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## New York State Regulatory & Government Relations

New York State is the most regulated and politically complicated state in the nation. Many of the most highly regulated industries, including healthcare, education, and energy, among others, are subject to multiple layers of regulatory requirements, both written and unwritten. A company operating in one of those industries needs to be able to understand – and impact – the requirements, as well as the regulators and policymakers who establish and implement them.

Our team includes seasoned professionals who have worked in and around New York State government for decades. We have deep relationships at all levels and on both sides of the political aisle, with regulatory and legislative policymakers and with the entire network of individuals and organizations, both inside and outside government, who shape state policy. Most importantly, as registered lobbyists we adhere to the highest ethical standards, and share a firm belief that the quality of a client's argument is what is most important to achieve legislative and regulatory success.

Our practice includes the representation of clients before all levels of state government, including not only the agency regulators who affect highly-regulated clients on a day-to-day basis, but also senior agency staff, the Governor's Office, and the State Legislature. On the agency side, we help clients connect with the line staff whose interpretations of applicable law or decisions about agency procurements often spell the difference between success and failure for a company or project. When needed, we also connect with more senior policymakers who are often able to take a more global view of State policy goals and how they relate to particular regulatory requirements. If necessary, we can work with agency leadership to change regulations, or lobby the State Legislature to change problematic laws. Even where a client has no immediate problem, our monitoring services allow clients to stay ahead of key policy trends and help define the landscape in which they operate.