State Law Resources

Fall 2026 Bozeman

Jeff Hartgen
Chairman

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MULTISTATE


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Jeffery A. Hartgen

Chairman & Principal

Since joining MultiState in 2005, Jeff Hartgen has been an integral part of MultiState's success. He is involved in all aspects of MultiState's day-to-day operations as well as business development, including spearheading the creation and development of the firm's Lobbying Compliance Service. He joined MultiState as a vice president, after almost five years with the global consulting company, Accenture, where he served first as a business development director for Accenture's Michigan government practice and then lead its national state & local government relations efforts. In that capacity, Jeff managed lobbyists in 27 states and localities and represented Accenture before national trade associations.

Prior to Accenture, Jeff served in a variety of capacities in Michigan state government, including deputy chief of staff to the lieutenant governor, legislative liaison to the Department of Management and Budget, district and external affairs director for the senate majority leader, and policy advisor to the senate majority leader. He also served as a staff assistant to the U. S. Senate Republican Policy Committee in Washington, DC. Jeff earned his undergraduate degree with a double major in political science and history from the University of Michigan and a Master of Arts in history from the George Washington University. Jeff is a former president of the Washington Area State Relations Group, serves on the State and Local Government Relations Committee at the Public Affairs Council and is a Board Member of the State Government Affairs Council (SGAC). He has also served as a guest lecturer for the George Washington University's Graduate School of Political Management.

About MultiState

MultiState provides the full spectrum of government relations services. Our team of professionals has diverse backgrounds and areas of expertise — we are not only government relations veterans, but also issue experts, economists, experienced association executives, political compliance professionals, and more. We'll tailor a solution that's right for you.

- State Legislative and Regulatory Tracking
- Local Government Monitoring
- State and Local Contract Lobbying
- Lobbying and Political Compliance
- Research and Analysis
- Advocacy and Issue Campaigns
- Stakeholder Engagement
- Tax Policy Consulting



	Issues	Process	Risks
Lobbying	✓	✓	✓
State Legislative & Regulatory Tracking	✓	✓	✓
City & County Alerts	✓	✓	✓
Public Policy Groups Navigation	✓	✓	✓
Lobbying Compliance Service		✓	✓
Benchmarking		✓	✓
Research	✓	✓	
State Tax Policy Consulting	✓	✓	✓
Coalition Management	✓	✓	✓

The MultiState Advantage

Experience	Knowledge	Dedication
Principals & senior executives have over 300+ years of combined GR experience	42 year history of building a network of 2,000+ state lobbyists and 600+ local lobbyists	Tenure of MultiState's analysts is significantly longer than the industry average
Managing national GR program, coalitions, trade associations, and serving as issue experts	MultiState's active lobbyist network keeps us and our clients informed	Analysts' experience is often combined with advanced degrees and industry experience

MultiState Helps Lobbyists Win Business

Experience	Knowledge	Dedication
Nation's leading and largest "general contractor" of lobbying services	Provide a one-stop nationwide resource for both clients and lobbyists	Feedback loop between clients, lobbyists, and issues
We find the right fit for our clients, based on what's right for our lobbyists too	One team is our partner on a project	Fully brief lobbyists on the client's issues to prep for interview (we want you to win the assignment)

MultiState Assists Every Step of the Way

Experience	Knowledge	Dedication
Facilitate and host the client-lobbyist interview	Negotiate all fees and prepare the proposal to the client	Handle all the billing, collections and lobbyist payments
Our experience helps lobbyists price services to win	Do all the contract paperwork on both ends	File the employer lobbying registration paperwork to ensure full compliance

MultiState Partnership Leads to Success

Experience	Knowledge	Dedication
Stay in the loop and troubleshoot to solve any client-lobbyist problems	Help clients prepare budgets, plan for upcoming sessions, and coordinate renewals	Put our experience, name, and reputation behind our lobbyist team
Not a needless filter – our lobbyists report directly to the client on a daily basis	Coordinate regular client / lobbyist calls, as needed	Provide clients with issue management, strategic advice, + more

MultiState | Full-Service Government Relations

Monitor Local Government Activity

Public policymaking starts at the local level — national and state political debates often begin in cities, counties, and other local jurisdictions. Advocates and innovators are increasingly turning to city hall to enact public policy, resulting in a patchwork of laws and regulations across the country. But monitoring the actions of thousands of localities — municipalities, counties, townships, and special districts — can be a monumental task. MultiState's local service alerts you of activity before it happens, in over 4,850 local jurisdictions across the country (and growing). Learn more.

Research the Political and Policy Landscape

Keeping up with legislative proposals isn't always enough — what about current law? A comprehensive statutory, regulatory, or political analysis is a starting point to identify opportunities and challenges. MultiState's research experts will locate, sort, compile, and analyze the mountains of state and local data to provide you with a complete picture of the landscape your organization faces. We also help clients understand continually evolving state and local political trends and how political changes affect their organization and objectives. We'll do the legwork to make you an expert. Learn more.

Track State Legislation and Regulations

Issue management is the backbone of a successful government relations strategy. You need to know what legislation, rules, and regulations policymakers are debating before you can act. MultiState's tracking services arm you with the intel you need. We staff you with a dedicated policy expert who serves as an extension of your team — an analyst who knows your issues, understands their importance, and reads bills and regulations with you in mind, ensuring you receive only the information that matters to you. The umna element is what makes MultiState unique. Learn more.

Launch an Advocacy or Issue Campaign

Public policy requires long-term thinking. When you face challenges in the state and local government space, we can develop a full strategic plan to influence state and local policy based around your key issues — from identification to tracking to influencing the outcome — pulling from all the tools in our proven policy toolbox. Let us help you manage the details, so you can focus on the big picture. We'll work with you to assess the landscape, develop a strategy, and execute. Thinking strategically and comprehensively from the outset delivers sustainable results. Learn more.

MultiState | Full-Service Government Relations

Find the Right Lobbyist

Let us manage your federal, state, and local registration and reporting responsibilities so you can focus on advocacy. We can also help you navigate compliance for your Campaign Finance program. MultiState's team of compliance professionals does more than keep you in line with all the rules — we give you peace of mind. Our centralized online system consolidates all needed forms in one place, and our online guides make sure you know filing requirements and triggers before you go. Our flat-fee-based service is comprehensive and cost-effective. Our motto is: no surprises. Learn more.

Influence State Tax Policy

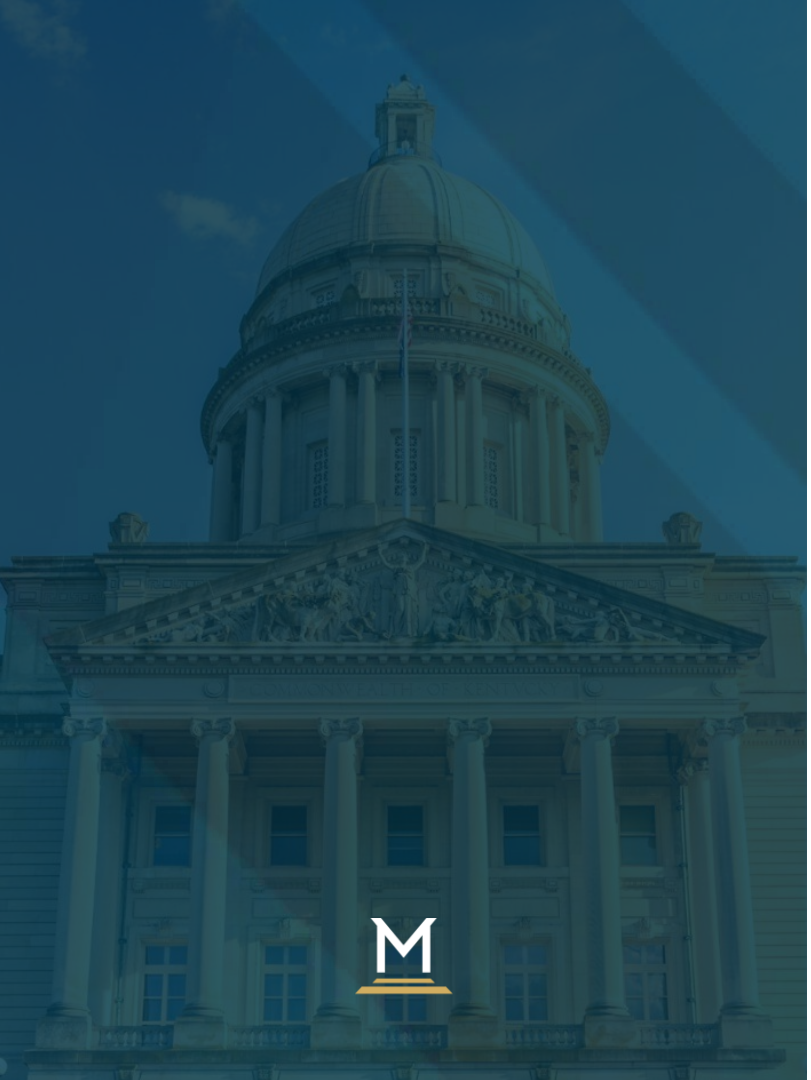
Tax policy can be one of the most challenging areas for government affairs executives. In the wake of significant changes in the economy and federal tax laws, state and local tax policy has become a top priority for large businesses and trade associations. MultiState's team understands the issues, knows the key players, and can help you effectively navigate and engage. We work with you to develop and execute a proactive multistate tax legislative agenda, provide guidance for your tax and government affairs teams, and create and refine advocacy collateral to support your efforts. Learn more.

Engage and Activate Stakeholders

Any effective government relations strategy includes a comprehensive plan for engaging with stakeholder organizations. These groups can help you push your advocacy priorities across the finish line — if you have the right plan in place. With our experts' deep network and long industry tenure, we'll help you identify the right organizations so that you can build meaningful relationships with the right people, allowing you to educate and engage with key policy influencers who will validate and amplify your message. The messenger is just as important as the story itself. Learn more.

Streamline the Compliance Process

Finding the right person to represent you isn't easy. How do you make the right choice in an unfamiliar state capitol? That's where we come in. We've helped clients find the right lobbyist for over 35 years. Multistate has long-term relationships with the nation's deepest network of lobbyists — in every capital city and hundreds of localities. When you need in-state or local representation, we'll engage the right lobbyist at the right fee, while ensuring timely and accurate compliance. There's a reason MultiState retains hundreds of lobbyists each year on behalf of our clients: we deliver value in every phase of the process. Learn more.



Streamline the Compliance Process

Lobbying compliance is serious business. Keeping up with all of the different rules, deadlines, and often confusing requirements federally, in every state, and in scores of cities and counties across the country is daunting. Do you need to attend training before you can begin advocating? Do you need a special badge before you lobby in person? When are reports due? Juggling all this while executing a sophisticated government affairs program can be a costly endeavor — in both time and resources. But it doesn't need to be.

Let us manage your federal, state, and local registration and reporting responsibilities so you can focus on advocacy. MultiState's team of compliance professionals does more than keep you in line with all the rules — we give you peace of mind. Our centralized online system consolidates all needed forms in one place, saving you time and giving you the confidence to do your job. Our online compliance guides make sure you know filing requirements and triggers before you go. Or call our experts directly, without worrying about incurring additional fees billed in six minute increments. Our flat-fee-based service is comprehensive, cost-effective, and ensures you can focus time and energy on your advocacy goals. Our motto is: no surprises.

Streamline the Compliance Process

Consolidated Filing Technology

The foundation of our compliance service is our industry-leading online system, which is a convenient, one-stop-shop that consolidates all of your filing requirements in one place in an intuitive format. You can easily identify what deadlines are coming up, what's in progress, and what you've already filed. Our team will have personalized to-do lists and notifications, and once we have the info we need, we review and submit filings on your behalf. We uncomplicate compliance for you.

Compliance Expertise Anytime, Anywhere

Our compliance pros are always here to answer your questions, help resolve any issues you encounter, and make recommendations on how you can improve your process internally. We're here every step of the way.

Comprehensive, Understandable Online Guides

For the do-it-yourselfers, you'll have access to our online compliance guides to navigate you through the rules in each jurisdiction. These quick-reference guides are mobile-friendly and easy-to-read in a FAQ format. Our guides are continuously updated as rules change and cover lobbying registration and reporting requirements, gift limits and restrictions, "pay to play" rules, social media advocacy, and campaign finance regulations. With our guides, you'll know before you go.



Track State Legislation and Regulations

Issue management is the backbone of a successful government relations strategy. You need to know what legislation, rules, and regulations policymakers are debating before you can act. MultiState's tracking services arm you with the intel you need — and they're designed to help you focus on what's important. We staff you with a dedicated policy expert who serves as an extension of your team — a MultiState analyst who knows your issues, understands their importance, and reads bills and regulations with you in mind, ensuring you receive only the information that matters to you. The human element is what makes our tracking technology unique.

Track State Legislation and Regulations

Policy Experts That Know Your Issues

MultiState is uniquely equipped to monitor legislative and regulatory activity in all 50 states, at the federal level, and in over 4,850 localities. MultiState's team of lawyers, analysts, researchers, and economists has deep expertise in public policy and the legislative and regulatory processes in each state. Most of our team have advanced degrees and have been with us for nearly a decade on average — they are seasoned professionals who understand the pace of state action and quickly adapt to cover new and emerging issues that impact you. With a sophisticated understanding of your issues, your dedicated analyst will only alert you to legislation and regulations that impact your organization, ensuring you won't waste time sifting through mountains of irrelevant activity.

An Extension of Your Team

As our experts read bills and rules, we do so with your priorities in mind. Your dedicated policy analyst will serve as an extension of your team. In addition to receiving snapshots of state legislative and regulatory activity on your schedule and according to your team's unique workflow, you can also reach out to your analyst any time to ask questions. You'll also have access to our leadership team, who collectively has decades of high-level government affairs industry experience. Plus, we can tap our network of thousands of state and local on-the-ground lobbyists across the country to get you the political intel you need on your priority bills (and refer you to the right contract lobbyist if you need more extensive representation).

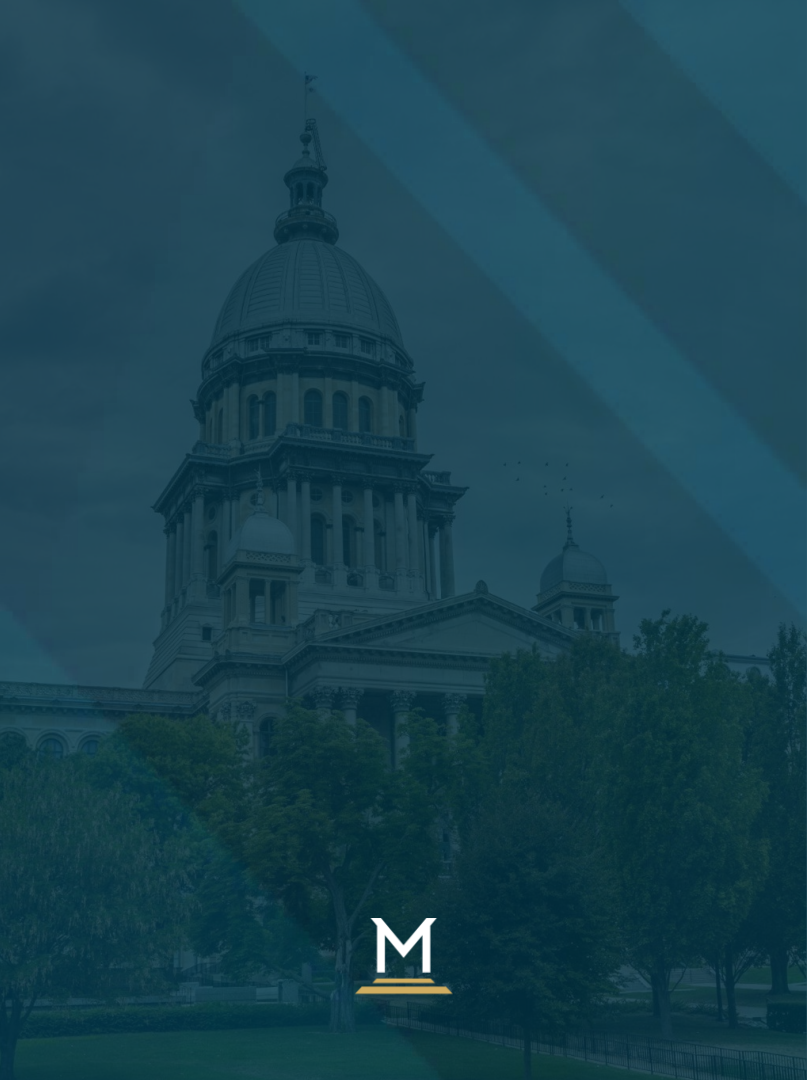
Track State Legislation and Regulations

Real-Time Monitoring in a Customized, Centralized Database

MultiState has developed a proprietary platform that is used by many Fortune 100 companies and leading trade associations to monitor state legislation and regulatory action. We work with you to create a targeted database covering priority policy issues, populated by our experienced subject matter experts. Once identified, your bills and regulations are displayed within our customizable online tracking platform with sophisticated sorting, reporting, and visualization tools. Your custom database is mobile-friendly and can be accessed anytime, anywhere, allowing you to create up-to-the-minute, automated reports that are tailored to your schedule, workflow, and team. Our experts write concise, targeted summaries of legislation and regulations, rather than simply relying on generic text provided by government agencies.

Trusted Contest and Counsel

To be successful, you need more than simple identification — you need context and counsel on what to do with that information. MultiState arms you with the information you need to act strategically and decisively, not just raw data. We conduct policy and political analyses to determine national-level trends, anticipate opportunities, and mitigate threats — so you can act with confidence to achieve your advocacy goals.. If you have a problem, we can help you solve it.



Influence State Tax Policy

Tax policy can be one of the most challenging areas for government affairs executives. In the wake of significant changes in the economy and federal tax laws, state and local tax policy has become a top priority for large businesses and trade associations. MultiState's team understands the issues, knows the key players, and can help you effectively navigate and engage.

MultiState offers a customized, strategic solution to meet your needs and can provide an early warning system to ensure you're positioned for long-term success. We work with you to develop and execute a proactive multistate tax legislative agenda, provide guidance for your tax and government affairs teams, and create and refine advocacy collateral to support your efforts.

Led by MultiState CEO Joe Crosby, a nationally renowned state and local tax policy expert, our tax policy team consists of lawyers, economists, accountants, and tax policy experts who partner with our network of over 2,000 lobbyists strategically located throughout the United States.

Influence State Tax Policy

Enhanced Legislative Tracking

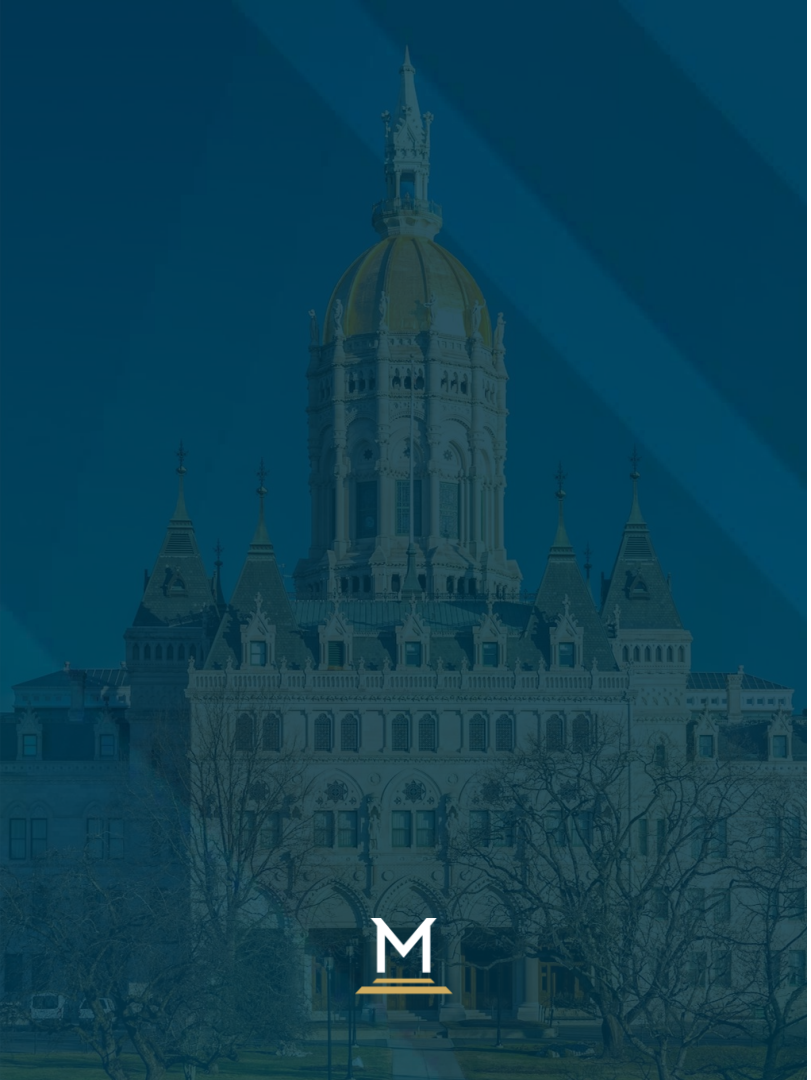
Every client receives legislative tracking services and support. A MultiState expert will become your dedicated analyst, and you'll receive regular and timely updates on newly introduced, moving, and enrolled legislation related to your key tax issues.

Policy Analysis + Internal Stakeholder Engagement

MultiState can help you understand and analyze the legislation and policy that impacts your organization. Our team can provide assistance communicating policy impacts to your internal stakeholders, such as your executive team or members. We can also help navigate media inquiries related to your tax policy priorities.

External Engagement

MultiState can support your efforts to communicate your organization's tax policy priorities externally. For example, we can create advocacy collateral such as lobbying leave-behinds, letters to lawmakers, presentation slides, legislative testimony, talking points, and position statements. We can support your direct public policy advocacy by writing white papers or media pieces, speaking at public policy conferences, testifying in state legislatures, or engaging with public policy groups. Or, if you need a more comprehensive solution, we can design and execute a full advocacy campaign to advance your tax policy priorities.



Launch an Advocacy or Issue Campaign

Public policy requires long-term thinking. When you face challenges in the state and local government space, we can develop a full strategic plan to influence state and local policy based around your key issues — from identification to tracking to influencing the outcome — pulling from all the tools in our proven policy toolbox. Let us help you manage the details, so you can focus on the big picture. Thinking strategically and comprehensively from the outset delivers sustainable results.

Influence State and Local Policy

Landscape Analysis and Strategy Development

The first step to influence policy is understanding the landscape surrounding it. What existing policies are in place? What would be better? Where are you best suited for success? With your unique perspective in mind, we'll identify key objectives and design a roadmap to get you there. Our industry veterans can survey the political landscape to locate the best opportunities, anticipate potential roadblocks, and craft public policy that evolves with the constantly-shifting environment. We'll help you zero in on the right policy answer for your organization.

Groups Management and Third-Party Engagement

Once we know the lay of the land, it's time to build meaningful relationships with the right people. From think tanks and lawmaker groups to policy influencers, media, and industry trade groups, where should you focus your attention? We'll make sure you're educating and engaging with key policy influencers who will validate and amplify your message. After decades in the industry, we know that effective state and local government relations programs need a strategic approach to national membership organizations, often referred to as "the Groups." The Groups provide opportunities for businesses and other organizations to engage and develop relationships with policymakers and key stakeholders on priority issues. MultiState can audit, advise and assess your current engagement, help you design and activate a plan, and ensure you're engaging strategically and efficiently and achieving intended results.

Influence State and Local Policy

On-the-Ground Advocacy Networks

The messenger matters just as much as the message — who should tell your story? When it comes to influencing state and local policy, recruiting on-the-ground advocates is vital. We'll build the right advocacy network to speak for your issue, and if necessary, hire lobbyists, create a coalition of stakeholders, and launch a grassroots and social media campaign. As network builders, we can do it all.

Sharpen Your Communications

What's the best way to articulate and share your message? Our communications and policy pros will make your organization's voice stand out from the crowd, from helping with voice and tone to creating engaging, persuasive, and vibrant physical and digital content.

Efficient Internal Process

We can take care of the day-to-day tasks that drive government affairs work, like managing your coalition, consolidating your on-the-ground lobbyist reporting, or streamlining your compliance process. Or, you can elect to outsource some or all of your lobbying needs to us — and we provide a dedicated full-time staffer to manage your state and local program, or a team to run your association. Let us keep track of logistics so you can focus on strategy and execution, no matter the size of your government affairs shop.

Key Issues on the Horizon for 2027

Healthcare Affordability

- Blue states are likely to lean into making state subsidies more available for the marketplace, if they have a state-based exchange.
- Red states (and some blue states) are beginning to incentivize insurers to spend a certain proportion of their annual spend on primary care for enrollees; this is viewed as a long term play.
- Might see some states really start to jump into authorizing employers' use of individual coverage health reimbursement arrangements (ICHRA), which is a type of new health care coverage option that allows businesses to provide tax free reimbursements to employees for premium payments and other qualified medical expenses (i.e., employees can go on the exchange and pick the plan they want).
- Will continue to see efforts to reform prescription drug pricing and a continued focus on limiting PBM flexibility for revenue generation.

Key Issues on the Horizon for 2027

HR1 and Medicaid

- Over the next ten years, states will face more than $1 trillion in lost federal Medicaid revenue; the significant financial burden will start to hit states in 2028 after they've felt the first wave of churn and disenrollment due to work requirements applied to the Medicaid expansion population.
  - Heading into 2027, the biggest administrative hurdle states are facing are implementation of work requirements for the Medicaid expansion; there remains ongoing litigation (oral arguments on Oct. 20) from 20+ blue states relative to whether CMS exceeded statutory authority in its Interim Final Rule providing guidance to state medicaid agencies on implementation on a few things, most notably is a very narrow medical frailty exemption from work requirements (that was expected to not be nearly as narrow based on the statute).
  - Otherwise, as states prepare for 2028 impending revenue shortfalls to its Medicaid program, they will begin contemplating (if they haven't taken action already) relative to reimbursement cuts for providers and coverage benefit reductions for enrollees (i.e., could see a lot of states consider removing optional Medicaid benefits, like dental services from the Medicaid adult population).

Key Issues on the Horizon for 2027

Data Centers

- Data Center Moratoriums - New York became the first to enact a statewide moratorium for one year
- Non-Disclosure Agreements - Related to construction
- Regulatory Frameworks - protecting ratepayers, grid reliability, energy sourcing, noise mitigation, water usage
- Tax incentives - reversals

Key Issues on the Horizon for 2027

AI & Future of Work

- Federal preemption: State regulation of artificial intelligence was inhibited this year by an executive order issued by President Trump threatening the withholding of broadband funding for states that enact onerous AI regulation. However, the administration has been slow to identify state laws it finds problematic and has yet to follow through in enforcement. Still, it has had a chilling effect on some states. Colorado amended its landmark AI law, paring it back to only require disclosure and certain consumer rights when AI is used to make a "consequential decision" in fields like employment, education, health care, housing, and finance.
- Transparency instead of regulation

- AI and licensed professional services

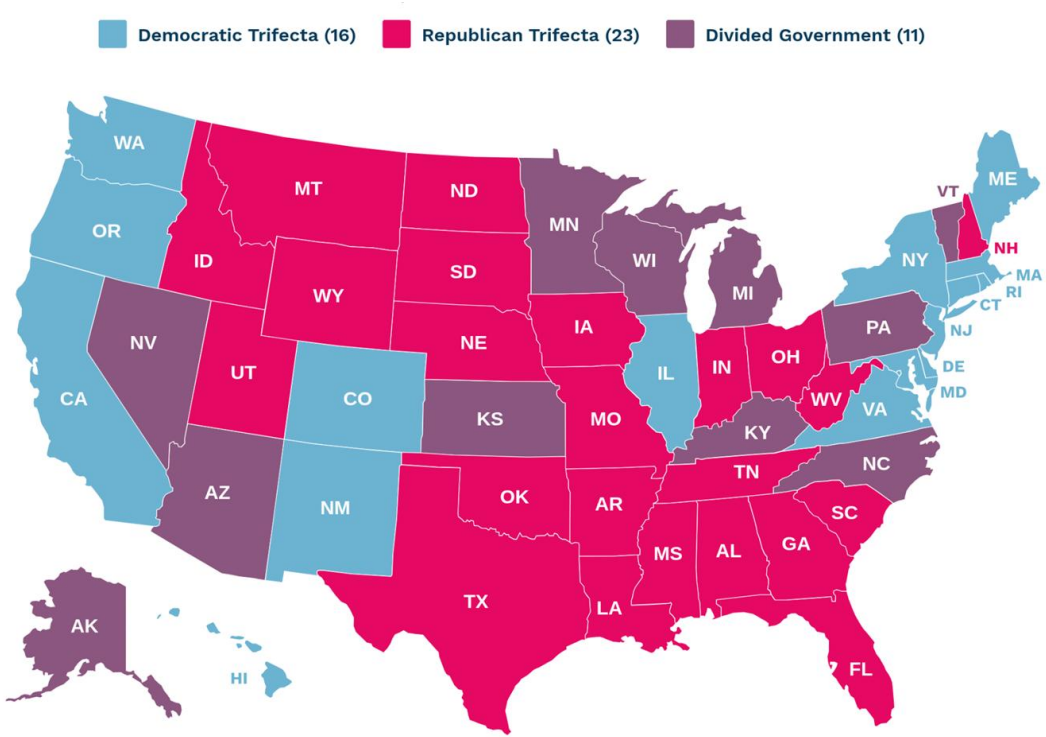
Concerns over AI providing services that can only be provided by a licensed human, particularly in mental health services, has prompted laws prohibiting such services. Other licensed services such as attorneys and accountants could be next.

- AI impact on the workforce has been slower to develop

Politically, States Are More Divided Than Ever

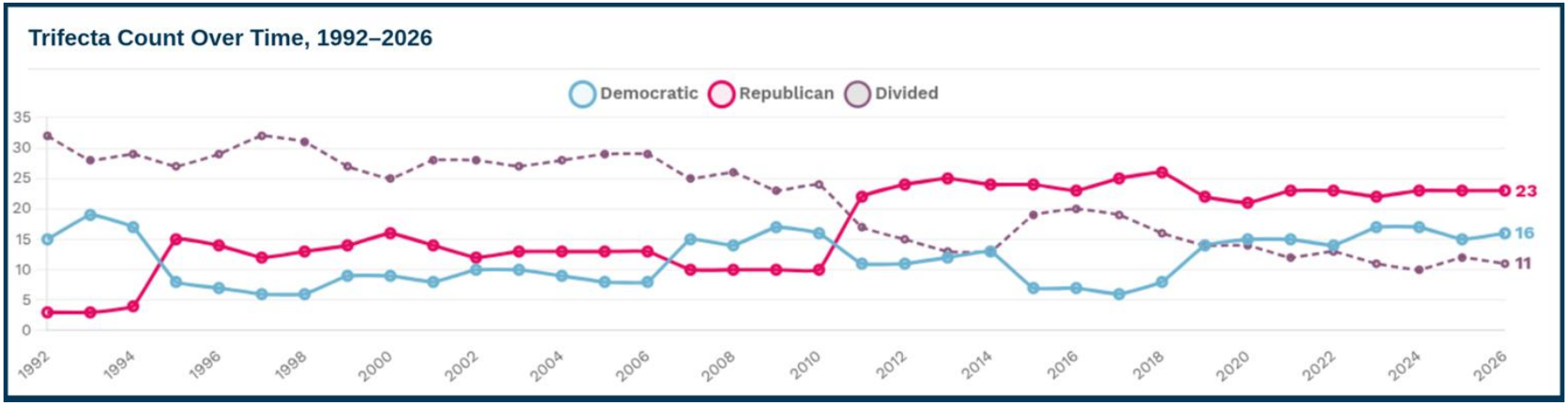
Today, we have a near record total of **39 trifectas** in 2026 (down slightly from 40 in 2024). Only **11 states** are not under single party control.

"**Trifecta**" = same political party controls both chambers of the legislature and the governor's mansion.



Source: MultiState · multistate.us · July 2026

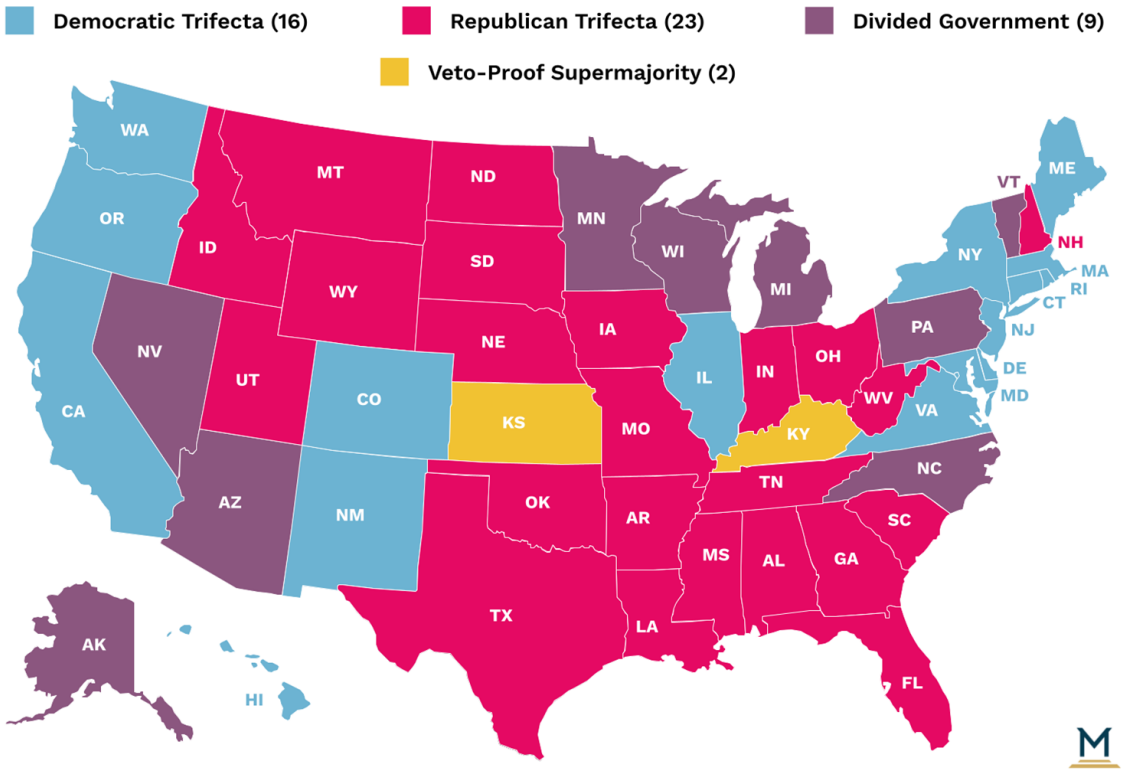
We're at nearly a record high of single party control of states in the modern era.



Why Supermajorities Matter

Our states are more divided than ever and it gets worse if you include states with veto-proof supermajorities in the legislature that have the ability to override the vetoes of the opposing party governor.

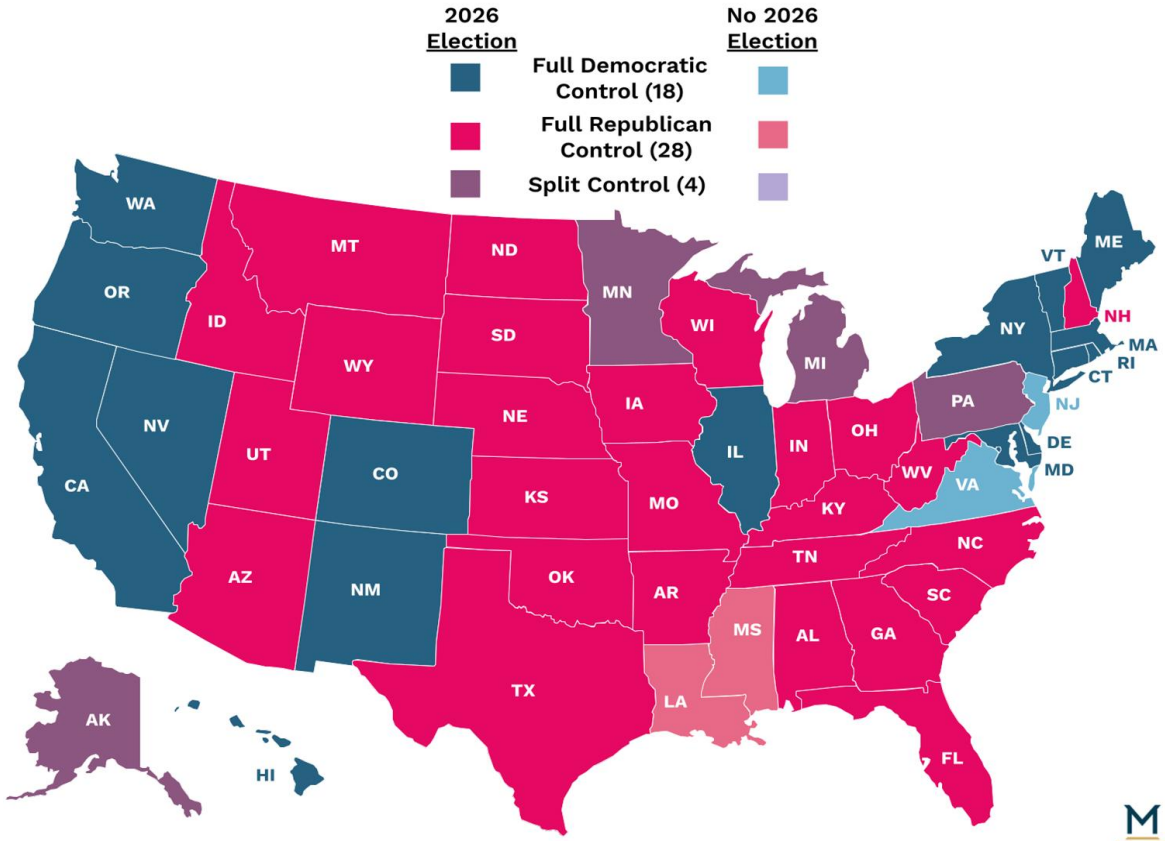
In that case, we're down to **only 9 states** (up from 6 in 2024) with truly divided government where the political parties must come together to enact policies and avoid minority party roadblocks.



What about elections in 2026?

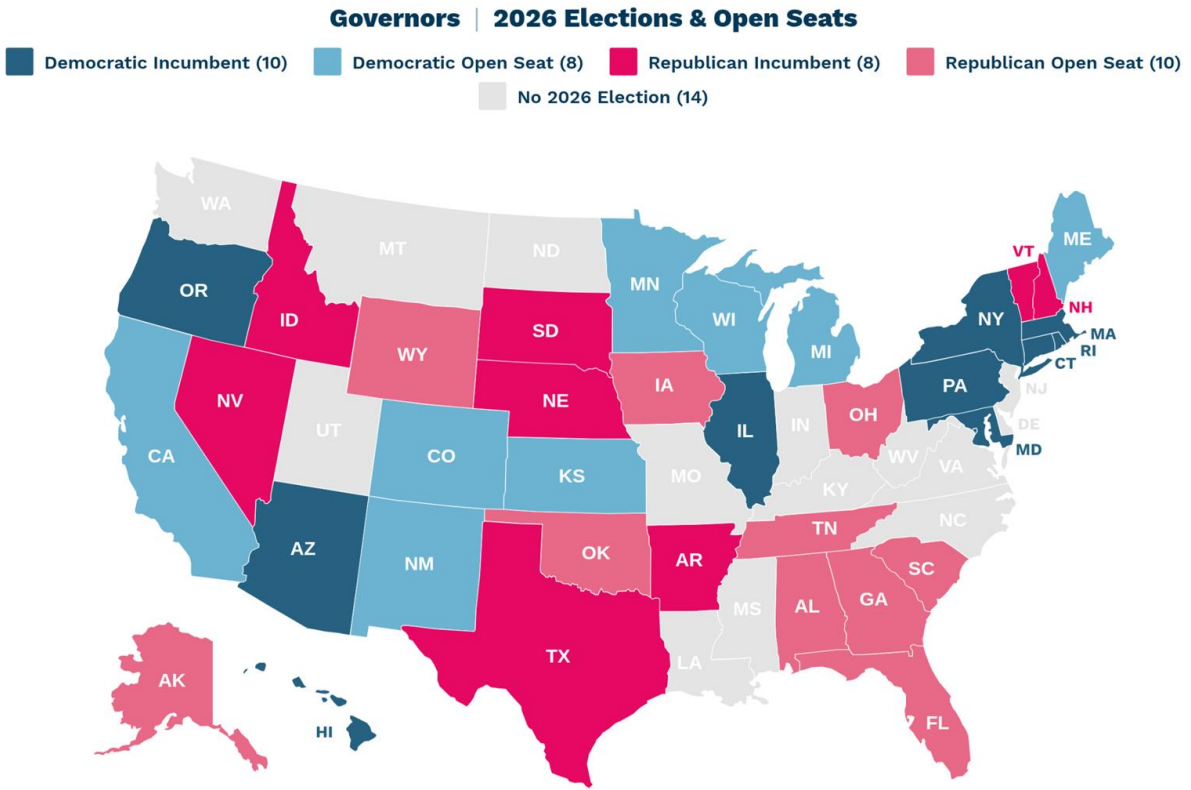
2026 State Elections by the Numbers

- **6,139 state legislative seats** up across across 46 states (88 of 99 legislative chambers).



2026 State Elections by the Numbers

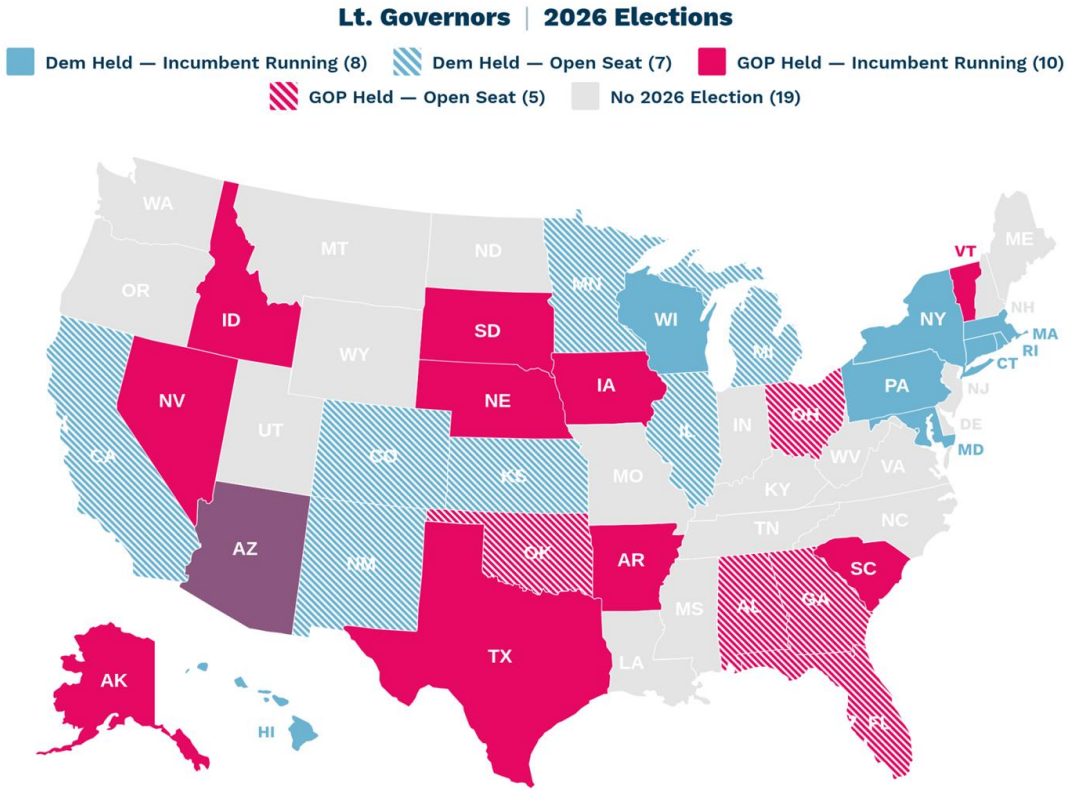
- **6,139** state legislative seats up across across 46 states (88 of 99 legislative chambers).
- **36 governor's seats** up this year with at least 18 of those being open seats.



Source: MultiState · multistate.us · July 2026

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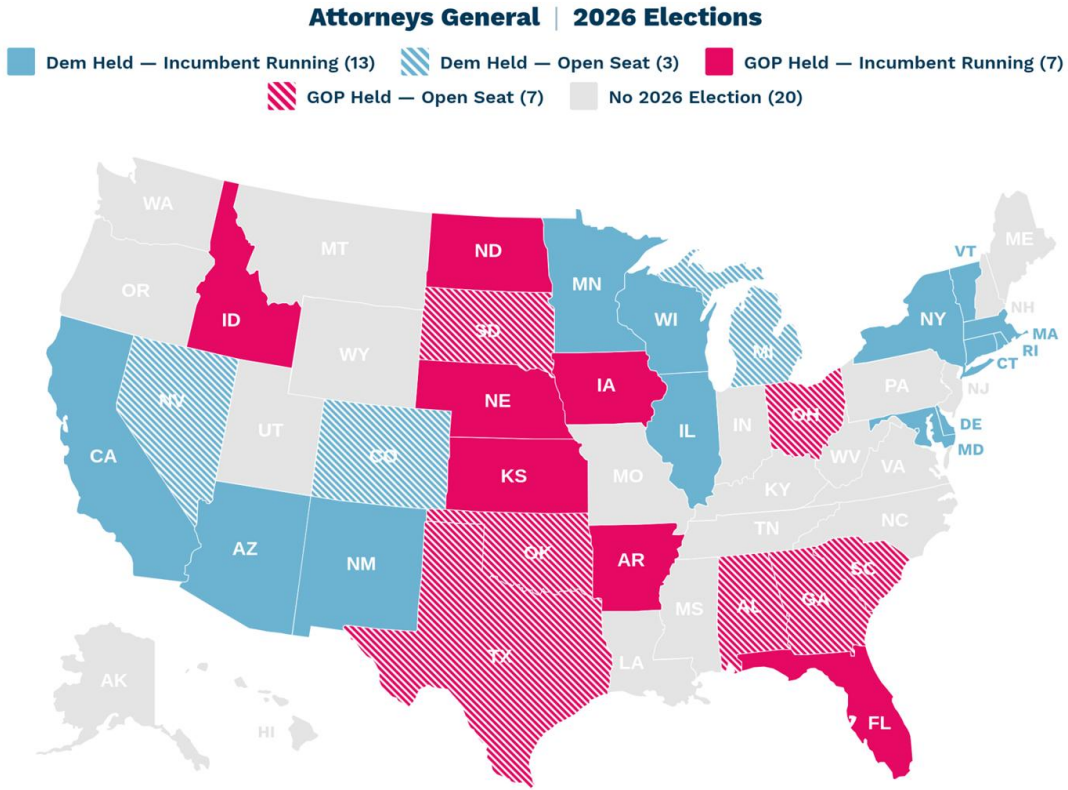
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- 31 lieutenant governor elections



Source: MultiState · multistate.us · July 2026

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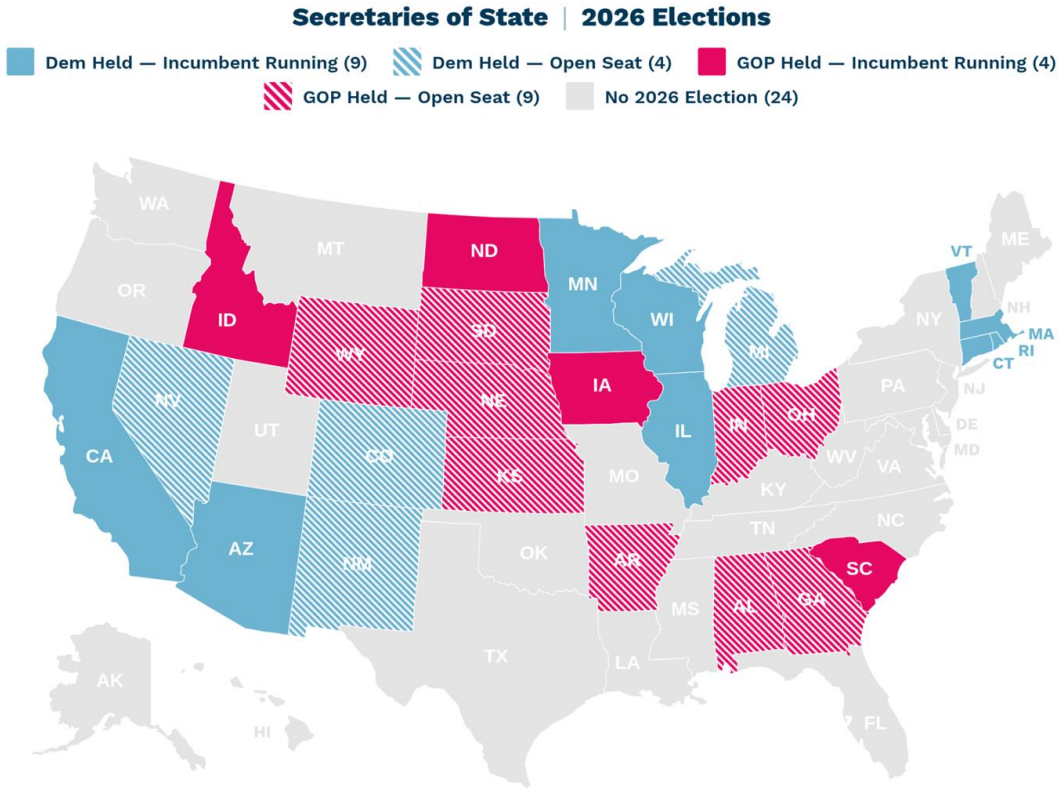
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- **30 attorney general elections** (10 open seats).



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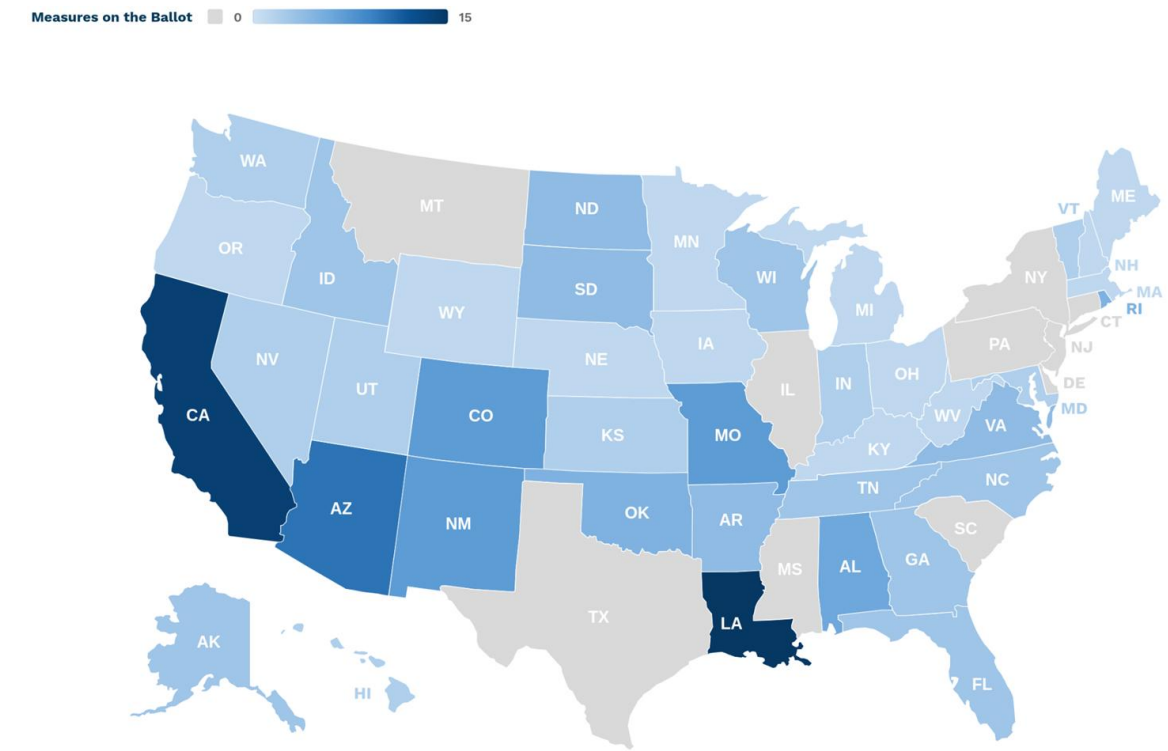
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- **26 secretary of state elections** (13 open seats).



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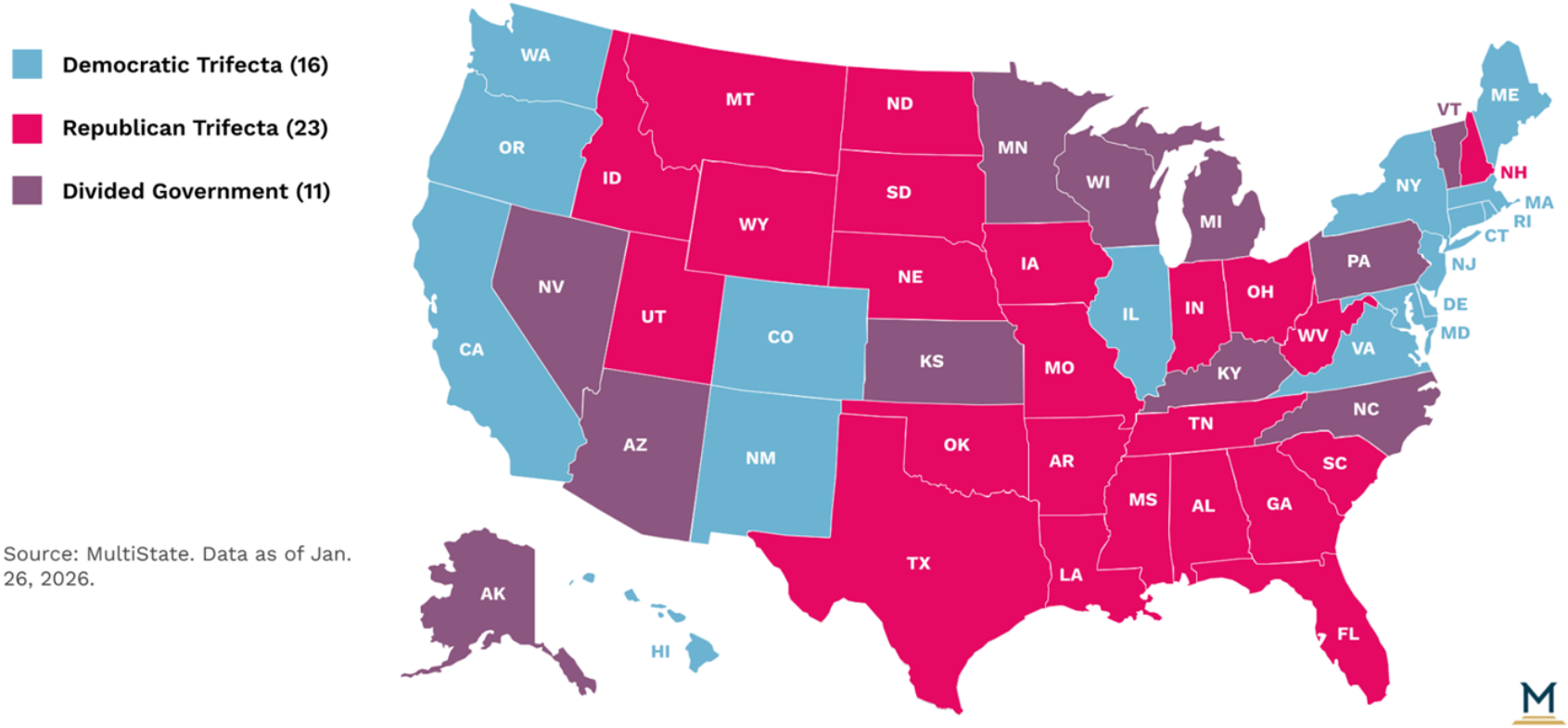
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- **31** lieutenant governor elections
- **30** attorney general elections (10 open seats).
- **26** secretary of state elections (13 open seats).
- **141 statewide ballot measures** certified this year



Source: MultiState & Ballotpedia. 141 measures across 40 states in 2026.

Trifectas | 2026 Partisan Breakdown

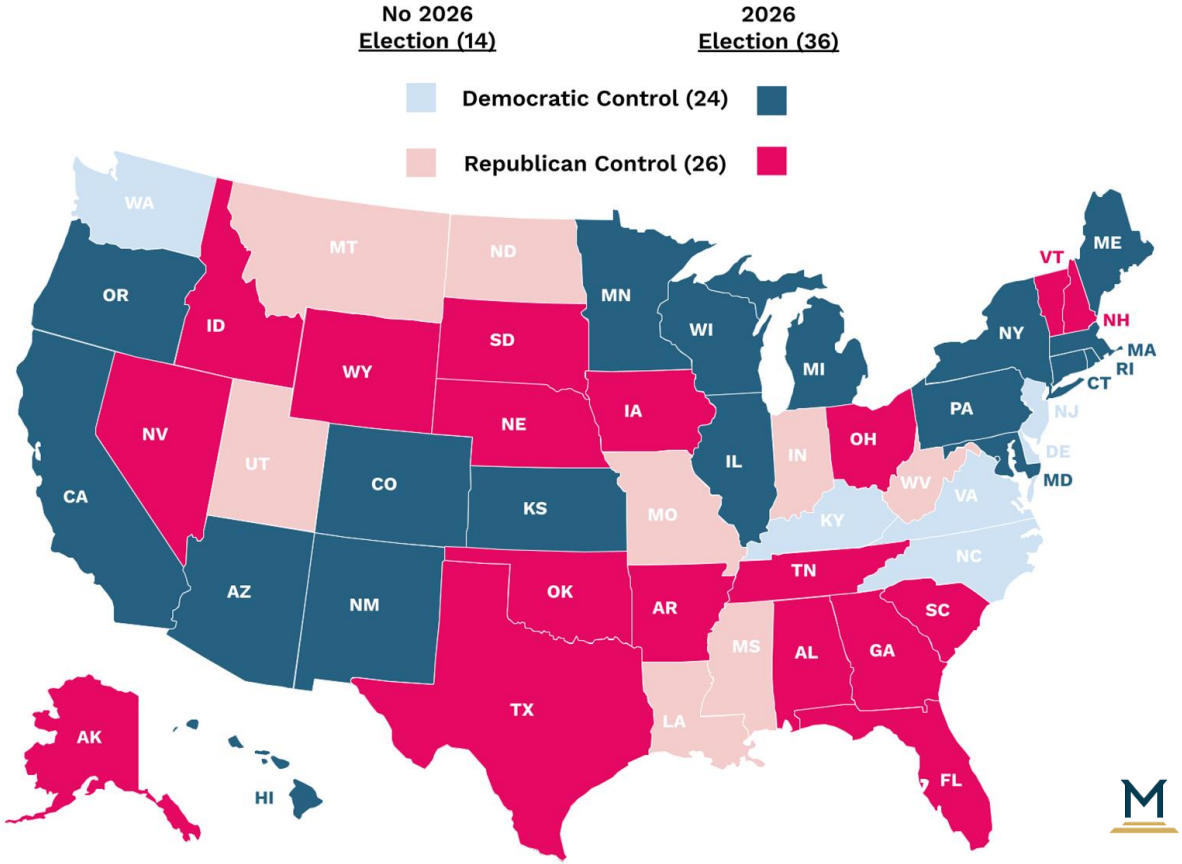


Source: MultiState. Data as of Jan. 26, 2026.

2026 Governor Elections

On Nov. 3, 2026, **36** states will have a gubernatorial election.

Of those, 18 are currently held by Democrats and 18 are held by Republicans.

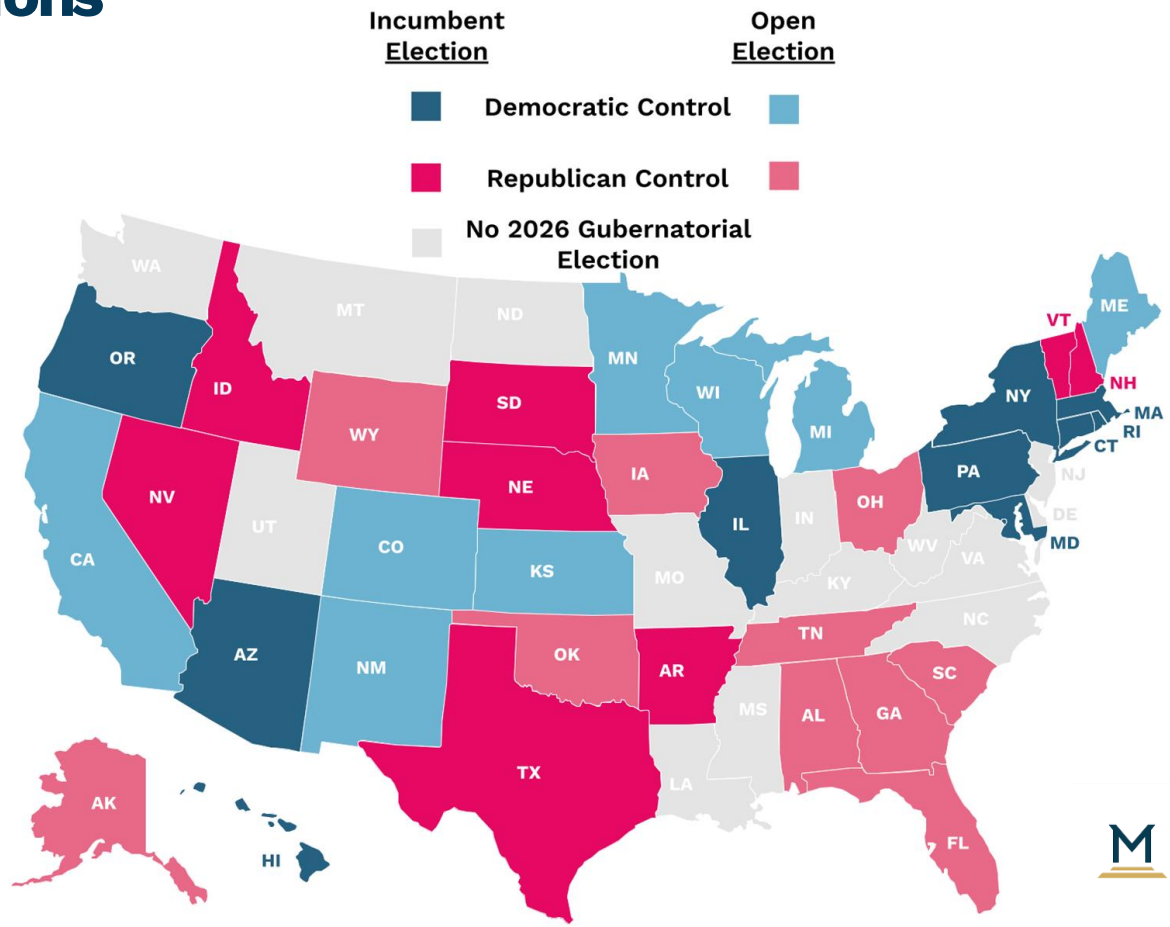


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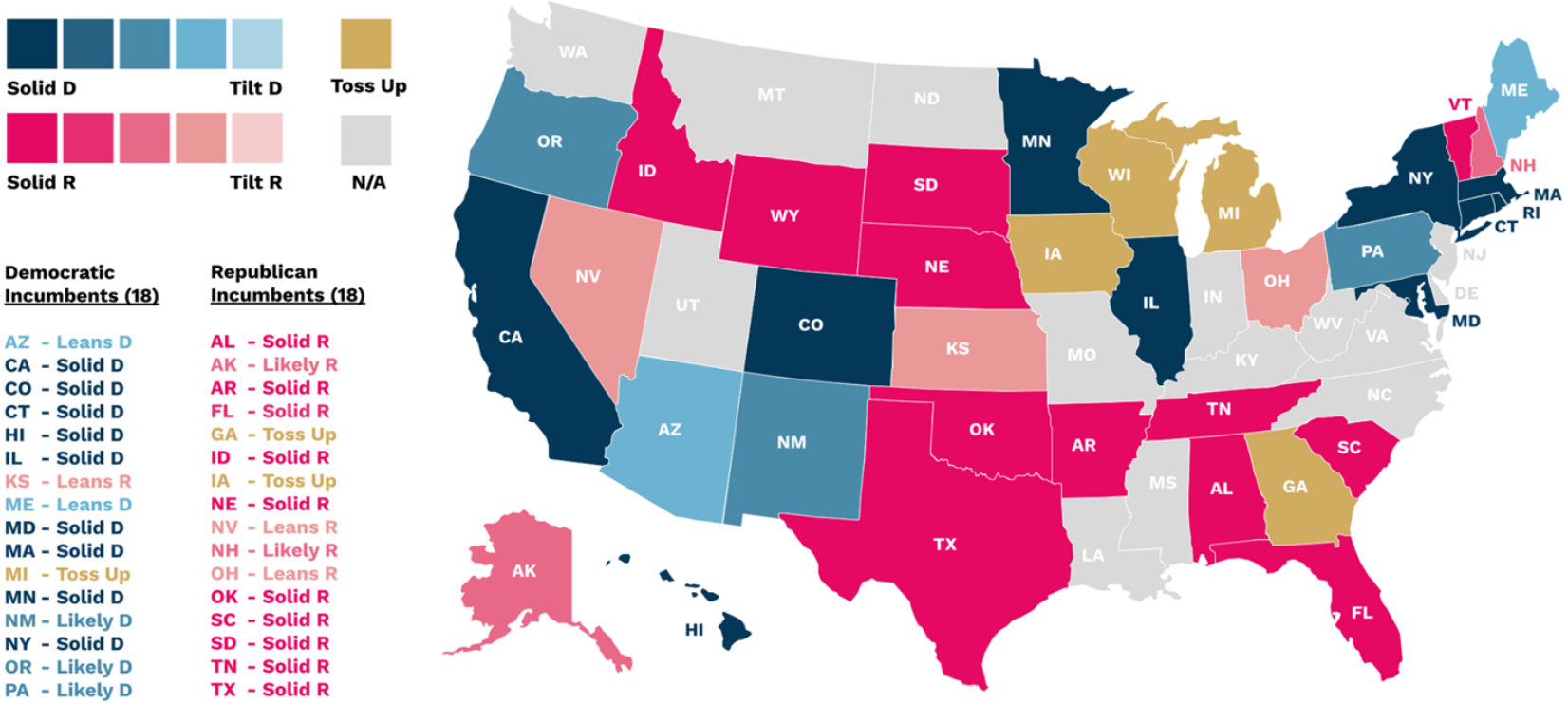
On Nov. 3, 2026, **36** states will have a gubernatorial election.

Of those, 18 are currently held by Democrats and 18 are held by Republicans.

And at least half (18) of the 2026 gubernatorial elections will be for **open seats**.



Governors | States with Elections in 2026



Democratic Incumbents (18)

AZ - Leans D
CA - Solid D
CO - Solid D
CT - Solid D
HI - Solid D
IL - Solid D
KS - Leans R
ME - Leans D
MD - Solid D
MA - Solid D
MI - Toss Up
MN - Solid D
NM - Likely D
NY - Solid D
OR - Likely D
PA - Likely D
RI - Solid D
WI - Toss Up

Republican Incumbents (18)

AL - Solid R
AK - Likely R
AR - Solid R
FL - Solid R
GA - Toss Up
ID - Solid R
IA - Toss Up
NE - Solid R
NV - Leans R
NH - Likely R
OH - Leans R
OK - Solid R
SC - Solid R
SD - Solid R
TN - Solid R
TX - Solid R
VT - Solid R
WY - Solid R

Source: MultiState. **Data as of June 12, 2026. Notes**: Currently, there are 26 Republican and 24 Democratic governors with 36 total gubernatorial seats up for election in 2026. Election ratings are from Sabato's Crystal Ball.

2026 Legislative Elections

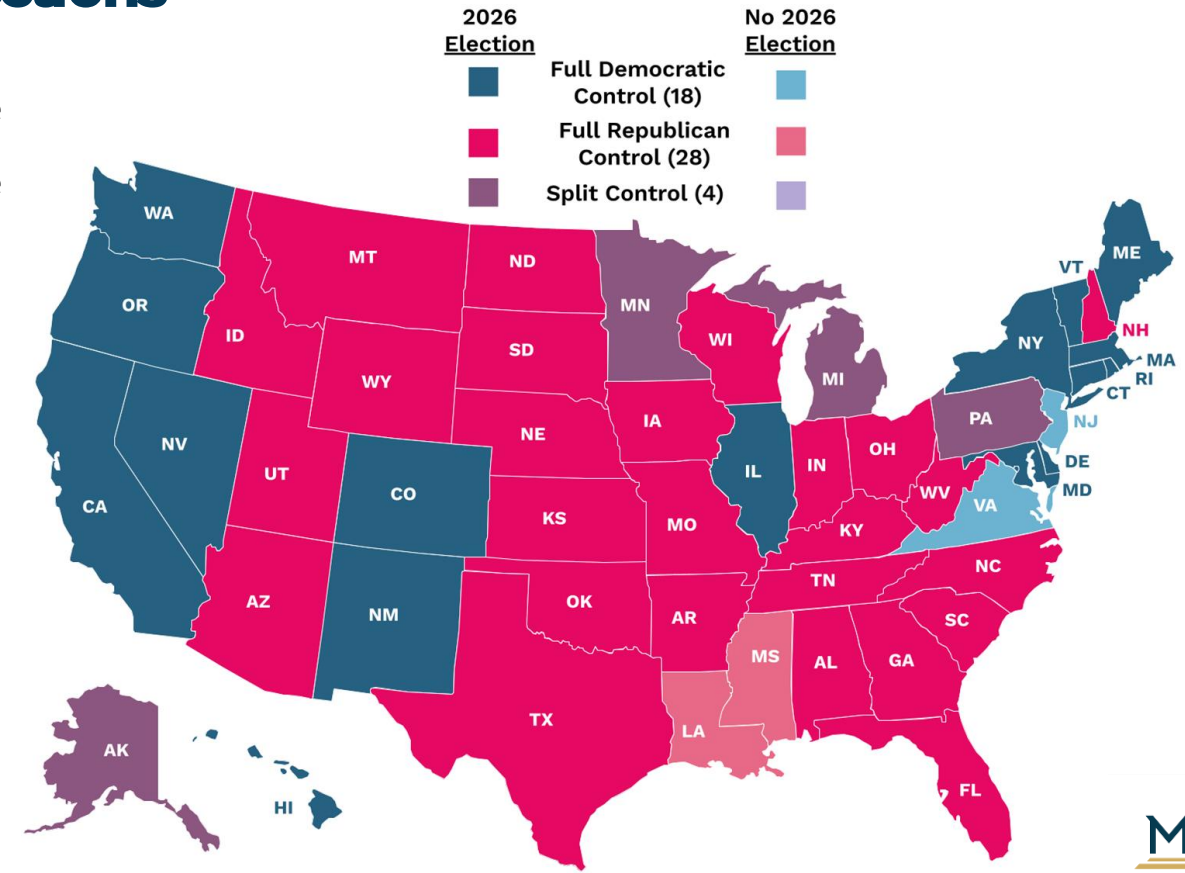
On Nov. 3, 2026, **88 of 99** legislative chambers are up for election across **46 states**. Roughly 5,800 of the 7,386 state legislative seats across the country.

Toss-Up Chambers:

- **AZ Senate (R) + AZ House (R)**
- **MI Senate (D) + MI House (R)**
- **MN Senate (D) + MN House (tied)**
- **NH House (R)**
- **WI Senate (R) + WI House (R)**

Leans Chambers:

- **NH Senate (Leans R)**
- **ME House (Leans D)**
- **PA House (Leans D)**
- **PA Senate (Leans R)**





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MULTISTATE