



NATIONAL  
ASSOCIATION OF  
ATTORNEYS GENERAL

## 2019 STRATEGIC PLAN

NATIONAL LEADERSHIP THROUGH  
EXCELLENCE IN PUBLIC SERVICE





# Mission Statement

The Association serves as the national forum for attorneys general and their staff to collaboratively and effectively address issues important to their work and provides resources to support the work of the offices of attorneys general in protecting the Rule of Law and the United States Constitution.

## Values

### Dedication

To provide outstanding support to the Association's members as they serve the people of their state, territory or district.

### Integrity

To adhere to the highest level of personal and professional ethics in all Association endeavors, bearing in mind that every member is accountable to the people of their state, territory or district.

### Collaboration and Cooperation

To seek the views and experiences of Association members on issues NAAG addresses and to provide members with opportunities to share their knowledge, experiences, viewpoints, and insights.

## Engagement and Inclusiveness

To provide a forum where Association members can engage their colleagues on matters of mutual interest in a congenial and inclusive atmosphere where all opinions are respected.

## Leadership, Listening, and Understanding

To encourage and facilitate the exercise of thoughtful, virtuous, courageous and committed leadership in historical and contemporary context for the common good and for transcendent purposes, even at member's or members' conscious choice of facing controversy.

## Vision

To be recognized as a premier national and international governmental organization committed to the Rule of Law and effective analysis, training, research, and support in the legal arena.

## Introduction

In 2013, a Strategic Planning Committee, authorized by the Executive Committee of the National Association of Attorneys General (NAAG), drafted the 2014-2019 Strategic Plan, which was built upon the 2009 Strategic Plan that had guided the Association's success over the previous four years. The 2014 Committee recognized that the changing political and economic landscape required a reappraisal of NAAG's priorities. The 2014 Strategic Plan reflected that analysis and set a course for the Association's continued growth and success.

Once again, the Executive Committee authorized a Strategic Planning Committee (Committee) to draft the next strategic plan for approval at the 2018 Fall Meeting. The Committee began its work by first assessing the Association's progress on accomplishing key initiatives from the 2014 Strategic Plan. Portions of those initiatives that continue to be relevant to the mission of the Association, or are ongoing or incomplete, remain in the 2019 Strategic Plan. The Committee believes that any organization's plan for the future must be both clear and concise. The passage of time and the need to respond to changing events require a plan that is both nimble and adaptive to the needs of the membership. The Association

staff must work within the framework of the plan and periodically assess the progress made in implementing the priorities identified in the plan. For these reasons, the Committee recommends that the Executive Committee review the plan annually.

The goal of this Committee was to build upon the many successes of the Association over the past 111 years of collaborative work. Central to the Committee's deliberations in crafting the 2019 Strategic Plan were the experiences of the Association over the previous four years and the Committee's best assessment of the challenges and opportunities going forward. In that context, the Committee discussed many potential new and existing priorities and considered the financial and organizational status of the Association, its dynamic membership, the governmental and policy environment, trends in the areas of interest to the Attorney General community, and the federal-state relationship.

The Committee paid particular attention to this Association's long-standing tradition of promoting and facilitating collaboration in areas of the law and policy within the members' jurisdiction and authority, and of importance to the American people. The Committee believes that the work of the Association is more

important and relevant to our nation than ever before, especially in maintaining the integrity of the office of the attorney general, and in protecting the Rule of Law and the United States Constitution.

## Challenges and Opportunities

The strength of the Association comes from the active participation and engagement of its membership — the 56 attorneys general and their staff. As the chief legal officer in their respective jurisdictions, each attorney general has the capacity to bring a level of knowledge and experience, and a diversity of thought to matters which affect their constituents and those of their colleagues. It is in the collective efforts of the membership that an attorney general’s voice and influence on a national level can have the most impact. In an environment in which the membership face change, in both its composition and in the priorities that are established, it may be difficult to retain the engagement and support of the association’s membership. It is imperative that attorneys

general are made aware of the opportunities that membership in the Association provides and that the affiliation is one based in integrity and trust.

The Committee believes that the current political dialogue in our Country, particularly at the national level, provides both opportunities and challenges to continuing and enhancing the effectiveness and success of the Association. Maintaining statesmanship<sup>1</sup> in an increasingly polarized and partisan environment may present a challenge to the Association and its membership. It also offers an opportunity for commitment to full and open debate in a neutral environment that recognizes political and regional diversity. The 2019 Strategic Plan reflects these challenges and opportunities and seeks to enhance the ability of Association members to work collaboratively and effectively in an atmosphere of professionalism, collegiality, and cooperation.

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<sup>1</sup> Any words included in this document are intended to be gender-inclusive.

# Priority One

## Increased Involvement and Collaboration

Central to the continued vitality and success of NAAG is the collaboration among the attorneys general that extends across all geographic, political, and organizational interests. Ensuring that the Association's organizational structure and operations encourage cooperation, consensus, and inclusiveness remains a priority moving forward. The Association will promote activities and opportunities for members to work together on issues in a manner that fosters an environment of civility, dignity and ethical leadership and that enhances NAAG's reputation and standing as an influential professional organization.

### Strategy

Expand the Association's interactions with partner organizations and Congress, leveraging NAAG's standing as an inclusive organization.

### Initiatives

- ✦ Provide appropriate federal legislative support to individual attorneys general, such as assistance with Congressional testimony, coordination and promotion of sign-on and policy letters, and joint legislative initiatives of shared interest in light of NAAG's focus and mission.
- ✦ Solicit opportunities for dialogue with other organizations and Congress.
- ✦ Facilitate attorney general visits with members of Congress to present issues related to NAAG policy as identified in previously issued sign-on letters and support continued follow-up information sharing as needed with recipients and sponsors of NAAG sign-on letters and resolutions.
- ✦ Explore mechanisms to promote and coordinate speaking requests and opportunities for attorneys general to discuss matters of NAAG policy with external audiences.
- ✦ Participate in international delegations when appropriate opportunities are available.

## Strategy

Create interactive meeting environments that encourage participation, engagement, and relationship-building by attorneys general and their staff.

### Initiatives

- ✦ Design meeting content to include relevant topics, delivered by quality presenters.
- ✦ Use a variety of learning platforms, such as concurrent tracks and breakout sessions.
- ✦ Solicit thought leaders with subject matter expertise to participate at meetings and conferences.
- ✦ Feature panels composed of participants with diverse viewpoints, providing an opportunity for dialogue and debate.
- ✦ Integrate appropriate functions at meetings to encourage informal relationship building and networking.
- ✦ Provide flexible event schedules that allow time for optional meetings.

## Strategy

Expand learning opportunities and dialogue on the topics of ethical leadership and professionalism.

### Initiatives

- ✦ Offer additional training and mentoring to new attorneys general and their senior staff on these topics.
- ✦ Include opportunities to discuss issues related to ethical leadership and professionalism in subject matter presentations at NAAG meetings.
- ✦ Create opportunities for all attorneys general to advance the understanding and appreciation for the Rule of Law and the United States Constitution.

## Strategy

Endeavor to have diverse representation in Association leadership roles.

### Initiative

- ✦ Strive to maintain diversity and political balance in the composition of the NAAG Executive Committee and all other NAAG committees.

# Priority Two

## Effective Communications

Effective communication is critical for advancing the Association's mission and increasing its national role and impact. The Association will improve and expand internal and external communication, as well as the NAAG brand, and facilitate more information sharing among the offices of attorneys general.

### Strategy

Initiate new marketing and branding efforts that heighten the visibility of the attorney general community.

### Initiatives

- ✦ Explore hiring a consultant to prepare a brand strategy that may refine the NAAG brand.
- ✦ Generate materials that highlight resources available to the public through NAAG and the attorney general community.

### Strategy

Expand and communicate the on-boarding process for new attorneys general and senior staff.

### Initiatives

- ✦ Expand orientation programming for new attorneys general and newly appointed senior staff to provide information about the resources and services that NAAG offers its members, as well as the overall membership benefits.
- ✦ Contact new attorneys general regarding the on-boarding process.
- ✦ Review and, as necessary, revise the Welcome Package to include information illustrating the benefits derived from NAAG membership.
- ✦ Explore options to increase opportunities for individual attorney general briefings and introduce a process for follow-up contact after orientation.
- ✦ Improve the mentoring program for attorneys general and develop a similar program for new senior staff.



## Strategy

Facilitate information sharing between and among NAAG and the attorney general community and regularly communicate the benefits and value of NAAG membership to the offices of attorneys general.

### Initiatives

- ✦ Increase the use of technology and its platforms to provide information to attorneys general and their staff that describes NAAG services and resources, and how participation in NAAG events and NAAG Committees can benefit the attorney general community.
- ✦ Develop a process to synthesize information provided at NAAG meetings for distribution to the attorneys general.
- ✦ Ask the attorneys general to designate primary and secondary contacts who have the responsibility to timely respond to NAAG requests.

## Strategy

Develop and implement a Communications Plan, with follow-up evaluation of its effectiveness.

### Initiatives

- ✦ Craft audience-specific messaging that drives awareness efforts internally and externally and enhances the NAAG brand.
- ✦ Evaluate social media tools and the NAAG website, and adjust the design as needed, with new functions and content, including the use of a members' only area.

## Strategy

Develop the scope and impact of Association committees as an evolving national voice on significant matters.

### Initiatives

- ✦ Commit to deliverables in areas related to the work of the committees.
- ✦ Publicize the work and accomplishments of committees to the members, and ensure that committees serve as a resource to offices of attorneys general and their constituents.
- ✦ Ensure regular committee meetings with topical agendas.

# Priority Three

## Enhanced Member Services

The Association will work to enhance valuable membership services to meet the evolving needs of the attorney general community by leveraging technology, strategically communicating information about NAAG resources and services, and increasing the accessibility of the Association's unique resources available to attorneys general and their staff.

### Strategy

Improve the Association's knowledge and use of technology to provide support to the attorney general community.

### Initiatives

- ✦ Explore the possibility of creating innovative centers, including a technology and analytical center, that may offer informational, educational, and/or operational tools to the attorney general community.

- ✦ Serve as intermediary for multiple offices to combine software development efforts, data storage solutions, and ways to address other evolving technology needs.
- ✦ Review existing policies, processes, and procedures, and make revisions as necessary, to identify any cyber security issues and ensure security and integrity of NAAG systems.

### Strategy

Promote and enhance the presence, purpose, and services offered by the Center for Supreme Court Advocacy to ensure that all interested members receive appellate and United States Supreme Court litigation resources and assistance.

### Initiatives

- ✦ Provide to the offices of attorneys general an outline history of state attorney general cases before the United States Supreme Court, to be prepared by NAAG staff.
- ✦ Actively assist in the cooperation among offices of attorneys general offices in the amicus process in cases involving non-ideological issues.

## Strategy

Provide appropriate support to attorneys general in addressing emerging issues relevant to their work in the areas of consumer protection and public health and safety.

### Initiatives

- ✦ Enlarge the focus of the Center for Tobacco and Public Health on tobacco related health issues.
- ✦ Expand NAAG and NAGTRI's efforts to address public health and consumer protection issues that are of common concern throughout the attorney general community.
- ✦ Through the NAGTRI Center for Consumer Protection and with Executive Committee involvement and approval, evaluate and streamline the multistate process to make it more efficient and effective. Any agreed upon changes to protocols and processes shall be implemented by the Executive Committee.

## Strategy

Ensure that all Association members can readily identify and access NAAG resources to accomplish their goals.

### Initiatives

- ✦ Develop a technical assistance (membership services) center as a one-stop platform through which members can explore NAAG services, seek guidance, make service requests, and track progress.
- ✦ Work with Association members to develop customized plans that respond to individual member needs.
- ✦ Ensure that all staff members at NAAG are aware of key resources and assign staff liaisons to members to orient them to NAAG's offerings and coordinate NAAG's efforts in responding to member needs.
- ✦ Provide guidance to members regarding the process for designating liaisons in the attorneys general office to respond to NAAG requests and to update NAAG on staffing changes.

## Priority Three (cont.)

### Strategy

Leverage the expertise and experience of attorneys general staff to develop a growing cadre of subject-matter experts in order to optimize office administration.

### Initiatives

- ✦ Expand bandwidth of the Association's management review team to reach more attorney general offices and provide timely reviews on topics of interest to individual offices, with a focus on providing Strategic Internal Reviews to respond to pressing needs, including management, technology, and employee development.
- ✦ Establish a formalized selection process and draft a code of conduct for members of the management review teams and provide them with appropriate training and feedback.
- ✦ Create an advisory committee composed of technology officers within the attorney general community and facilitate regular discussions to exchange ideas, collaborate and identify areas for potential NAAG assistance.

### Strategy

Empower NAAG to maintain a high-quality and diverse professional staff in a competitive market.

### Initiatives

- ✦ Pursue recruitment, hiring, and retention practices that ensure the Association continues to have a knowledgeable, skilled and diverse professional staff.
- ✦ Increase professional training and development opportunities for NAAG staff.

### Strategy

Increase the outreach by NAGTRI. The NAGTRI Strategic Plan, which includes the following priorities, is incorporated by reference:

- ✦ Continue and enhance responsible governance.
- ✦ Ensure financial soundness.
- ✦ Meet the increasing demand for high quality, practical training and application of learning to the work of the attorney general offices.
- ✦ Expand research.
- ✦ Promote NAGTRI activities.
- ✦ Expand capacity domestically and internationally to further professional development, research, and training opportunities.

# Priority Four

## Finances

The Association recognizes the importance of sustaining its financial stability and independence. The Association will continue to engage in comprehensive budgetary planning and execution marked by rigorous oversight, sound financial decisions, and the pursuit of a variety of funding opportunities and resources to enable NAAG to advance its mission.

## Strategy

Continue to maintain financial independence.

## Initiatives

- ✦ Cultivate reliable and sustainable sources of funding to support essential activities and infrastructure.
- ✦ Educate offices of attorneys general about the importance of directing unrestricted settlement funds to NAAG.
- ✦ Solicit federal and private grant proposals that are consistent with the mission of the organization and support the attorney general community.
- ✦ Increase internal operating efficiencies in order to align financial systems with the most cost-effective and updated accounting practices.

# Strategic Planning Committee

## Attorneys General

**Jeff Landry**, NAAG President and Louisiana Attorney General

**Tim Fox**, NAAG President-Elect and Montana Attorney General

**Karl Racine**, NAAG Vice President and District of Columbia Attorney General

**Ellen Rosenblum**, Oregon Attorney General

**Doug Peterson**, Nebraska Attorney General

## Attorney General Staff

**Natalie Ludaway**, District of Columbia Chief Deputy Attorney General

**Bill Stiles**, Louisiana Chief Deputy Attorney General

**Millard Mulé**, Louisiana Communications Director

**Jeff Mateer**, First Assistant Attorney General, Texas Office of the Attorney General

## SAGE

**Patrick Lynch** (RI)

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## Members of the Strategic Planning Committee



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