Jeffrey has considerable experience in coalition building and managing diverse groups toward a common goal. Jeffrey also has extensive campaign management and grassroots experience at the local level.

Jeffrey Goff is a graduate of the University of Michigan with a Bachelor of Arts in Political Science.

OF COUNSEL TO THE NATIONAL GROUP

BILL NELSON, JR.
OF-COUNSEL

Bill is a 6th generation Floridian with savvy business skills. He is a political campaign strategist with superior interpersonal skills, and has developed long-term relationships with key decision-makers in the United States Senate, House of Representatives and the
President's Administration. He is an independent thinker with strong leadership and analytical skills. His business experience has included business development and acquisition for both publicly traded and private companies in the healthcare, defense, aerospace, sports and non-expansion of gaming realms. Currently residing in Florida, counsel and team member Bill Nelson Jr. is exceptionally attuned to state and local politics, infrastructure funding needs, and governing processes. Bill also has great experience in successfully helping to bridge federal and Florida state/local landscapes as a non-attorney Partner with the Oldaker Group in Washington, DC and as the Founder/Managing Member of Nelson Strategic Development, LLC in Orlando, FL.

SEAN P. O’SHEA
OF-COUNSEL

Sean O’Shea is President of SPO Strategic Consulting, LLC and has over 15 years of policy, legislative and legal experience working with various federal, state, and local government entities, nonprofits, trade associations, universities, corporations, and unions in the transportation and infrastructure areas, as well as complex insurance, environmental, and national security issues.

Sean served in various capacities in Washington, D.C. from the White House, to Capitol Hill as well as in the private sector representing various clients.

Most recently, Sean served at the senior levels of state government overseeing significant capital investments throughout the State of Illinois. Sean worked to ensure that three major capital sources were invested throughout dozens of cities, townships and counties across the state. Investments included a $31 billion capital program invested in a variety of transportation systems including highways, bridges, high-speed rail, passenger rail, and transit systems across the Chicago region and beyond. Sean also helped create a $2 billion Clean Water Initiative that was a joint effort between the Illinois Finance Authority and the Illinois Environmental Protection Agency to attack the backlog of drinking and wastewater needs throughout the State.

Sean also worked with the Illinois Tollway to enact and execute a $12 billion capital construction plan that will address significant capacity issues on the 286-mile Tollway system.

Sean served as Vice President of Building America’s Future, founded by former Governors Ed Rendell (Pennsylvania) and Arnold Schwarzenegger (California) and New York City Mayor Michael Bloomberg. BAF worked with elected officials across the country to ensure greater investment in infrastructure and has worked to ensure that public private partnerships will be a tool for governments to use in the future.

Sean served on the Senate staff of Senator Hillary Rodham Clinton handling appropriations, transportation and infrastructure matters as well as homeland security and health matters related to the aftermath of the September 11, 2001 terrorist attacks on New York City. Sean also advised the Senator on the Northern Ireland peace process and assisted the Senator in key pieces of legislation.
He also served in the Office of Cabinet Affairs in the Clinton White House overseeing several key agencies, responding to crises and coordinating the President’s Cabinet. Sean assisted in preparing briefing papers for the President, accompanied Cabinet officials on Presidential travel, and worked to coordinate response efforts including major disaster declaration, aviation incidents and other crisis matters.

Sean has represented clients in the private sector before Congress and the executive branch agencies on appropriations issues and regulatory matters and assisted clients with navigating Congressional investigations. Clients have included Fortune 500 corporations, municipalities, port authorities, hospitals, universities, nonprofits, and other entities seeking to navigate complex processes. Sean assists clients at the local, state, and federal levels dealing with police, process, and media related issues.

Sean is a graduate of DePaul University and American University Washington College of Law. Sean is an attorney licensed to practice law in Illinois and the District of Columbia. He is admitted to the United States Supreme Court, United States District Court for the Northern District of Illinois, the Court of Appeals for the District of Columbia, and the Illinois Supreme Court.

**JENNICE FUENTES**
**OF-COUNSEL**

Jennice Fuentes is a recently retired (2013) U.S. House of Representatives Chief of Staff with 25 years of legislative and political experience. She has a demonstrated track record advocating and advancing legislative issues to Congressional leaders and directly impacting the passage of legislation. As Chief of Staff to Representative Luis Gutierrez (D-IL) she served as the Congressman’s principal advisor, political strategist and top manager. She was responsible for all legislative and political decisions, as well as management of a 22 member staff across Chicago and Washington, D.C. and a $1.4 million annual budget. She advised the Congressman on all issues before the House Financial Services committee, including securities, insurance, banking, housing and the $700 billion Emergency Economic Stabilization Act of 2008, as well as immigration and issues related to the community.

Jennice is a proven strategist on political and legislative issues and has spent her career developing relationships with key internal and external stakeholders, building coalitions with Congressional leaders and motivating Democrat and Republican officials to act on legislation. After 25 years in Congress, she has founded Fuentes Strategies, LLC with collaborators who share her dedication for government relations to help businesses advocate and promote legislative issues that are relevant to the Latino/Latina community. Ms. Fuentes’ public service work has been recognized by The Imagen Foundation, The Congressional Hispanic Leadership Institute, The Fundacion Azteca, The John C. Stennis Center for Public Service, The Puerto Rico Convention Bureau, the Embassy of Spain and the Fundacion Carolina.
Ms. Fuentes is also a cultural commentator, movie reviewer and frequent guest on various local and national radio and television programs, including CNN en Español, Voice of America, WUSA's News 9, and National Public Radio. A native of Guaynabo, Puerto Rico, Ms. Fuentes earned her B.A. from Clark University in Worcester, Massachusetts and her M.A. from New York University. She is fluent in Spanish, French and Italian and has knowledge of Russian and German.

DANA HUDSON
OF-COUNSEL

Dana W. Hudson is an independent lobbyist and serves as “of-counsel” to The National Group, a Washington, D.C. based lobbying firm. Dana has lobbied elected officials and other decision-makers on behalf of diverse public and private interests at all levels of government for more than 15 years.

Dana’s legislative and government relations experience includes representation before the U.S. Congress and Executive branch on behalf of non-profit organizations, municipal clients and private, corporate interests. Dana has lobbied on a wide range of issues, including: animal advocacy, defense and national security, health care, transportation and infrastructure, appropriations, agriculture, energy, commerce, foreign affairs and tort reform.

Dana’s federal lobbying experience began with the Washington lobbying firm of Alcalde & Fay, where Dana represented the foreign-flag passenger cruise ship industry and several Florida seaports and municipalities, including Miami-Dade County.

As of-counsel to The National Group, Dana is assisting the firm in lobbying for its clients in the defense, energy, transportation and health care arenas.

Dana is a graduate of Virginia Tech University, with a Bachelor of Arts in Political Science, Concentrating in Legal Studies. She is a member of Women in Government Relations and on the WGR Homeland Security and Defense Task Force, the American Association of Political Consultants, the OSS Society and serves as an Officer on the Communications Committee for Ladies DC.

DAVID DUNNING
OF-COUNSEL

David Dunning is a partner at the Oldaker Law Group. Before joining the firm, Mr. Dunning was a consultant to Holland & Knight, LLP in the Strategic Environmental Management Services practice group. The practice area involved environmental, regulatory and legislative advocacy, as well as ISO Certification for 9,001 & 14,001 corporate training and implementation in manufacturing practices.

Today, Mr. Dunning serves clients in biotechnology, science and manufacturing for companies involved in LEED & Green guard certified products in the growing sustainable building material sector. Mr. Dunning also serves as Director of Raw
Materials for AERT in Springdale, AR, where he has held various positions in the company for over 18 years. Mr. Dunning also serves as a consultant to Shaw Industries in Dalton, Ga for the Green Edge Sustainable Products & Engineering Services Group. Shaw Industries is a Berkshire Hathaway owned company.

Prior to Mr. Dunning's work in green manufacturing, he worked as a legislative representative for AARP in state and federal legislative areas. Mr. Dunning received his BA in journalism from the University of Georgia in 1970 and also enrolled in a work study program with Imperial College and Whittenberg Engineering in London.

JAVIER LLANO
OF-COUNSEL

Javier LLano is of-counsel to The National Group and consults with clients on strategic and competitive issues to maximize and magnify the effectiveness of their relationships and advocacy programs to create marketplace advantage. He lobbies the Ways and Means and Senate Finance Committees on issues related to economic development, health care, renewable energy, telecommunications and tax policy.

Mr. LLano is an artist in forming strategic alliances and partnership to create new opportunities to advance the agenda of clients. Mr. LLano served as the Lead Strategic Policy Advisor to the Governor of Puerto Rico, Luis G. Fortuño in Washington, on health care reform, housing, economic development, tax policy and labor issues. Mr. LLano advised Governor Fortuño and Puerto Rico cabinet members on policy issues, under consideration in Congress related to health care reform, housing, economic development and tax policy. He lobbied the Ways and Means and Senate Finance Committees on those issues.

Mr. LLano established strategy partnerships with health care stakeholders in Puerto Rico to advance the Governor's health care agenda in Washington, D.C. He promoted the adoption of a strategic policy by the Government of Puerto Rico to advance the implementation of Electronic Health Records and the expansion of the Medicare Advantage Program.

Mr. LLano has developed a network of relationships with experts involved in the drafting and analysis of legislation, public policy that include issues such as health care, mixed-income housing, transportation, renewable energy and economic development over the years working as a City Planner and Policy Advisor to various elected officials in NYC, San Juan and Washington D.C.

Mr. LLano has been quoted a number of times in various newspapers articles and radio shows related to infrastructure issues affecting economic growth, affordable housing, health care, economic development, planning challenges such as the NYC
urban transportation system, re-zoning and community benefit agreements, etc. On December, 2005 Mr. Llano appeared on the cover of CRAIN’S NEW YORK BUSINESS magazine (Nov. 28-Dec 4, 2005 Vol. XXI, No. 48) discussing affordable housing issues and challenges for New Yorkers.

Mr. Llano is bilingual. He speaks and writes in two languages (English and Spanish) and was born in Fajardo, Puerto Rico. He earned an M.P.A., with specialization in urban planning/economic development and public policy from New York University in the spring of 2001. He earned a B.A. in Political Science from University of Puerto Rico at Rio Piedras campus in 1995.

ELLIOTT FIEDLER
OF-COUNSEL

Mr. Fiedler served as Legislative Director to Congressman David Obey, former Chairman of the House Appropriations Committee. Mr. Fiedler was also a senior executive at the lobbying firm of Cassidy & Associates for 10 years, represented a number of major corporations and non-profit institutions, and was one of the leaders of that firm’s university representation practice.

Mr. Fiedler has expertise in the federal budget and appropriations processes, and in issue areas including health care, energy, defense, education and economic development. Before his work as a Congressional aide, Mr. Fiedler served as a budget analyst in the Department of Health, Education and Welfare. Mr. Fiedler is an independent consultant to The National Group and other entities.

ARTHUR WU
OF-COUNSEL

Art Wu retired from the United States House of Representatives Committee on Veterans Affairs in January 2011 after having served for 16 years as the Deputy Staff Director of the Full Committee and Staff Director of the Subcommittee on Oversight and Investigations.

He played a key role in oversight functions related to the re-engineering of the Department of Veterans Affairs, especially in electronic medical records, information security, technology modernization, consolidation and integration, infrastructure reorganization, procurement reform, quality assurance, prohibitive personnel practices, patient safety, quality assurance, practitioner credentialing, research and human subjects protections, third party collections, bioterrorism, VA/DOD sharing, interoperability and seamless transition and waste, fraud and abuse activities.

He is actively engaged with various veterans’ organizations and the military services to maintain awareness of quality of life issues vital to all veterans, active, retired or former military service personnel and their families or survivors.

He was commissioned in the U.S. Army Medical Service Corps in 1970. He served in
various assignments and duties in hospital administration, medical evacuation, POW return team and health care policy. During his Army career he was variously stationed at Fort Myer, VA; Okinawa, Japan; Fort Knox, KY; Fort Lee, VA; Army Surgeon General's Representative to the Office of Civilian Health and Medical Programs of the Uniformed Services, Office of the Assistant Secretary of Defense (Health Affairs), Denver, CO; Medical Operations and Personnel Officer, VII U.S. Army Corps Surgeon, Stuttgart, Germany; and Chief, Health Care and Physical Standards, Army Surgeon General’s Office, National Guard Bureau, Pentagon. He retired from the Army in 1990.

Mr. Wu is a professional consultant on health care reform, managed care programs, veterans’ issues and base closure and realignment among many others.

**KYLE MULROY**  
**GRANT SPECIALIST**

New Jersey native Kyle Mulroy has spent more than 15 years in Washington, DC as both a senior staff member to U.S. Senator Robert Torricelli from New Jersey and as a consultant to a diverse group of corporate, non-profit and governmental agencies worldwide. Kyle left Capitol Hill in 2001 and opened the Washington, DC office of the New Jersey-based government relations firm Holt, Mulroy & Germann, and later founded Washington Strategic Consulting. His firm is one of the premier firms representing New Jersey interests in Washington providing expert grant development and writing support, legislative advocacy and high-level reporting and analysis of complex public policy.

Kyle directs all aspects of the firm’s operations and provides client service involving a full range of legislative and regulatory matters. Kyle graduated from Rutgers University with a Bachelor of Arts degree in Political Science and from the George Washington University with a Master of Arts Degree in Legislative Affairs.