



Building Relationships with the State Executive Branch

Public Affairs Council

May 29, 2025

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Agenda

1. Executive Branch Authority
2. Executive Branch Relationship-Building?
3. Defining and Knowing Your Key States
4. Key Agency Approach
5. Engagement Plan
6. Navigating Change
7. Case studies



Executive Branch Authority

- Most Executive powers flow from the state constitution to the Governor*
 - What power does the Governor have in the State?
 - Direct and full control
 - Budget and appointment control
 - Line-item veto
 - Executive Council & Appointed Boards*
 - Elected Commissioners*
 - What general approach does the Governor have?
 - What relationship do they have with their Agencies?
 - When does the Governor typically engage in policy decisions?
 - What broad agenda items relate to your priorities?
- When is the Governor's next Election?
- What is the Governor's relationship with the Legislature, the Lt. Governor, the AG, the Judiciary?



Executive Branch Authority

- State Agency authority issues to consider from state-to-state:
 - Vast array of state agencies with very unique authorities – ex. Inland Fisheries and Wildlife...
 - Oversight boards
 - Rulemaking processes
 - Legislative review of rulemakings
 - Appeals processes
 - FOIA requests
 - Citizen rulemakings/petitions



ENHANCE ★ PROTECT ★ CONSERVE



Executive Branch Relationship Building



- Evaluating your Ask or reason for engagement
- Determining if this is an Agency or Governor's Office ask
 - One or the other ... or Both?
- Administrative policymaking or engagement in Legislative process, or something else?
 - Governor's level initiative
 - Rulemaking
 - Support for your bill
 - Oppose a bill
 - Constituent connection/request



Executive Branch Relationship-Building

DO's

- Know your presence in the state
- Know your geography
- Know how to refer to people in the state
- Determining if this is an Agency or Governor's Office ask?
- Knowing the right level to make your request
- Evaluate the "who" of making the first contact
- Working with your on-the-ground counsel
- Polite persistence



Executive Branch Relationship-Building

DON'Ts

- Act like you “are from away and know everything”
- Ignore state-specific needs or concerns
- Ignore the protocols of making a formal request
- Assume that because you met staff or the Governor at NGA, DGA, RGA... etc. that they remember you and your issue



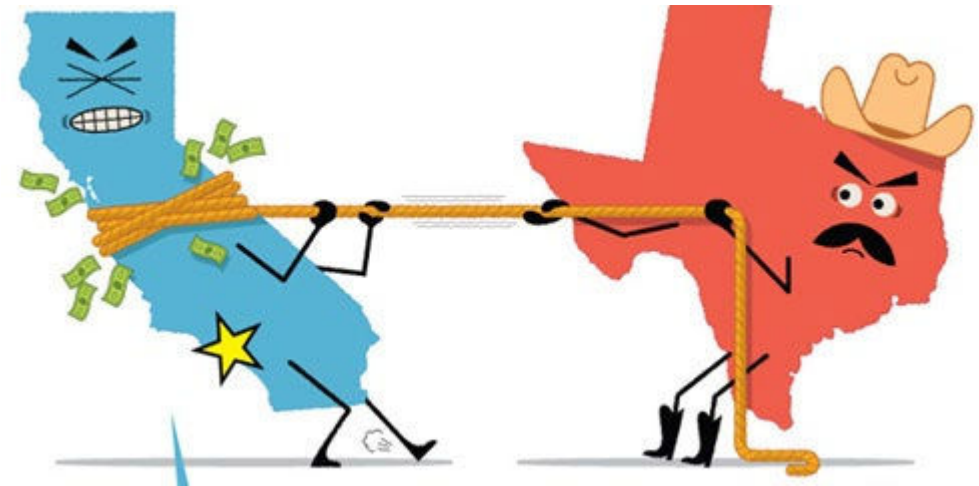
Key States

- Big Issue States

- California
- New York
- Texas
- Florida

- Innovate Policy leaders

- Maine
- Washington
- Minnesota
- Colorado
- Virginia
- Maryland



Key Agencies



Expertise of the state agency



Chairs of national coordinating agency groups



Significant presence in the state



Interest of a Commissioner



Staff engagement



Governor's priority for your issue



Engagement Plan

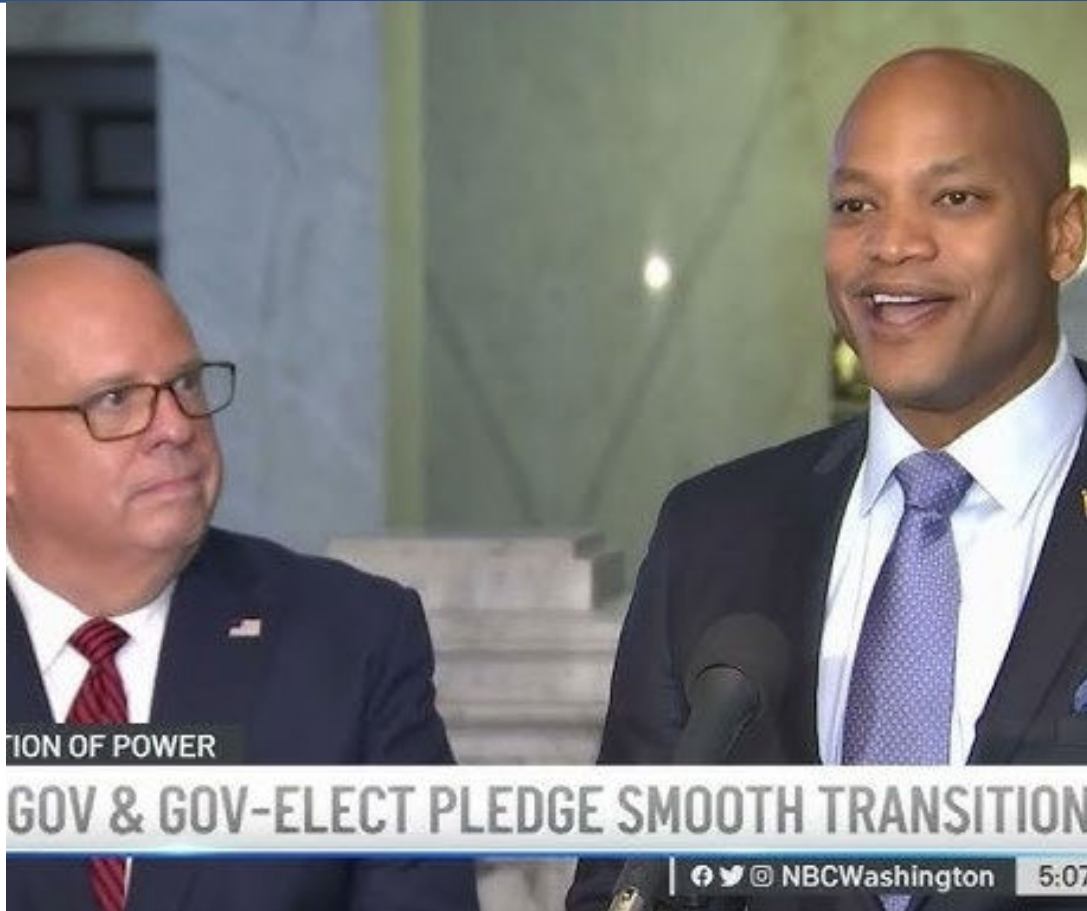


1. Identified your Ask
2. Picked your state(s)
3. Determined Governor or Agency or Both
4. Determined your initial contact
5. Made your request ...

- ❖ Polite persistence
- ❖ Find other pressure points
- ❖ Move up/down the chain of command
- ❖ Go-over their head!



Negotiating Change



- Elections have consequences
 - Commissioners take new jobs
 - Staff leave
 - Governors find new priorities
-
- ❖ Find new leaders
 - ❖ Go to other state sister state agencies
 - ❖ Engage local partners
 - ❖ Engage the Legislature



Case Studies

- Oregon Extended Producer Responsibility for Packaging - 2021
 - Agency level relationship building
 - Pre-legislative briefings
 - Direct legislative negotiations
 - Engagement in the Legislative Process
- Maine PFAS Regulation – 2021-2024
 - Legislative mandate
 - Agency engagement + pressure
 - Grassroots engagement
 - Governor's Office engagement
 - Legislative Reform



Case Studies

- New York Children's Chemicals – 2019-2020
 - Typical NY legislative process to restrict chemicals in children's products
 - Passage in June 2019
 - Engagement with Governor's Office June – December 2019
 - Chapter amendments Feb 2020 – some safe harbors, etc.
 - Pending regulatory process (purgatory)
- Massachusetts Governor Healey – Northeastern – July 2024
 - Coordinating visit to Boston Northeastern University Campus
 - Highlight AI initiatives across the state & AI Taskforce
 - Demonstrate Northeastern leadership and Robotics and Intelligent Vehicles Research (RIVER) Laboratory
 - Months of seeding ideas and polite persistence and aligning of goals





Thank You!

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