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**Written Testimony by Jonathan A. Duecker
Chief Of Staff
Office of Attorney General
Commonwealth of Pennsylvania**

SENATE OF PA
SECRETARY'S OFFICE

Thank you for allowing me to discuss the Office of Attorney General, its breadth of mission, and the tremendous work our people do on behalf of the citizens of our Commonwealth.

I am presently the Chief of Staff for the Office of Attorney General and have been in this position since April of 2015. I report directly to Attorney General Kane and am in charge of all of the administrative, personnel, logistical, and support functions of the office. The office is comprised of approximately 830 attorneys, Special and Narcotics Agents, and support staff assigned across the Commonwealth. Under General Kane's leadership, I am responsible for management services, human resource management, management of Information Technology resources, vehicle fleet services, law library support, facilities management, labor relations with two labor unions and management personnel, personnel recruiting, hiring and terminations, background investigations, agency budgeting and comptroller functions, liaison to the Pennsylvania legislature and the Governor's cabinet departments and agencies, the Attorney General's press office, and all other non-law related functions of the office as the Attorney General directs.

Prior to becoming the Chief of Staff, I was the Special Agent in Charge of the Bureau of Narcotics Investigation and Drug Control for the Office of Attorney General. In that position, I directed approximately 225 narcotics agents in 8 regions statewide and one mobile team deployed to high-threat areas across the Commonwealth. I was additionally responsible for 22 special agents and supervisors assigned to the Philadelphia Gun Violence Task Force.

Prior to joining the Office of the Attorney General, I was the Senior Counterterrorism Advisor to the Committee on Homeland Security in the US House of Representatives responsible for providing advice, counsel, and perspective to the full Committee on a broad range of domestic homeland security, counterterrorism, military affairs, and civilian law enforcement issues as well as geopolitical and threat issues and events around the world.

Prior to joining the Committee staff, I spent two years in Abu Dhabi, UAE providing security and counterterrorism counsel to the Critical National Infrastructure Authority (CNIA), Abu Dhabi's designated agency charged with protecting the Emirate's oil, gas, potable water infrastructure, air/seaport security, and nuclear power security.

Previous to that, I was the Assistant Commissioner for Counterterrorism in the New York City Police Department (NYPD) where I served as the Police Commissioner's advisor on City-wide counterterrorism strategy, policy, plans, programs, and training. I was also the senior NYPD civilian assigned to the FBI's New York Joint Terrorism Task Force (NY JTTF) where I was in charge of over 140 detectives and senior leadership from the department.

Immediately prior to joining the NYPD, I was the Director of the Office of Homeland Security for the Commonwealth of Pennsylvania under the leadership of then-Governor Edward G. Rendell. I have served as a Special Agent with the US Drug Enforcement Administration in the Philadelphia Field

Division and served in the United States Navy as a Naval Flight Officer with the EA-6B "Prowler" Electronic Combat community on several fleet aircraft carriers. I retired as a Commander in the US Navy Reserves and have almost 30 years of experience in Signals Intelligence, Counterterrorism Intelligence, Counter-Intelligence, and Counterdrug Intelligence collection and analysis. I graduated from the United States Naval Academy at Annapolis, Maryland and the University of Wisconsin Law School. I am an active member of the Wisconsin Bar licensed to practice law in the state of Wisconsin and the Eastern and Western Federal Districts of Wisconsin.

To begin, I would like to point to a comment made by Senator Wiley during testimony provided on November 18, 2015. He stated:

"...we are especially interested in what will be presented today in regard to the inner-workings of the Office of the Attorney General. Hopefully, the information that you provide today, coupled with previous testimony and information, will allow the committee to produce a final product that is fair, impartial, and transparent."

I read with great care the transcripts of testimony provided by senior legal members of the OAG and am now compelled to correct and/or add to the accuracy and completeness of the record. I owe it to all OAG personnel to ensure that the citizens of the Commonwealth understand what we do, especially outside of the practice of law. It is true that we are the Commonwealth's law firm responsible for criminal prosecutions, civil and consumer protection litigation, and appeals. To leave the impression that our range of roles and responsibilities is limited to our legal efforts is to ignore or marginalize the public policy, investigative, and administrative functions of the office and the people who are responsible for them. My testimony is not comprehensive; it is not intended to be all-encompassing. It is intended to encourage this panel, and those interested in knowing something about their Office of Attorney General, what Attorney General is responsible for outside of the practice of law, and to look at the broad range of Constitutional and statutory responsibilities and authorities inherent in this office.

While there is no accurate way to characterize what part of the Attorney General's roles and responsibilities are legal and non-legal in nature, it is clear that most of them are non-legal. This Attorney General, and Pennsylvania, are not unique in this respect. General Kane's discussion with many present and former Attorneys General from throughout the US confirms that nearly 90% of what they do on a daily basis is the operation of the office, including public policy, budget management, program management, investigations and operations, and other areas discussed below. When the PA Supreme Court suspended General Kane's law license, it specifically stated that the suspension was NOT intended to remove her from office, a distinction that clearly demonstrates that the Supreme Court understands her vast responsibilities outside of the practice of law.

As the elected chief executive for the office, Attorney General Kane is chief representative to local, state, federal, and international law enforcement leaders and agencies on behalf of the Commonwealth. She is the steward of funds provided by the legislature for all of the missions and responsibilities that come with the office. Well beyond the practice of law, Attorney General Kane exercises leadership and authority, both statutory and moral, on a broad range of public policy, public safety, and public protection issues. First and foremost, she is accountable to the people we serve and protect, the citizens of Pennsylvania.

During testimony provided on November 18, 2015, Senator Yaw stated the following:

“In 1978, the citizens of Pennsylvania decided that we should have an elected Attorney General. And anybody who runs for elected office, including the Office of Attorney General, runs on some kind of a philosophy, whether it's -- I mean, drugs or child abuse or human trafficking or something, something that they tell the voters out there that they're going to emphasize. If you elect me, I'm going to do this, this, this, and this, or this is what I'm going to do. Now, what has been done in light of this current situation by you guys is -- it's great. But the difference is, you don't owe that same responsibility to the voters that the Attorney General does or did when that person runs for office. You're committed public servants. I understand that. You're doing your job the best that you can see fit, but the engineer for this train is not there, and that's, I think, the issue that we're all wrestling with.”

Senator Yaw's comment accurately depicts the distinction between the elected Attorney General, her position of being directly accountable to the roughly 13 million citizens of Pennsylvania, and her policy philosophies, and those subordinate lawyers and non-lawyers charged with respecting her authority and carrying out the Constitutional and statutory missions of the office at her direction. However, I must take issue with his notion that her legal status has resulted in a leaderless, directionless agency. The “engineer for this train” is present and the office is functioning and serving the Commonwealth under Attorney General Kane with distinction as it was her first day in office.

The official transcripts of the testimony of November 18th reflect an Office of Attorney General that is comprised of lawyers, with exclusively legal functions, and support staff. Moreover, when asked what this Attorney General could do outside of the practice of law, one Executive Deputy Attorney General's answer was as follows:

“So the vast majority of work that she does is legal work. There are, of course, other things the Attorney General does. She does public appearances, she does speeches. We run a contest every year among schools to have students draw anti-drug messages for a calendar. There are a lot of those public functions, but the vast majority of the work of the Attorney General is legal work.”

This absurdly narrow characterization of the Attorney General's roles, responsibilities, and authorities grossly ignores those outside of the practice of law and serves neither this office nor the citizens of the Commonwealth that she took the oath to protect and serve.

During testimony on November 18th, there was almost nothing mentioned to this panel about the Attorney General's position as, and more importantly the implications of, PA's chief law enforcement officer as defined in the Commonwealth Attorney's Act. Notwithstanding the obvious legal implications with being in that position, the responsibilities of being the Commonwealth's chief enforcement officer are extremely broad and deep. The OAG's jurisdiction is defined by over 25 state statutes. However, starting and pursuing investigations on behalf of or to protect the citizens of PA entail considerations well beyond the criminal or civil statutes that this office relies on for its prosecutorial authority. If that were not the case, this office, like all of our district attorney offices statewide, would be crushed by the mandate to investigate and prosecute every potential crime encountered, an absurd proposition that the PA Legislature well understands given its yearly budget deliberations.

Every prosecutor's office in the nation must prioritize investigations and prosecutions based upon considerations not necessarily legal in nature, such as budget issues and constraints, inter-office resource management and allocation, prominence of the crime as viewed by the general public, impact on crime as a function of displacement or deterrence, and a vast array of other issues that the chief law enforcement officer is empowered to decide as a matter of public policy and because that chief law enforcement officer was elected to reflect the concerns of the public at large. A prosecutor's discretion is not typically impugned because that discretion is an exercise of privilege not solely based upon or controlled by statutory law.

The record is silent on Attorney General Kane's numerous policy initiatives and office restructuring efforts that have allowed the OAG to better serve the citizens of the Commonwealth. For example, General Kane fought for and received significant funding an expanded Child Predator Unit, which included experienced personnel, mobile forensic vehicles deployable throughout the state, and technical resources needed to exploit systems used by child predators. General Kane sought and received funding for the OAG's Mobile Street Crimes Unit, a first-ever model for deploying agents, analysts, and attorneys to high threat areas in Pennsylvania. The mission and focus of OAG's Office of Military and Veterans Affairs has greatly expanded under General Kane due to the commitment of this office to help and protect Pennsylvania veterans that sacrificed so much for the Commonwealth and the nation. General Kane mandated a complete overhaul of our Consumer Protection Bureau that resulted in a restructured office, resolution of voluminous citizen complaints, and a more efficient way of handling consumer complaints, from relatively minor issues up to large-scale fraud, price gouging, internet scams, cell phone bundling, gas land leases, and others.

The record is silent on the budget requested by and given to the OAG. As with most agencies and departments whose mission is far greater than the funding provided to deal with that mission, the Attorney General spends considerable time prioritizing mission areas that need funding. General Kane views the budget season as being 12 months long and never ending. Divisions, offices, sections, and units within the OAG compete against each other for a slice of a pie that never seems to adequately feed everyone. Nonetheless, General Kane and her administration continuously assess all of our missions, review our investigations, and examine changing priorities based on the spectrum of threats to PA and where resources are best directed based on public policy. As a result of her leadership on the mission priorities of the office, General Kane has realized three straight years of funding increases, particularly in the areas of drug enforcement, child predator, gun violence, Medicaid fraud, and Insurance fraud.

Also missing from the testimony provided, despite being asked, is the administrative and logistical functions of the OAG outside of the practice of law. The OAG's complement stands at nearly 830 personnel, two-thirds of which are either law enforcement agents or support staff. There is no ambiguity with respect to who runs the non-legal aspects of the office notwithstanding testimony that "the issue of personnel is a very tricky one with regard to who controls hiring, firing, and other matters" in light of General Kane's legal status. There is a chief of staff and commensurate chain of command responsible for everything non-law related that ensures efficient, effective administrative, logistical, and operational practices and procedures are in place to accomplish this office's law enforcement mission and to protect the Commonwealth. To be clear, there is no uncertainty with respect to roles and responsibilities, legal

and non-legal, which flow from the Attorney General's oath and ultimate mission to protect and serve all Pennsylvanians.

The Attorney General and her administrative and operational chains of command encompass a broad range of responsibilities that more accurately reflect her position as the second highest elected public policy official in the state. Whether it is redefining the strategic priorities of the office based upon today's criminal threat, requesting or obligating a budget well over \$100M, making personnel decisions for an agency comprised of hundreds of employees, managing 20 OAG facilities and a fleet of over 300 vehicles, or representing the citizens of the Commonwealth to local, state, federal, and international leaders and agencies, reliance on staff attorneys for purely legal issues has not and should not change. Of course legal decisions and their implications add to the Attorney General's broad array of non-legal considerations, but legal decisions alone do not exclusively define nor necessarily impact the Attorney General's vast public policy responsibilities.

Testimony is on the record with respect to the practical impact of the Attorney General's legal status to past, present, and future investigations and prosecutions and the universe of potential scenarios that may affect criminal defendants and their status. Our criminal division routinely encounters novel legal arguments through the normal course of prosecutions and subsequent appeals. It is the nature of this line of work. Nonetheless, several courts at the state and federal levels have already dismissed attempts by defense counsel to argue that the Attorney General's legal status jeopardizes this office's authority to prosecute on behalf of the Commonwealth. Moreover, scaring the general public or alarming the legislature as to the spectrum of potential legal scenarios without the benefit of something more than simple supposition is reckless, at best.

Throughout their testimony on November 18, senior OAG attorneys testified that the vast majority of legal decisions are made by senior lawyers at or below the rank of Executive Deputy Attorney General and that only rarely do legal issues go to the Attorney General for deliberation. Attorneys General in general, just as senior partners in large law firms, must necessarily rely on subject matter expertise and practical experience found well below the chief executive. It is no different in the OAG. More often than not, legal issues that reach the Attorney General's desk are addressed and contemplated for public policy, budgetary, or other non-legal reasons. For example, the decision to sign off on a wiretap order must include budget and investigative priority considerations outside of whether there is sufficient legal justification. Moreover, I as chief of staff am privy to a wide array of what may be termed "privileged" documents or material, yet the current record reflects that the Attorney General herself is precluded from such exposure or knowledge. That proposition is absurd; any Attorney General could not fulfill their Constitutional and statutory responsibilities outside of the narrow practice of law under those circumstances.

If there remains any question as to what the Office of the Attorney General does on behalf of the Commonwealth, no one needs to look further than our official website. Likewise, if there is any question as to the vast array of missions, roles, responsibilities, and moral authorities that are inherent to the position of Attorney General in PA, visit our website. This office is dedicated to the overall mission of protecting all Pennsylvanians, but especially those citizens that cannot protect themselves, such as children, the elderly, veterans, the incompetent, etc. For the purposes of ensuring that this record

accurately reflects what the Attorney General does outside of the practice of law, and how the OAG accomplishes its vast mission set, I have outlined just a few examples below.

Immediately upon taking office in 2013, Attorney General Kane initiated a statewide restructuring and refocus on strategic drug investigations and prosecutions that target external, strategic sources of supply of narcotics and dangerous drugs. Integral to General Kane's new strategic approach was a deliberate, systematic integration of what had been eight semi-autonomous BNI regions into one comprehensive statewide effort. Our investigations now overwhelmingly reflect the strategic threat and have been very successful in countering that threat. This effort did not require a law degree or an active license; rather, it relied on the leadership and insight to change operating parameters that had been in place for decades.

Attorney General Kane's new strategic approach to Pennsylvania's opioid and heroin abuse epidemic was an immediate realization of and response to the fact that the entire state is affected by the scourge of prescription pills and heroin. When confronted with a public safety and health issue as serious as the ongoing heroin epidemic, there are two elected state-level chief executives in Pennsylvania that have both the actual and the moral authorities to address them: the Governor and the Attorney General. This epidemic has General Kane's undivided attention and she is working diligently to address it.

Very early into her administration, Attorney General Kane created Pennsylvania's first of its kind Mobile Street Crimes Unit, or "IMPACT." This mobile concept was another new initiative of General Kane's that required separate line funding from the General Assembly. IMPACT deploys to smaller jurisdictions throughout the Commonwealth based on strategic threat assessments and the local authorities' ability to address their drug threat. The unit combines the expertise of over a dozen OAG Narcotics Agents from around the state with the knowledge of local police and county detectives to combat drug trafficking, gang-related violence, and associated crimes at the street-level. To date, IMPACT has had extremely successful deployments to Hazleton, Harrisburg, and the Northern Tier of Pennsylvania and is preparing for another deployment soon; it has amassed over 400 arrests, several million dollars in illicit cash seizures, and most importantly made significant, lasting impacts on the local communities of PA that do not have the adequate resources to address the drug threat. The reputation of General Kane's IMPACT unit has become well-known throughout the state and we receive countless requests for deployments by members of the PA House and Senate, mayors, district attorneys, police chiefs, and others.

Dramatic changes to any organization are difficult to implement, especially when the mantra is "We've never done it that way..." or "We've always done it that way." Nevertheless, General Kane immediately identified programmatic and operational areas for change and improvement. The list of programs, initiatives, operational and Intelligence areas of focus, and mission enhancements that have been undertaken by BNIDC since Attorney General Kane came into office include the following:

- Creation of new strategic alliances with local, state, federal, and international partners
- Statewide Threat Assessment and Strategic Targeting Plan
- National Security / Homeland Security / Strategic Threat Assessment
- Creation and deployment of "IMPACT" (a mobile team deployed throughout the Commonwealth based on strategic threat assessments)
- Prescription Pill / Heroin Overdose Initiatives

- Renewed emphasis on financial crimes such as money laundering
- Creation of the OAG's Text Tipline (PADRUGS and PAKIDS)
- Creation of statewide integrated Demand Reduction and Pharmaceutical Diversion Programs
- Operational Alliances with Local, State, and Federal Agencies
- Statewide Interdiction Program
- County Prison Counterdrug Assessment and Mitigation Plan
- Asset Forfeiture Program Enhancement
- Extraterritorial Joint Operations / Investigations / Support

The vast majority of these initiatives are new to BNIDC and the PA OAG under General Kane. Likewise, most of them have not involved any increase in BNIDC personnel or major repurposing of funding despite the massive, comprehensive, and integrated strategic refocus of operations and investigations at the regional level. Since the beginning of General Kane's administration, BNIDC has suffered significant personnel (agent) losses due to normal attrition and the agent complement statewide is at approximately 70% of what it needs to be in light of the overwhelming strategic drug and crime threat to the state. Nonetheless, when faced with personnel shortages or funding shortfalls as we are in the OAG, the leadership and direction of the principal is responsible for continuing the mission; General Kane's record of achievement in that respect is unquestionable.

Along with shifting focus and priorities within the investigative mission of the OAG, Attorney General Kane immediately began to enhance and professionalize the drug control efforts within the OAG. Prior to Attorney General Kane's administration, the Bureau of Narcotics Investigation and Drug Control exclusively focused on the investigative function of the Bureau and did not have a dedicated, focused effort in drug control issues. Because of the overwhelming threat of heroin, opioids, and other highly addictive dangerous drugs, General Kane mandated that BNIDC begin to translate the strategic threat into actionable drug control programs and initiatives as well as meaningful interagency partnerships within and external to Pennsylvania. Because this new effort had never been budgeted, General Kane has consistently emphasized the critical importance of partnerships and alliances that did not exist prior to her administration. Likewise, whereby the OAG's counterdrug investigations capability includes over 200 narcotics agents and a dozen Intelligence analysts, our drug control effort is comprised of one director. Nevertheless, the OAG's investigative authority is complimented by the Attorney General's moral and public policy authority to precisely identify drug control issues for the entire Commonwealth and work with any and all partners at every level of government and the private sector to address and reduce the threat.

Significant areas of focus for our nascent drug control program include but are certainly not limited to: (1) creation of collaborative partnerships with agencies such as the PA Departments of Health, Drug and Alcohol Programs, Education, Environmental Protection, Transportation, and Aging as well as the PA State Police and the PA National Guard, and members and senior staff of the PA legislature as well as the PA delegation to the US Congress, (2) the creation and execution of a statewide, collaborative pharmaceutical destruction program, (3) outreach to and collaboration with hospitals, health systems, pharmaceutical makers and wholesalers, pharmacy chains, academic institutions, medical examiners and coroners, federal government and private sector leaders on drug control and demand reduction, and other local, state, and federal drug control stakeholders, (4) collaboration with recovering substance abusers,

their families, and other local community leaders and members with drug abuse concerns and interests, and (5) frequent public speaking, television and radio appearances, and direct engagement with other media outlets committed to informing the public about drug and substance abuse issues in PA.

Attorney General Kane was instrumental in advocating for and ultimately passage of Senate Bill 1180, enacted in late 2014, and the establishment of the Achieving Better Care by Monitoring All Prescriptions (ABC-MAP) program. The monitoring program will provide prescribing practitioners with necessary and valuable information concerning the prescription drug history of their patients so that they can better identify and prevent prescription drug abuse. Law enforcement officials will have the ability to access information during active investigations in order to detect and prevent the unlawful diversion of highly addictive prescription drugs.

Within the OAG itself, closer collaboration exists between operational elements of the agency and those at the headquarters level that need the field perspective for their functional purposes, such as OAG Education and Outreach, the OAG Press Unit, OAG Legislative Affairs Unit, Office of Professional Responsibilities, the offices of budget and comptroller, and other Civil Division and Public Protection units that share issues of mutual interest and concern. The inter-office stovepipes that existed under past administrations have largely come down under General Kane and the entire office continues to benefit from this new sense of coordination and collaboration.

As a clear example of General Kane's strategic focus, the General and senior staff traveled to the US Northern Command in Colorado Springs, CO to meet senior leaders and analysts, discuss the strategic threat to the US as it is viewed by the US military and the federal agencies jointly assigned to NorthCom, and contemplate potential collaborative efforts between NorthCom and the OAG. After visiting US NorthCom, the Attorney General went to Phoenix, Tucson, and Nogales, Arizona to meet with numerous federal, state, and local agencies that deal directly with the threat of Mexican cartels, cross-border drug and contraband trafficking, human trafficking, and bulk cash and handgun smuggling into Mexico. General Kane and staff were told repeatedly that she was the first non-border Attorney General to make such a substantive visit to the border and that her perspective of Pennsylvania's threat picture greatly enhanced their ability to interdict drugs and money flowing across the border. For Pennsylvania, new interpersonal relationships between OAG investigators and analysts and the US Border Patrol, the US Customs and Border Protection, and state and local law enforcement agencies such as the AZ State Police, and the Phoenix, Tucson, and Nogales, AZ police departments allows for near-realtime coordination of operations and analysis in PA and this region of the US.

The last leg of the visit to the US southwest border was to El Paso, TX and the US Drug Enforcement Administration's El Paso Intelligence Center (EPIC), a joint counterdrug operations and Intelligence fusion center responsible for coordinating national security, homeland security, and transnational criminal threats emanating from Mexico, Central, and South America. As a result of General Kane's first visit to the SW border, the director of EPIC requested General Kane to be a keynote speaker at a first-ever Synthetic Drug symposium held in El Paso. Likewise, the OAG's Intelligence analysts now enjoy frequent, meaningful dialogue with EPIC's senior Intelligence analysts, a relationship that likely would never have been realized without General Kane's exercise of leadership on behalf of the Commonwealth.

Closer to home, Attorney General Kane became co-Chair of the Northeast Mid-Atlantic Heroin Task Force (NEMA HTF) with her counterpart in New York State, Attorney General Eric Schneiderman. This task force was the first of its kind in the nation and has become a model for other regions. The NEMA HTF has approximately 20 state-level partners from throughout the US Northeast and Mid-Atlantic and was created in response to the heroin epidemic referred to above. General Kane is now planning to host a drug control summit soon in 2016 and invite NEMA Heroin Task Force members and other local, state, and federal stakeholders to participate in discussions of drug control policy, counterdrug investigations, Intelligence analysis and information sharing, and other relevant topics.

Less formal, but critical partnerships that the OAG has created during General Kane's tenure include those with elements of the National Intelligence Community in Washington DC, members and senior staff of the PA delegation to Congress, Congressional Committee and Sub-Committee staff, the Office of National Drug Control Policy, the New York City Police Department and other state and local agencies throughout the region, and numerous law enforcement agencies on the US southwest border and along the trafficking routes through other states into PA.

Private sector partnerships are critically important to the Attorney General and her investigative, public safety, and public policy missions. In the area of drug control initiatives alone, the OAG has dedicated considerable time and effort into creating partnerships with obvious, and not-so-obvious, private sector stakeholders, such as hospitals and health systems, members of the pharma industry (research and development, producers, wholesalers, marketers, retailers, pharmacy chains, pharmacists), entertainment interests (Electronic Dance Music producers and promoters), professional sports (NASCAR, NHRA, MLB), and academia. In addition to enjoying the benefits from these new alliances, the OAG has become a trusted clearinghouse and conduit for information across the various sectors.

With respect to our relationships with academia, many of the challenges we face across functional mission areas cannot be adequately addressed solely with OAG expertise and resources for obvious reasons. Under Attorney General Kane's leadership, the OAG has reached out to many of Pennsylvania's colleges and universities to leverage technical skills and experiential insight not found in the OAG. For example, Mercyhurst University in Erie is a nationally-recognized center of excellence in Intelligence studies and has been working very closely with the OAG in many areas of operational and strategic Intelligence analysis. The OAG routinely leverages Mercyhurst's subject matter expertise through directed Intelligence research projects, internships for students, and periodic job fairs at the university.

The OAG has sought from various colleges and universities academic perspective on others areas of interest, including criminology, criminal science, criminal justice, law, sociology, psychology, marketing, graphic arts, and social media to name a few. These relationships are mutually beneficial and we frequently call upon them to assist the OAG in most mission areas of the office.

Historically, the OAG had an "in and down" approach to drug investigations whereby threats were viewed as local or regional within the Commonwealth. At the direction and under the leadership of Attorney General Kane, investigations, particularly those involving narcotics and dangerous drugs, became strategically-focused. General Kane's new approach was to view the threats with an "up and out" perspective. Other than opioid prescription abuse and organically-produced methamphetamine and

other synthetic drugs, the vast majority of illicit narcotics and dangerous drugs are trafficked into and through Pennsylvania by the Mexican cartels. Pennsylvania is truly the “keystone state” in terms of drug trafficking into the northeast and Mid-Atlantic regions of the US, which represents the most sought-after drug market in the world. This “up and out” approach has already proven that the Mexican cartels are in fact present and operating in PA and that strategic targeting and Intelligence-led investigations allow us to penetrate criminal organizations at a much higher level than before. This is particularly important given limited personnel resources and funding opportunities.

How do we know what comprises the strategic threat to Pennsylvania? General Kane’s strategic mandate came with her determination to create a strategic Intelligence analysis capability *within* the OAG. While rudimentary tactical Intelligence support to investigations had been a component of past administrations, this new strategic analysis capability was created with the understanding that the OAG is uniquely positioned, geographically and operationally, to address and mitigate gaping holes in our comprehensive understanding of the strategic threat across the Commonwealth. To mitigate our lack of knowledge, the OAG identified, recruited, and hired trained, experienced analysts and positioned many of them in the regional offices throughout the state. Information used for analysis comes from a wide range of sources, including our own investigations, joint investigations with other agencies, bi-annual statewide surveys that solicit input from every local law enforcement agency in the state, regional partnerships and coalitions, visits to Washington DC to provide and receive threat briefs from federal agencies comprising the National Intelligence Community, and tips and leads solicited from the community.

Core components of our strategic Intelligence program include: (1) strategic and operational Intelligence support to investigations, (2) the recruitment and hiring of experienced Intelligence analysts from state and federal government agencies and the private sector, (3) leveraging the ever-expanding relationships between the OAG analysts and their counterparts in other states’ Intelligence fusion centers as well as with most if not all of the members of the National Intelligence Community in Washington DC and throughout the US, (4) the creation of an Intelligence Resource Center in eastern PA, (5) bi-annual statewide surveys of every local law enforcement jurisdiction in the Commonwealth to obtain their local perspective on threat and how the OAG can better collaborate to address that threat, (6) analytical products that address current threats as well as likely future trends, (7) statewide strategic debriefing program whereby every user, dealer, trafficker, family member, recovering addict, and others are debriefed for analytical purposes, (8) statewide Intelligence analyst internship program that leverages the abilities of aspiring analysts while providing relevant, real-world exposure not obtainable in the classroom, and (9) representing the OAG and the Commonwealth of PA at regional, national, and international conferences, seminars, training events, and analytical exchanges.

The significance of this strategic approach and analytical capability cannot be over-emphasized. Nor can the critical importance of insightful, forward-leaning leadership from the Attorney General herself, which not only allows for but insists on creating an in-house capability not specifically budgeted and in near-impossible short-order. As an example of the prominence, credibility, and reputation earned by the OAG’s Intelligence unit, the OAG was recognized with an award and invited to speak specifically about the OAG’s strategic analysis unit at the International Association of Law Enforcement Intelligence Analysts annual event in early 2015. To be sure, this international recognition was about a year and a half

after the OAG's unit was created from nothing, an achievement that usually requires years if not decades to attain, if attained at all.

From the beginning of her administration, Attorney General Kane departed from past administrations and demonstrated tremendous leadership in other areas of the OAG that were either dismissed or were absent altogether. One well-known area of tremendous expansion under General Kane is our child predator and exploitation investigations. There has been an 800% increase in the number of arrests since the beginning of 2013. Arrests have been made in approximately 45 of the 67 counties and nearly 20 children have been rescued from predators. The decision to take Pennsylvania's child exploitation threat head-on was one of the political philosophies that Senator Yaw alluded to. Attorney General Kane immediately translated that philosophy into a core mission, requested greater funding from the legislature, ramped up dedicated personnel and technical resources, and turned her philosophy into actionable reality.

In addition to her responsibilities in the office, the Attorney General serves as a member of the Board of Pardons, the joint Committee on Documents, the Hazardous Substances Transportation Board, the Board of Finance and Revenue, the Pennsylvania Commission on Crime and Delinquency, the Civil Disorder Commission, and the Municipal Police Officers Education and Training Commission. Her representation on these boards and commissions does not implicate or rely on her status of practicing attorney. Rather, she brings her perspective on public policy, public safety, law enforcement, and other issue areas unique to her position of Attorney General.

At the national level, Attorney General Kane was appointed by the US Secretary of Transportation to chair the Federal Aviation Consumer Protection Advisory Board. Upon request by the White House Office of National Drug Control Policy, General Kane has met with the Director and senior staff at ONDCP on a wide range of drug control policy issues. She has held senior positions on committees and sub-committees in the National Association of Attorneys General (NAAG). She served or serves on: the NAAG Executive Committee, the Internet Safety/Cyber Privacy and Security Committee, the Meeting Planning Committee, the Veterans Affairs Committee, the Human Trafficking Committee, the Law Enforcement and Prosecutorial Relations Working Group, the Substance Abuse Committee, and was the Vice Chair of the NAAG Eastern Regional Conference. All of these positions called upon her chief executive leadership and insight, public policy perspective, and representation of the citizens of the Commonwealth.

As I mentioned at the outset, this testimony is not intended to outline every role and responsibility in the Office of Attorney General nor inherent in the position of Attorney General. This office and the Commonwealth at-large need and deserve to know what we do, how we do it, and the incredible leadership and authority of Attorney General Kane's position outside of the practice of law. I hope I have added to the accuracy of the record.