

# Office of the Attorney General

### Caveat for presentation due to COVID-19 delays

This presentation was prepared from information submitted by the agency in its Program Evaluation Report (PER) and originally scheduled for meetings in the Spring of 2020. However, due to the international COVID-19 pandemic, meetings were delayed for nearly two years.

For consistency with the PER submission, information in the presentation primarily remains as originally prepared for 2020. While some updates have been made in the written presentation, the majority will be provided via testimony during the presentation, as well as upon request of the committee members.



### Office of the Attorney General

Alan Wilson
Attorney General

### **Office Overview**

#### I. INTRODUCTION

- A. Purpose
- B. History
- C. Agency Head

#### II. ORGANIZATIONAL FLOW CHART & STRUCTURE

#### III. ADMINISTRATION

- A. Personnel/Employee Overview
- B. Finance Overview

#### IV. EVALUATION

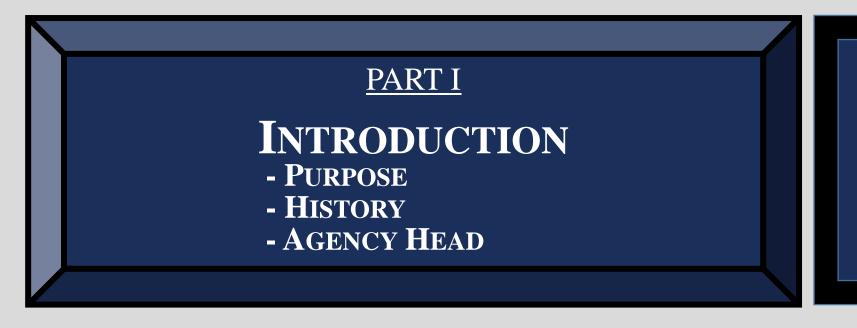
- A. Successes
- B. Challenges
- C. Emerging Issues

#### V. CLOSING

- A. Response to Public Input
- B. Conclusion



# Office of the Attorney General



- I. INTRODUCTION
- II. ORGANIZATIONAL FLOW CHART & STRUCTURE
- III. ADMINISTRATION
- IV. ASSESSMENT
- V. CLOSING

## **Agency Mission**

The mission of the Attorney General's Office is to serve the citizens of South Carolina by providing legal representation of the highest quality to state government entities, by supporting law enforcement communities and the legal and judicial branches through the legislative process, and by honorably and vigorously carrying out the responsibilities of the Attorney General.

# "Attorney General" defined

South Carolina Constitution: "chief legal officer..." (Article V, Section 24)

**Black's Law Dictionary**: "... an attorney general, who is the chief law officer of the state. He gives advice and opinions to the governor and the executive and administrative departments or agencies." Black's Law Dictionary 129 (6th ed. 1990).

**Merriam Webster**: "the chief law officer of a nation or state who represents the government in litigation and serves as its principal legal adviser." <a href="https://www.merriam-webster.com/dictionary/attorney%20general">https://www.merriam-webster.com/dictionary/attorney%20general</a>

# **Constitutional Authority**

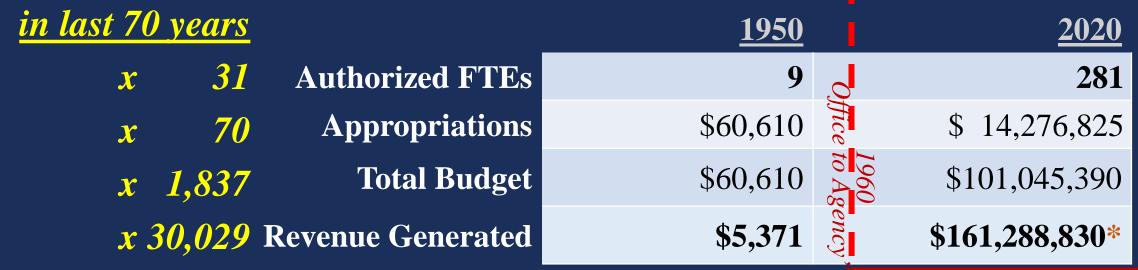
(7 state constitutions of South Carolina)

- 1776 Attorney General chosen by General Assembly (Article XXII)
- 1778 Attorney General chosen by General Assembly (Article XXIX)
- 1790 Officers appointed as "hitherto have been" (Article VI, Section 2)
- 1861 Officers appointed "as they hitherto have been" (Article VI, Section 2)
- 1865 Officers appointed "as they hitherto have been" (Article VII, Section 2)
- 1868 Attorney General elected for 4 years (Article IV, Section 28)
- 1895 Attorney General elected for 2 years" (Article IV, Section 24)
  - Term later changed to 4 years as presently stands

# **Attorneys General**

1698	Nicholas Trott	1764	James Moultrie	1868	Isaac W. Hayne 190		Leroy Youmans	
1700	Henry Wigington	1764	John Rutledge	1872	Samuel Melton 1906		D.C. Ray	
1703	James Moore	1765	Sir Egerton Leigh	1876	William Stone	1907	J. Fraser Lyon	
1706	George Evans	1774	James Simpson	1876	Robert B Elliott	1913	Thomas Peeples	
1708	William Saunders	1776	Alexander Moultrie	1876	James Conner	1918	Samuel Wolfe	
1716	George Rodd	1792	John J Pringle	1877	Leroy Youmans	1924	John M. Daniel	
1716	Richard Pindar	1808	Langdon Cheves	1882	Charles R. Miles	1950	Tolliver Callison	
1718	Richard Allein	1810	John S Richardson	1886	Joseph H. Earle	1959	Daniel McLeod	
1721	Benjamin Whitaker	1818	Robert Y Hayne	1890	Young J. Pope	1983	Travis Medlock	
1731	James Abercrombie	1822	James L. Petigru	1891	John L. McLaurin	1995	Charlie Condon	
1732	Charles Pinckney	1830	Hugh S. Legaré	1892	Daniel Townsend	2003	Henry McMaster	
1733	James Abercrombie	1832	Robert Rhett	1894	William A. Barber	2011	Alan Wilson	5
1742	Sir James Wright	1836	Henry Bailey	1898	Duncan Bellinger			
1757	David Graeme	1848	Daniel Chamberlain	1902	U.X. Gunter, Jr.			

### Office to Agency



\*Does <u>NOT</u> include CY20 \$600,000,000 settlement with the federal government

Trott	Allein	Moultrie	Richardson	Hayne	Earle	Youmans
Wigington	Whitaker	Rutledge	Hayne	Melton	Pope	Ray
Moore	Abercrombie	Leigh	Petigru	Stone	- McLaurin	Lyon
Evans	Pinckney	Simpson	Legaré	Elliott	Townsend	Peeples
Saunders	Abercrombie	Moultrie	Rhett	Conner	Barber	Wolfe
Rodd	Wright	Pringle	Bailey	Youmans	Bellinger	Daniel
Pindar	Graeme	Cheves	Chamberlain	Miles	Gunter	Callison

**McLeod** 

Medlock

Condon

**McMaster** 

Wilson



#### Constitutional

- Statutory
- Common Law
- Other

### **CONSTITUTIONAL:**

"Possesses the qualifications of an elector, is not disqualified by age as prescribed in this Constitution, and has not been convicted of a felony under state or federal law or convicted of tampering with a voting machine, fraudulent registration or voting, bribery at elections, procuring or offering to procure votes by bribery, voting more than once at elections, impersonating a voter, or swearing falsely at elections/taking oath in another's name, or has not pled guilty or nolo contendere to these offenses." (Article VI, Section 1)

"The Attorney General shall be the chief prosecuting officer of the State with authority to supervise the prosecution of all criminal cases in courts of record." (Article V, Section 24)



#### • Constitutional

- Statutory
- Common Law
- Other

### **STATUTORY** (Major Duties):

- Represent the state and officers in courts

  Includes all criminal appeals (§§1-7-40 through 1-7-85)
- Advice to General Assembly and Governor

- Approve hiring and engagement of attorneys for the state  $(\S1-7-160, \S1-7-170)$
- Administer Office of Crime Victim Services

$$(\$1-7-1100)$$

• State Securities Commissioner

• Commissioner of the SC Anti-Money Laundering Act

\*One of our "Challenges"

(§35-11-105(4))



- Constitutional
- Statutory
- Common Law
- Other

#### **COMMON LAW (Duty):**

"... exercise all such power and authority as public interests may from time to time require, and may institute, conduct and maintain all such suits and proceedings as he deems necessary for the enforcement of the laws of the State, the preservation of order, and the protection of public rights." State ex rel Daniel v. Broad River Power Co., 157 S.C. 1, 68, 153 S.E. 537, 560 (1929)

"The Attorney General has a dual role. He is an attorney for the Governor and he is an attorney for vindicating wrongs against the collective citizens of the State." See Porcher v. Cappelmann, 187 S.C. 491,198 S.E. 8 (1938)



- Constitutional
- Statutory
- Common Law
- Other

#### **OTHER:**

No constitutional, statutory or common law requirement to be an attorney;

Only *impliedly* required

The practice of law is required in the duties of the AG.

#### A non-lawyer elected or assuming duties:

- Duty of the AG to prosecute unlicensed practice of law;
- Not prosecuting the violation is a dereliction of duty;
- Prosecuting one-self is a conflict of interest;
- With no license to revoke, nor discipline, no administrative relief;

Electing non-SC Bar member raises ethical & legal issues.



# Agency Head Incumbent Background

**Alan Wilson** *Attorney General* 

- Personal
- Educational
- Professional

#### **PERSONAL:**

Son of Joe and Roxanne Wilson

Married Jennifer (Miskewicz) Wilson

Two Children

(Michael and Anna Grace)

Resident of Lexington, South Carolina Saxe Gotha Presbyterian Church Colonel, SC National Guard Eagle Scout Rotarian

#### **EDUCATIONAL:**

Civilian

**Grace Christian School** 

Francis Marion University (BA)

University of South Carolina (JD)

#### Military

US Army Field Artillery School

US Army Judge Advocate General School

ILE (Command and General Staff College)

#### Other

Liberty Fellow



# Agency Head Incumbent Background

**Alan Wilson** *Attorney General* 

#### • Personal

- Educational
- Professional

#### **PROFESSIONAL:**

1996 Intern, Office of the Attorney General

1997 Analyst, DEA

2002 Judicial Law Clerk (Westbrook)

2003 Assistant Solicitor (11th Circuit)

2007 Assistant Attorney General

2009 Willoughby & Hoefer

2011 *51st Attorney General* (elected 2010, 2014, 2018)

Chair, Republican Attorneys General Association (current)

Former State Judge Advocate, SC National Guard

Member, SC Bar



### Agency Counterparts

#### • Federal

- Local
- Other

### **FEDERAL:**

#### United States Attorney for South Carolina.

The AG works with the US Attorney for South Carolina on investigations and coordinating prosecution. While separate entities with specified jurisdiction, much of the jurisdiction is overlapping. Coordination avoids unnecessary duplication, while sharing unique resources, and creates other benefits from an economy of effort. AG prosecutors have been sworn as special Assistant US Attorneys, and US Attorneys have been sworn for the State Grand Jury.

#### Securities and Exchange Commission (SEC).

As the state Securities Commissioner, the SEC is the federal counterpart for subject matter jurisdiction.



#### • Federal

- Local
- Other

### Agency Counterparts

#### **LOCAL:**

16 Circuit Solicitors.

The AG is the chief prosecutor of the State, and there are 16 circuit solicitors. While there is <u>concurrent</u> jurisdiction, the AG grants great deference to solicitors in their respective 16 jurisdictions.

Some areas, such as Medicaid Fraud & ICAC are highly specialized for which the AG assumes statewide jurisdiction. Our office coordinates conflict of interest cases to relieve that solicitor from potential ethical issues. The State Grand Jury pursues specific jurisdiction in certain types of cases that cross county or circuit lines. The Human Trafficking and ICAC task forces coordinate with solicitors and local law enforcement.

Solicitors are criminal law counterparts only (no civil jurisdiction)
However, the AG covers their appeals and PCR



#### • Federal

- Local
- Other

# Agency Counterparts

#### **OTHER:**

#### **Attorneys General from other jurisdictions**

56 states and jurisdictions comprise the National Association of Attorneys General (NAAG). Each also belongs to NAGTRI, the training arm of NAAG. There are also separate organizations by political party (RAGA & DAGA) that provide interaction with other AGs. The interactions among states provide great resources. Collaborative examples include the MSA with tobacco manufacturers as well as the current opioid litigation.

#### Securities Commissioners of other jurisdictions.

SC is one of a handful of states with the AG as Securities Commissioner. The North American Securities Administrators Association (NASAA) is an association of state securities administrators charged with protecting consumers who purchase securities or investment advice. NASAA's membership includes 67 administrators from North America.



# Office of the Attorney General

### PART II

ORGANIZATION FLOW CHART & STRUCTURAL REVIEW

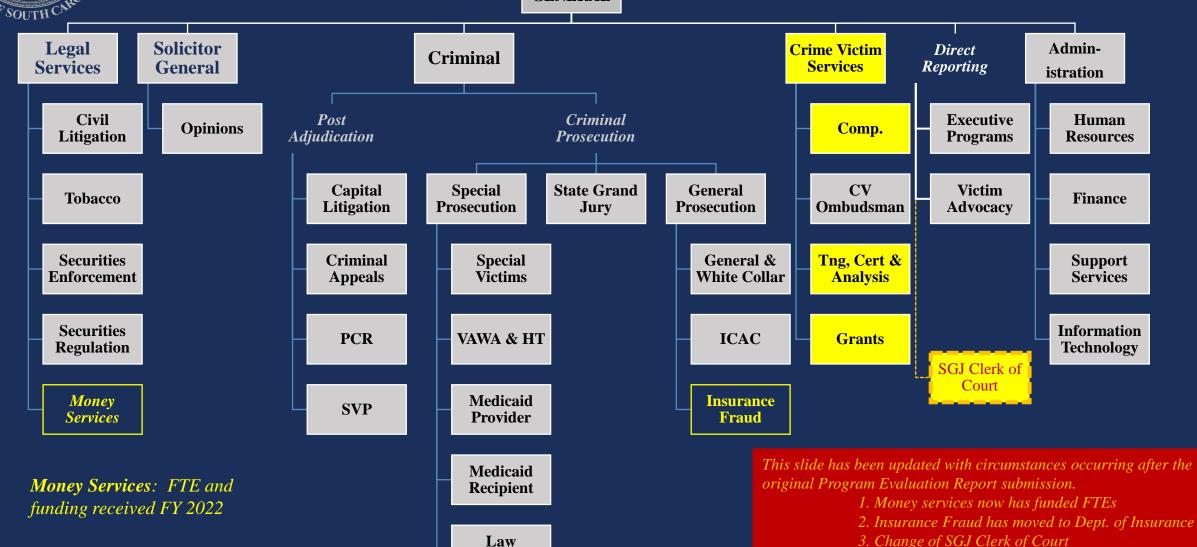
- I. INTRODUCTION
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4. New director (and 3 of 4 deputy directors) at CVS.



### Office of the Attorney General

ATTORNEY GENERAL



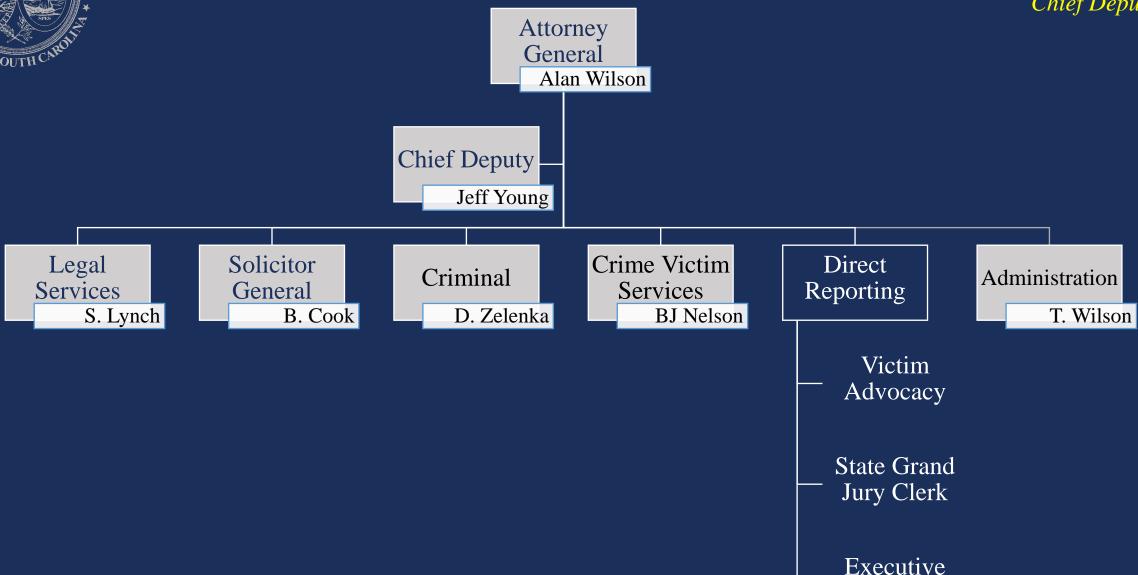
**Enforcement** 



### **Overview of Divisions**

Alan Wilson Attorney General

Jeff Young Chief Deputy



**Programs** 







# Legal Services Division

Attorney General

Chief Deputy

Legal Services

Solicitor General

Criminal

Crime Victim Services Direct Reporting Admin
No Deliverables



### LEGAL SERVICES

Alan Wilson Attorney General

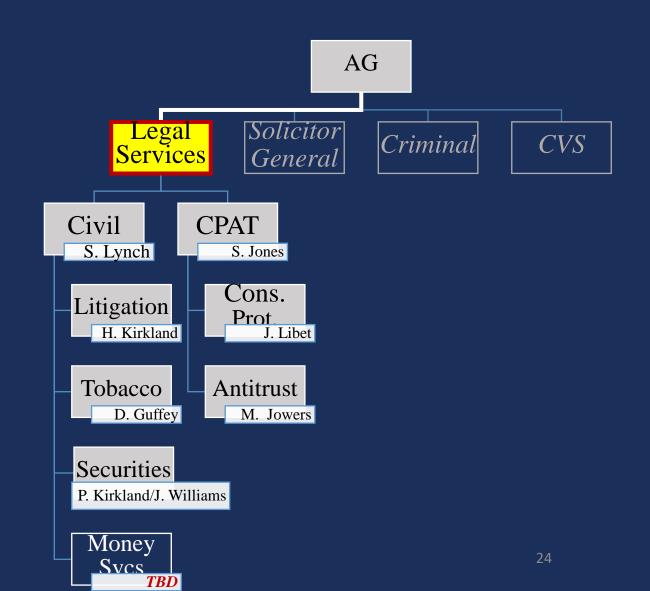
Steve Lynch Deputy AG

### **LEGAL SERVICES DIVISION:**

Legal Services is commonly referred to as the Civil Division.

There are very distinct functions for Litigation, Tobacco, Securities, Money Services, and Consumer Protection and Antitrust (CPAT) sections. These sections generate revenue for the State, and are highly specialized.

Civil Litigation represents and advises the State, its agencies and its officials in civil lawsuits. Additionally, Civil Litigation may defend the State in actions not covered by the Insurance Reserve Fund.





### LEGAL SERVICES

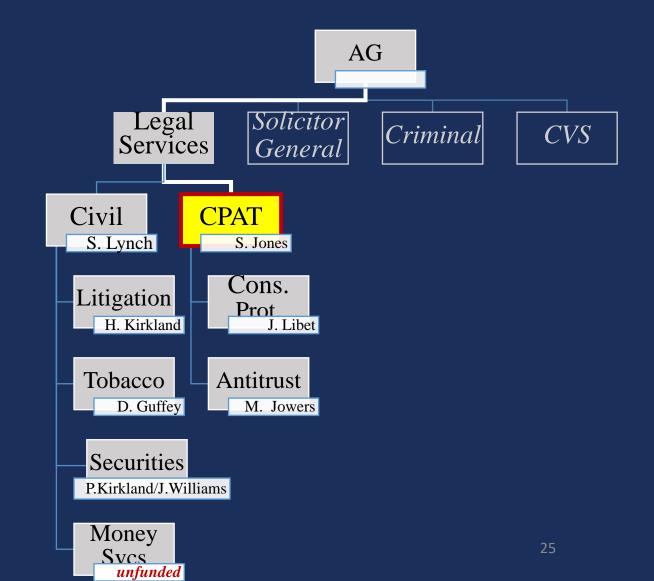
Alan Wilson Attorney General

Sonny Jones Senior Assistant Deputy AG

# **Consumer Protection and Antitrust** (CPAT):

CPAT has recovered over \$100 million in a single case. It annually has multi-million dollar cases against defendants that have violated the Unfair Trade Practices Act. These cases typically last several years with extraordinary discovery and complex litigation issues.

CPAT *does not* bring individual cases like the Department of Consumer Affairs. Funds generated for the State are inconsistent and difficult to quantitatively analyze. The section brings civil actions to protect the public and the state, not as a revenue stream.





Solicitor General

# Solicitor General

Attorney General Chief Deputy Solicitor Criminal

Legal Services General

Crime Victim Services

Direct Reporting

Admin No Deliverables



### SOLICITOR GENERAL

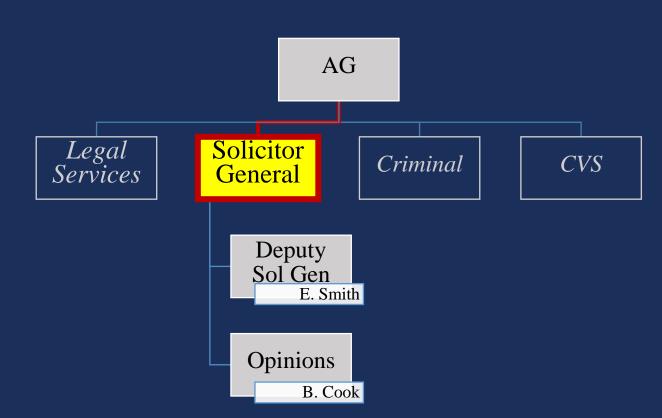
Alan Wilson Attorney General

**Bob Cook** Solicitor General

#### **SOLICITOR GENERAL:**

The Solicitor General position was initiated by AG Wilson following the NAAG review in 2013. This formalized an existing relationship, and the organizational structure followed. This follows similar structures in other states and best practices.

Within the division is the Opinions Section. While the OAG has always provided opinions, a separate section was not formalized until 1984. It was made part of the Solicitor General Division when that position was established.





### SOLICITOR GENERAL

Alan Wilson Attorney General

**Bob Cook** Solicitor General

### **Deputy Solicitor General:**

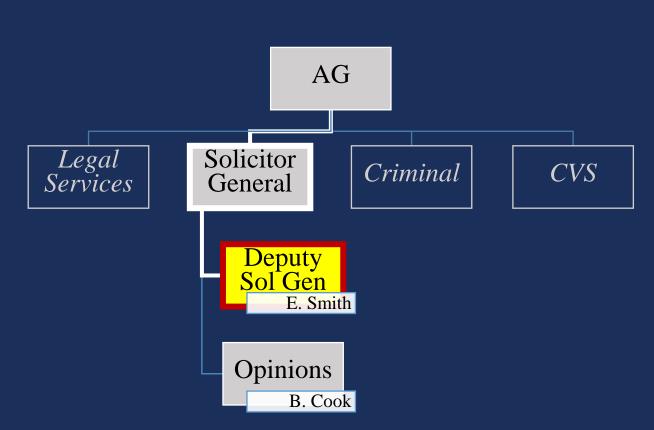
The Deputy Solicitor General assists in strategic legal policy. There are three primary areas that develop from such policy:

"Sign-on" letters

**Amicus Briefs** 

Major court cases impacting policy, including:

- Federal court civil cases
- Major or strategic State Court cases





### SOLICITOR GENERAL

Alan Wilson Attorney General

**Bob Cook** Solicitor General

### **Opinions Section:**

Legal opinions are the oldest responsibility of the office. Certain officials, government bodies and agencies are entitled to opinions. An AG opinion is a written response to a specific legal question posed by one of the entitled officials.

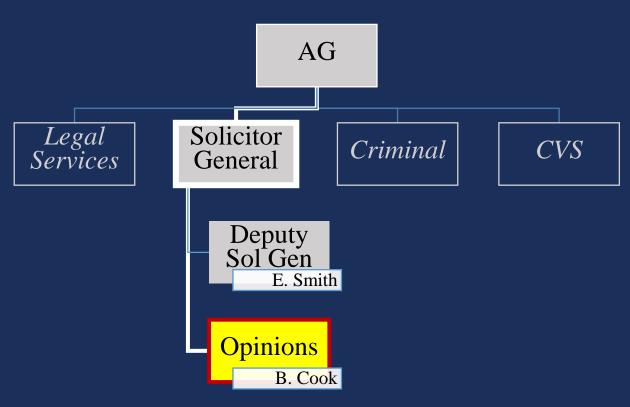
All opinions are reviewed by the Solicitor General. They attempt to resolve questions of law as a court would decide. The courts have given great deference to AG opinions.

140 years of opinions are researchable:

**1878-1994:** Dept. of Archives and History.

**1959-present:** Lexis or Westlaw.

**1974-present:** Online at the AG website.





**Don Zelenka**Deputy AG



# Criminal Division

Attorney General

Chief Deputy

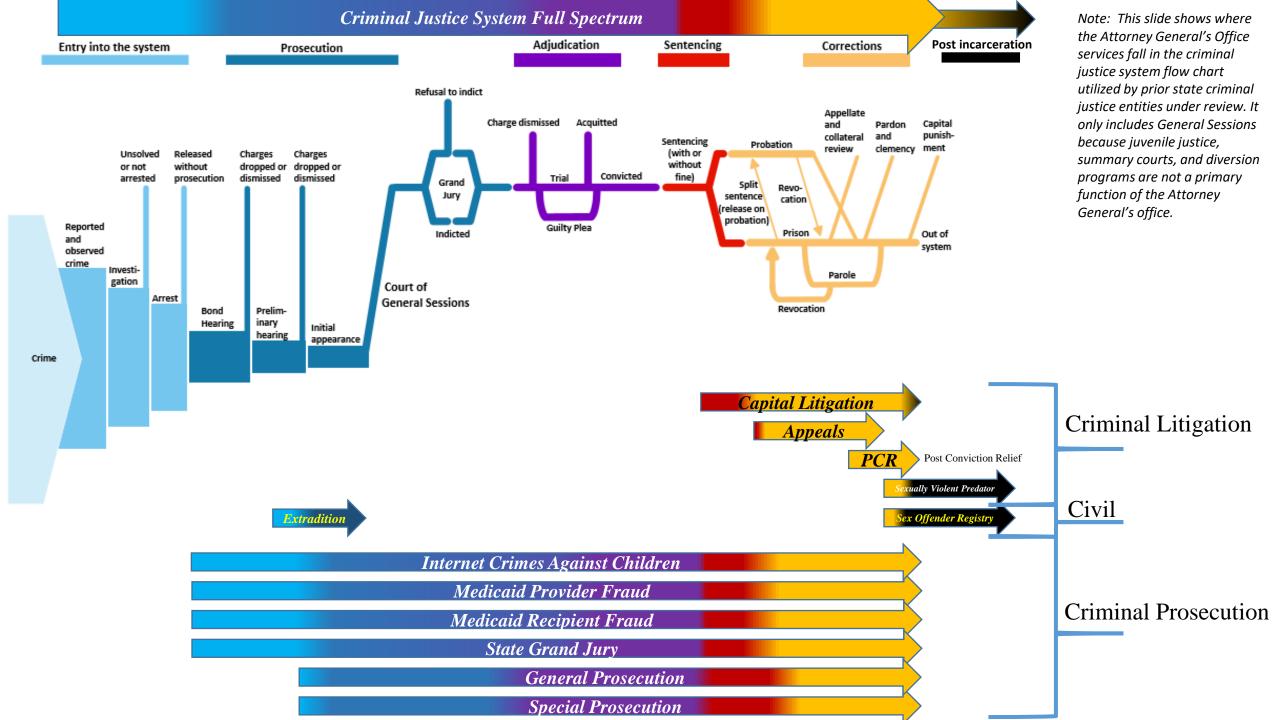
Legal Services

Solicitor General

Criminal

Crime Victim
Services

Direct Reporting Admin
No Deliverables





### CRIMINAL

**Alan Wilson** *Attorney General* 

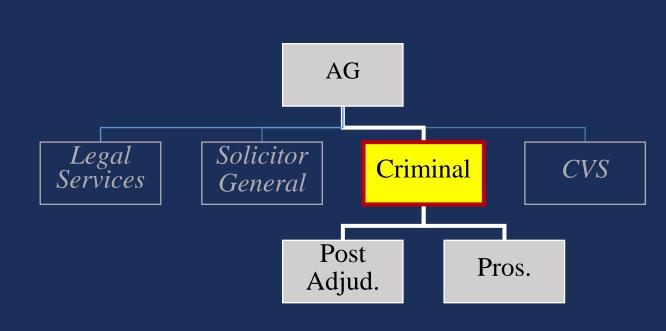
**Don Zelenka** *Deputy AG* 

#### **CRIMINAL DIVISION:**

All matters based in criminal law fall within the Criminal Division. There are two subdivisions; Post Adjudication and Prosecution.

**Post Adjudication.** All legal matters that occur after a criminal conviction are deemed Post Adjudication. This includes both criminal appeals and civil attacks against a conviction.

**Prosecution.** The Prosecution sections handle conflicts of interest from the solicitors, special areas of prosecution, and certain statewide task forces.





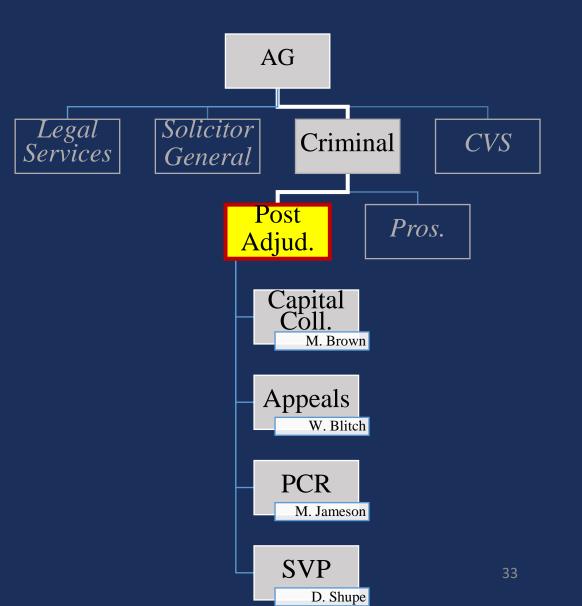
## CRIMINAL-Post Adjudication

Alan Wilson Attorney General

**Don Zelenka** *Deputy AG* 

#### **POST ADJUDICATION:**

All legal matters that occur after a criminal conviction are deemed Post Adjudication. This includes both criminal appeals and civil matters used to challenge the conviction. Two sections (PCR and SVP) actual litigate actions and follow civil procedure, as do federal habeas corpus actions. However, because of their criminal law foundation they remain in the Criminal Division for consistency and continuity of effort.





### CRIMINAL-Prosecution

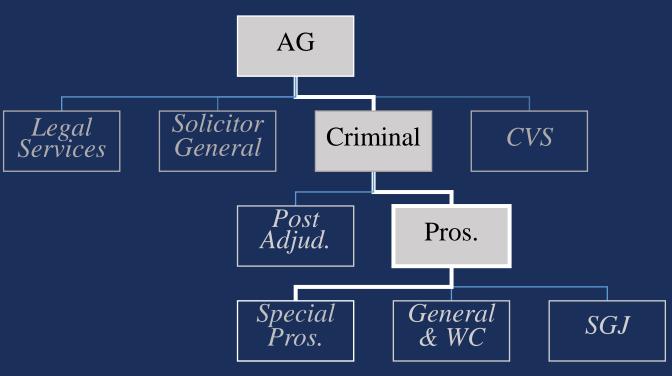
**Alan Wilson** *Attorney General* 

**Don Zelenka** *Deputy AG* 

#### **PROSECUTION:**

The AG is the **chief prosecutor** for the State. To a certain extent, he serves as the "17<sup>th</sup> **Solicitor.**" Some general prosecution cases arise from conflicts of interest at the local level. Other cases have primary prosecution in our office because of their special nature, such as ICAC, Medicaid Fraud, Securities Fraud, and *Insurance Fraud*.\*

The State Grand Jury Section provides prosecution in limited defined multi-county offenses or other specialized areas of inquiry defined in the "State Grand Jury Act." The Section works with SLED, FBI, the U.S. Attorneys Office, as well as county and local law enforcement as partners in many cases.





### CRIMINAL-Prosecution

Alan Wilson Attorney General

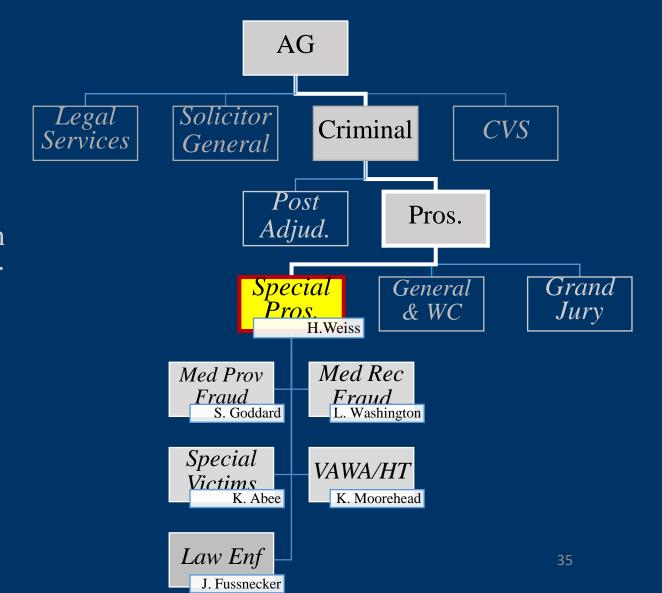
**Don Zelenka** *Deputy AG* 

### **Special Prosecution:**

Certain areas of prosecution have taken on special expertise and have grown in recent years. The Attorney General provides this expertise statewide.

Medicaid fraud are necessarily divided, but both very specialized with the government as the victim. Medicaid Provider Fraud is a grants from the federal government. Medicaid recipient fraud is in coordination with other state entities.

Other Special prosecution include emerging specialty areas. VAWA is a legacy program from prior administrations, but Human Trafficking has developed under AG Wilson. Special Victim prosecution is in conjunction with local solicitors. Law Enforcement Issues are developing due to circumstances developing in the last 8 years.





### CRIMINAL-Prosecution

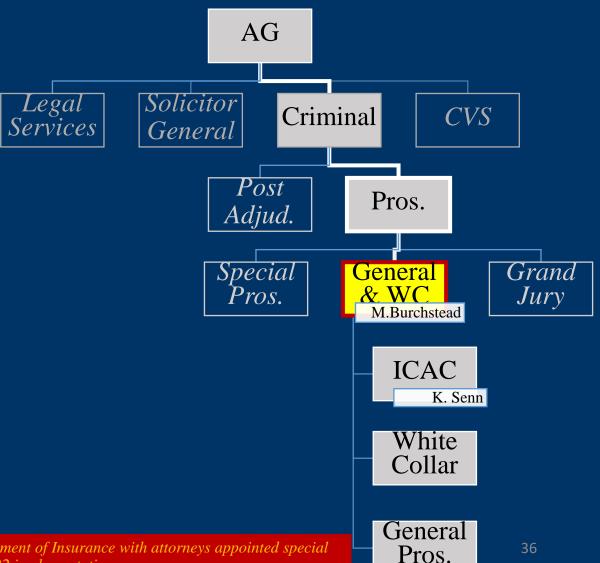
Alan Wilson
Attorney General

**Don Zelenka**Deputy AG

#### **General Prosecution & White Collar:**

The AG is the Chief Prosecutor. Along with the 16 Circuit Solicitors, the AG is responsible for the prosecution of all criminal matters within the South Carolina judicial system. Much of the General cases are referred by Solicitors due to a conflict of interest.

White collar crimes are highly intensive in documentation and require unique expertise. Securities, insurance and financial fraud are examples. ICAC cases are likewise unique in nature, and though coordinated with solicitors, the AG provides expertise.





### **CRIMINAL-Prosecution**

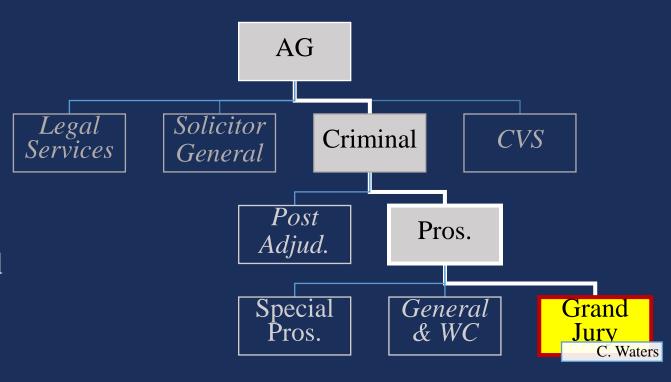
**Alan Wilson** *Attorney General* 

**Don Zelenka** *Deputy AG* 

### **State Grand Jury (SGJ) Prosecution:**

The SJG Prosecution Section is authorized to investigate and prosecute statutorily defined crimes and areas of inquiry. Public corruption, election fraud, obscenity offenses, and narcotics cases of multi-county significance are some of the primary cases initially placed within its jurisdiction. Jurisdiction now also includes gang, environmental and securities crimes.

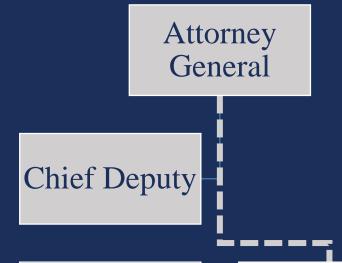
Generally, the SGJ is designed for large and complex cases. Cases typically require intensive investigator and attorney time. The SGJ can compel testimony and disclosure of documents, which often requires intensive analysis of voluminous documents.







# Crime Victim Services Division



Legal Services

Solicitor General

Criminal

Crime Victim Services

Direct Reporting Admin
No Deliverables



### 2017 Act No. 96

Alan Wilson Attorney General

**BJ Nelson** *Director* 

#### "South Carolina Crime Victim Services Act"

to restructure and consolidate Victim
Services...to create the Office of the Attorney
General, South Carolina Crime Victim
Services Division...and to create four divisions:

Legal Services Solicitor General AG

Criminal

CVS

BJ Nelson

Comp

- State Office of Victim Assistance and renamed "Crime Victim Compensation" —
- South Carolina Crime Victim Ombudsman
- Office of Victim Services Education and Certification moved from the Crime Victim

Ombudsman and re-established as the "Crime

Victim Services Training, Provider

Certification, and Statistical Analysis"

- and Justice Programs under DPS which administers certain grants to become "Crime Victim \_\_\_\_ Assistance Grants"

Ombudsman

V. Kunz

D. Curtis

CVS T,PC &SA G. Dukes

Grants

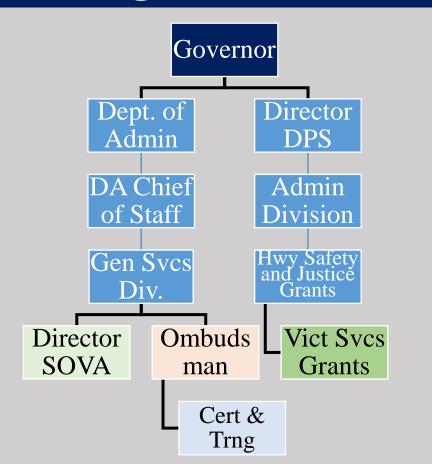


### CRIME VICTIM SERVICES

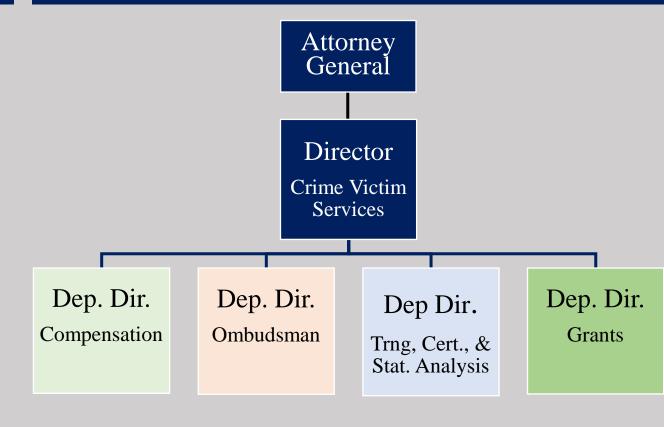
Alan Wilson Attorney General

**BJ Nelson** *Director* 

### **Pre-State Reorganization:**



### **Post Consolidation under OAG:**

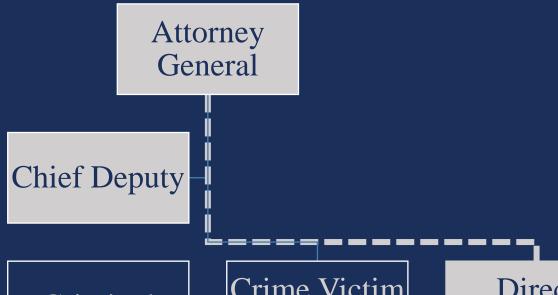




**Barry Bernstein** Deputy AG



# **Direct Reporting Sections**



Legal Services

Solicitor General

Criminal

Crime Victim Services

Direct Reporting Admin
No Deliverables



# **Direct Reporting Sections**

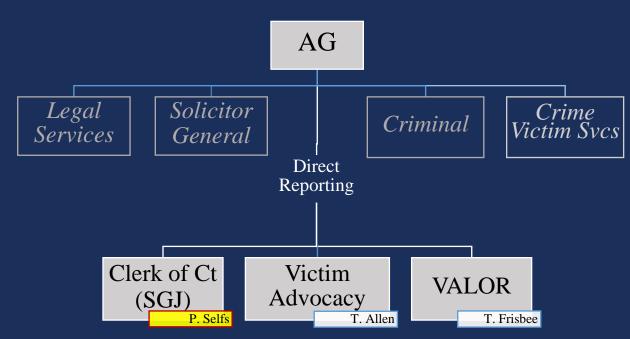
Alan Wilson Attorney General

**Barry Bernstein** *Deputy AG* 

#### **Direct Reporting Sections:**

Certain sections report directly to the Attorney General and not through a division. It is with special emphasis of the AG, or to provide independence to those sections for mission security.

- SGJ Clerk of Court is specifically independent of the prosecution section.
- Victim Advocates are independent of the prosecution section.
- The V.A.L.O.R. Program is a new initiative and for its development is within the Executive Section.







# **Administration Division**

Attorney General

Chief Deputy

Legal Services Solicitor General

Criminal

Crime Victim Services Direct Reporting Admin

No Deliverables



### Administration

Alan Wilson Attorney General

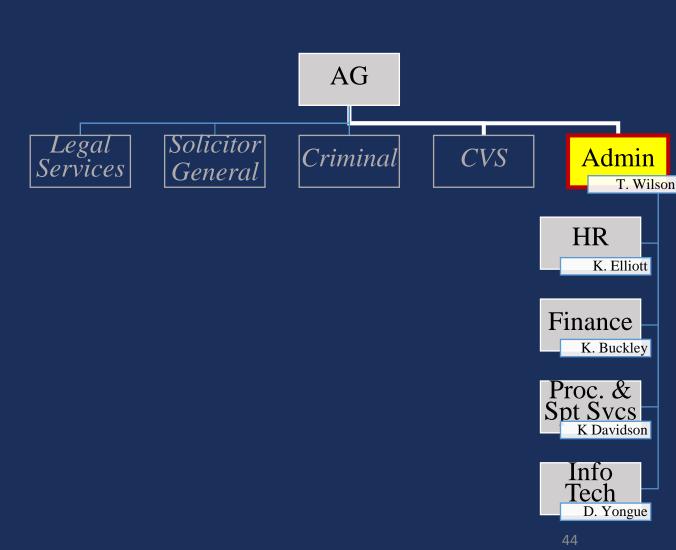
Tammie Wilson Director

#### **Administration:**

The Administration Division provides support and services essential to OAG operations.

This division has evolved and become more resourceful resulting from the NAAG management review. Three departments consolidated to provide coordinated support. In addition to the sections noted later, other services include reception, security and records management. Administration is a one-stop resource for other sections, with the Director serving as the primary logistics advisor to the AG.

The OAG grew by 25% with the addition of CVS, but did not increase administrative FTEs. Administration remains challenged with meeting prior standards of excellence.





# Office of the Attorney General



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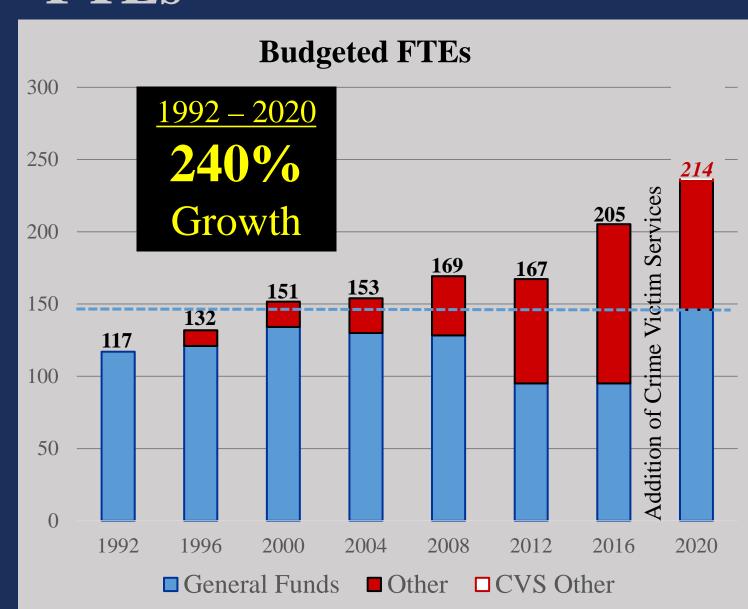
# Personnel/Employee Overview FTEs

Alan Wilson Attorney General

Katie Elliott Human Resources

Though the number of FTEs from the General Fund is relatively the same as it was in 1992, the total number of FTEs nearly doubled before the addition of Crime Victim Services (CVS). Combined with CVS, the office is over 240% the size it was in 1992.

This chart is misleading. We have taken great strides in stabilizing FTE salary sources with General Funds. The addition of CVS came with grants funding, and the post FY 2020 budgets have improved our stability.





# Personnel/Employee Overview

Alan Wilson
Attorney General

**Katie Elliott** Human Resources

The OAG is limited to using the Employee Personnel Management System (EPMS). We found the system to be ineffective to gain a true evaluation of personnel:

"Successful by Default" accounted for half the evaluations, meaning reviews were not timely, if even conducted. For some, this meant no reviews for years on end.

"Exceptional" ratings were the norm, masking truly exceptional recognition and raising expectations of average employees.





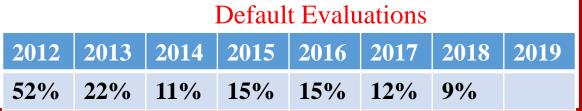
# Personnel/Employee Overview

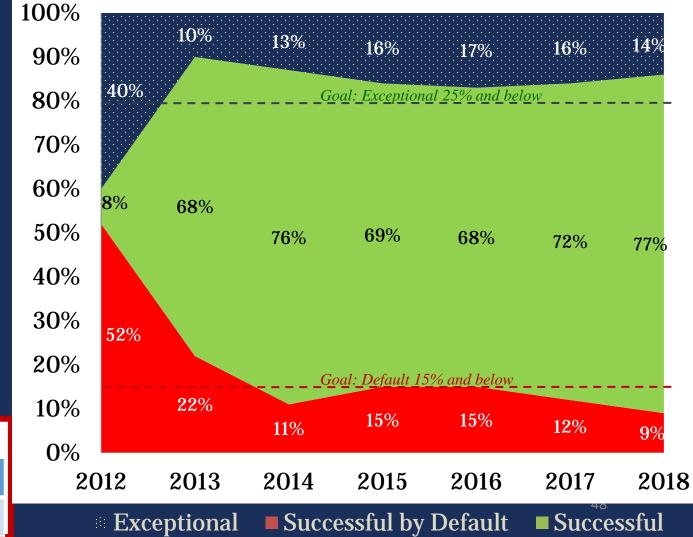
Alan Wilson Attorney General

Katie Elliott Human Resources

Beginning in 2013, we established guidelines for OAG use of EPMS. The intent was to:

- Force timely evaluations, reducing the prior 50% level
- Make "Exceptional" meaningful, identifying top performers
- "Successful" became the standard, not a sign of inadequacy
- Create a dialogue of in the supervisory chain. Hold managers accountable for compliance
- Make the system sustainable.





TO DOD OOD THE CHROLING

### **APPROPRIATED BUDGETS**

**Alan Wilson** *Attorney General* 

**Kim Buckley** *Finance Director* 



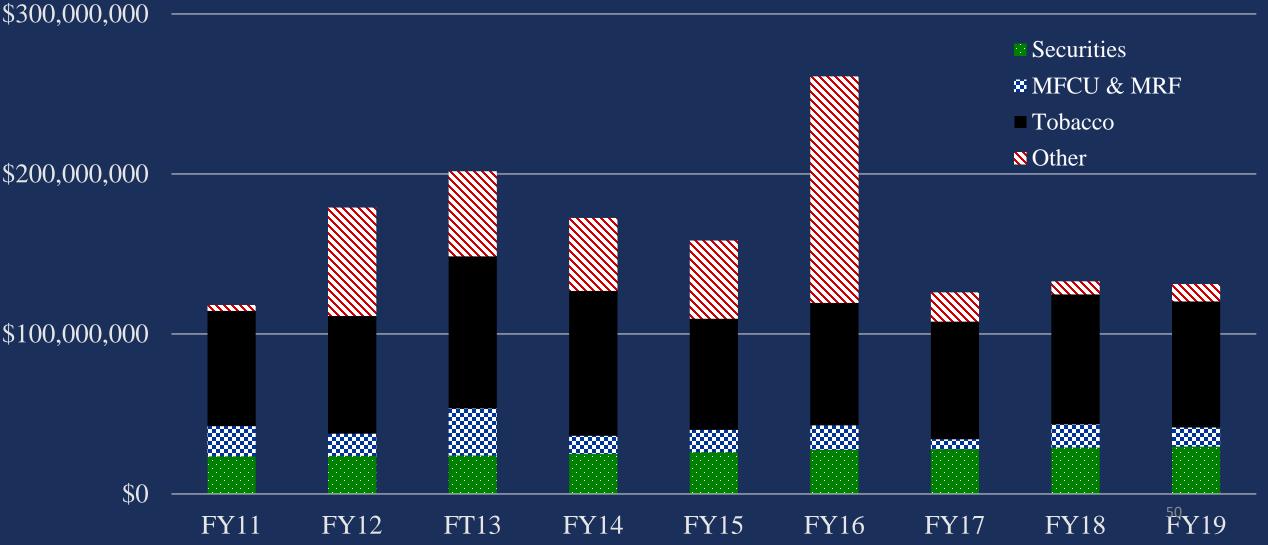


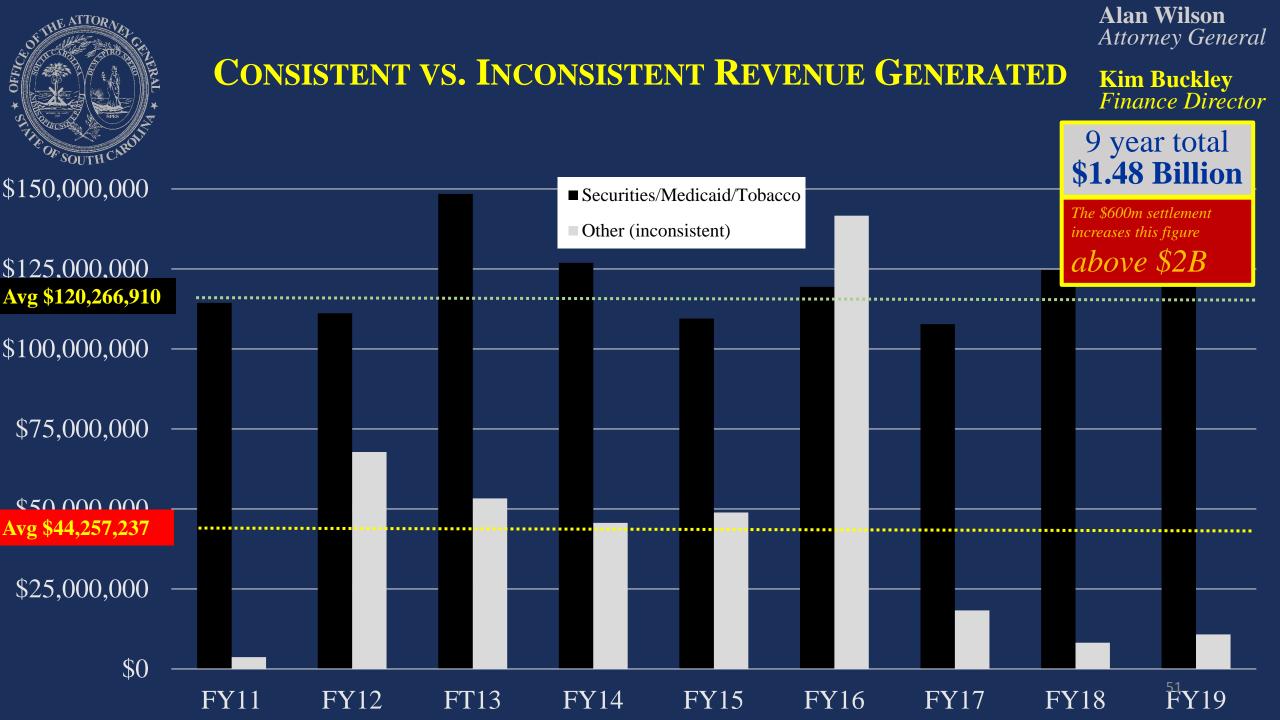
REVENUE GENERATED

Alan Wilson Attorney General

**Kim Buckley** *Finance Director* 

Since this slide was originally produced, two more years of revenue have been generated, but a settlement with the federal government for \$600million should be noted



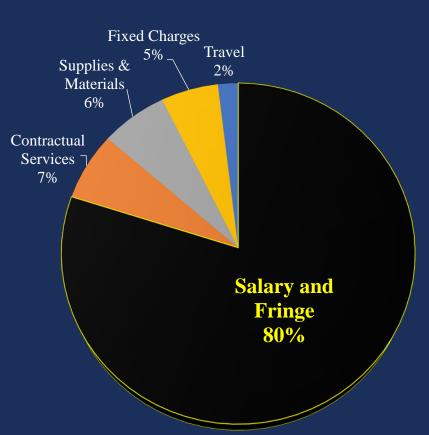


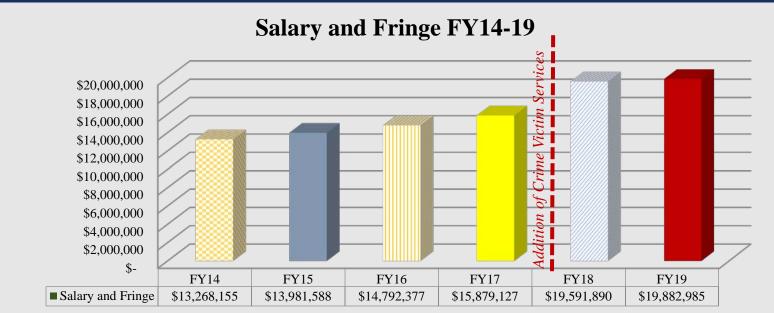


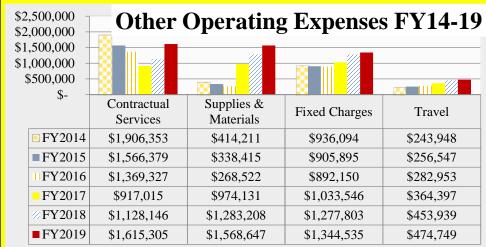
### **OPERATING BUDGET**

Alan Wilson Attorney General

Kim Buckley Finance Director







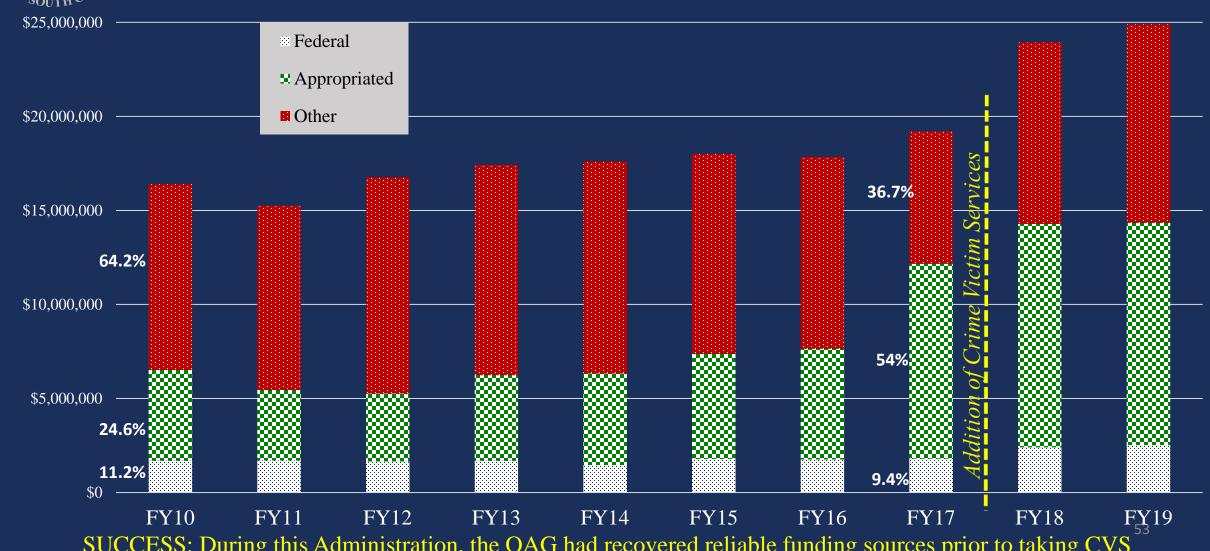
nformation Technology	\$ 1,932,901
Rent	\$ 1,109,076
State Grand Jury	\$ 243,765
Franscripts	\$ 153,518
Leased Cars	\$ 153,487
Dues and Membership Fees	\$ 117,250
n-State Auto Mileage	\$ 107,277
Office Supplies & Equipment	\$ 104,672
Non-State Employee Travel	\$ 87,759
Temporary Services	\$ 75,456
Legal Services	\$ 61,328
Promotional Supplies	\$ 59,790
Non-IT Professional Services	\$ 53,779
nsurance	\$ 50,802
n-State Lodging	\$ 47,139
n-State Registration	\$ 45,427
Out-State Lodging	\$ 42,008



# EXPENSE BY FUND SOURCE

**Alan Wilson** Attorney General

**Kim Buckley** *Finance Director* 



SUCCESS: During this Administration, the OAG had recovered reliable funding sources prior to taking CVS



# Office of the Attorney General

### PART IV ASSESSMENT

SUCCESSES, CHALLENGES & EMERGING ISSUES

- I. INTRODUCTION
- II. ORGANIZATIONAL FLOW CHART & STRUCTURE
- III. ADMINISTRATION
- IV. ASSESSMENT
- V. CLOSING



### **SUCCESSES**

- SUCCESSES
- CHALLENGES
- EMERGING ISSUES
- 1. PUBLIC SAFETY
- 2. LEADERSHIP & MANAGEMENT PRACTICES
- 3. FISCAL STABILITY
- 4. TECHNOLOGY UPGRADE

(HARDWARE & DESKTOP)



### • SUCCESSES

- Public Safety
- Leadership and Mgmnt Practices
- Fiscal Stability
- Technology Upgrade
- CHALLENGES
- EMERGING ISSUES

### **Public Safety**

Several years of budget cuts stagnated initiatives of the OAG. In those years, several areas emerged as developing problems in public safety. Although the office is not in the legislative branch, the Attorney General can give a voice to emerging public safety issues. He can also lend his office and resources to bring all stakeholders together to resolve impediments to legislation.

**ICAC**: emerging technology remains a continuous threat;

Human Trafficking: more prevalent than commonly thought;

Technology has provided new tools to curb crime;

Crime Victims Services improved in government restructuring



## **Public Safety**

#### • SUCCESSES

- Public Safety
- Leadership and Mgmnt Practices
- Fiscal Stability
- Technology Upgrade
- CHALLENGES
- EMERGING ISSUES

#### Legislative Advocacy coordinated with the General Assembly:

- **2012:** The Human Trafficking Task Force was created.
- 2013: "Ashley Hall Bill" addressed state loopholes precluding enforcement of prohibitions of the mentally ill obtaining firearms.
- **2014:** "Emma's Law" became effective, providing certain DUI offenders are now required to use ignition interlock devices.
- 2015: Overhaul of the state's domestic violence laws. Following the Court striking the Act, the AG moved for reconsideration, which reformed the opinion making its provision upheld as legally compliant.
- **2017:** S.Ct initially ruled Domestic Violence statute unconstitutional, AG led efforts to reconsider and reinstate all but minor language
- **FY18**: OAG assumed 3 sections of Crime Victim support and new GA created division under consolidated Crime Victim Services department



### **Public Safety**

#### • SUCCESSES

- Public Safety
- Leadership and Mymnt Practices
- Fiscal Stability
- Technology Upgrade
- CHALLENGES
- EMERGING ISSUES

# Office Measures Taken: Throughout this period, by increasing resources, the office operations have prioritized the criminal division:

- We have increased the number of prosecutors;
- State Grand Jury Public Corruption efforts have increased;
- ICAC replaced decrease in federal funds with state funds. Tripled forensic investigation in support of agencies statewide;
- Increased appellate attorneys to meet the Court of Appeals project to use pro bono defense counsel;
- Maintained SVP actions, even against bureaucratic hurdles;
- Improved outreach for Human Trafficking, Domestic Violence and Securities Fraud awareness.



## **Public Safety**

#### • SUCCESSES

- Public Safety
- Leadership and Mgmnt Practices
- Fiscal Stability
- CHALLENGES
- EMERGING ISSUES

#### **OUTCOME**

Resources to public safety increased as a priority of AG Wilson. The OAG increased the number of prosecutors, appellate attorneys and forensic • Technology Upgrade analysts. Technology capabilities have increased and manpower has been organized to address public safety concerns.

> As an advisor to the legislature, the AG has been an advocate for for the enactment of improved Human Trafficking laws, the "Ashley Hall" Bill, "Emma's Law", and revising Domestic Violence statutes.

When concerns arose about services towards victims of crime becoming less prominent in government restructuring, the AG became a voice for increased support and the OAG became a home for consolidating efforts.



#### • SUCCESSES

- Public Safety
- Leadership and Mgmnt Practices
- Fiscal Stability
- Technology Upgrade

reviews.

- CHALLENGES
- EMERGING ISSUES

The office has grown tremendously in the past 50 years, from a small office to a full agency. However, no prior administration had adapted to multi-administration transition. The growth of the legal profession, emerging agency responsibilities, and technology begged for such review. This Legislative Oversight Review fits within our framework of

2011: Begin "Annual Reviews" (each year for 11 years)

2013: NAAG external review of management practices

2018: Internal Review (sections @ every 4 years in cycle)

2020: Legislative Oversight (Every 7 years for entire office)

Agency concept of multi-layered, independent, review



#### • SUCCESSES

- Public Safety
- Leadership and Mgmnt Practices
- Fiscal Stability
- Technology Upgrade
- CHALLENGES
- EMERGING ISSUES

#### **NAAG REVIEW:**

This formal review became a foundation for a *culture shift* in the office for management practices. A follow-on survey was conducted using NAAG resources, and an internal process mirroring their methods is established. Our office now has a DAG on the NAAG management review team to evaluate other states.

Requested in 2012, several recommendations were implemented immediately following the on-site visit in 2013. Most recommendations were completely implemented by 2015, the end of the AG's first term, though some recommendations carried into the second term.

New administration & NAAG Review are the seminal events from "Office" to "Agency"



#### **SUCCESSES**

Public Safety
Leadership and Mgmnt
Practices

Fiscal Stability
Technology Upgrade

**CHALLENGES** 

EMERGING ISSUES

### **2013 NAAG Review**

Out of State Review Team
Anonymous Survey by NAAG
Personal Interviews
50% random sampling
15 minute interviews
No follow-up
Confidentiality
Direct Report to Executive Staff

#### **Current Internal Review**

Dedicated Deputy Attorney General Use NAAG independent survey

Personal Interviews

100% section personnel

2 hours scheduled

Unlimited follow-up

Confidentiality

Direct Report to Attorney General



NAAG Review Issue	Agency's Status in Implementing	Completion
Establish Chief of Staff	Immediate, but discontinued in reorganization.	2013-2017
Establish Solicitor General	Immediate	2013-present
Consolidate Administration	Delayed implementation.	2015-present
More robust communications dept	Immediate	2013-present
Expand recognition/award efforts	Immediate	2013-present
Optional work hour schedules	Some modification. Post COVID-19 re-review	Evolving
EPMS evaluation reform	Immediate & NAAG model today.	2013-present
Revise training program	Expanded with NAGTRI scholarships and host training.	2013-present
Reorganize Criminal Division.	Delayed implementation.	2017-present
Restructure IT Division	Immediate, user committee formed 2015.	2013-present
Establish litigation support	Immediate	2013-present



#### • SUCCESSES

- Public Safety
- Leadership and Mymnt Practices
- Fiscal Stability
- Technology Upgrade
- CHALLENGES
- EMERGING ISSUES

#### **ACCOUNTABILITY: Annual Briefs**

Fiscal Year re-cap and projections

Office standard format

Section objective standards for annual database

#### **TRAINING: Manager Development**

NAAG Management courses (Out of State)

NAAG Management Training (On-site for multiple)

Independent contractor for Management Training

#### **REVIEW: Periodic Analysis:**

NAAG Resources

**Internal Review** 



### **Fiscal Stability**

#### • SUCCESSES

- Public Safety
- Leadership and Mymnt Practices
- Fiscal Stability
- Technology Upgrade
- CHALLENGES
- EMERGING ISSUES

The 2009 Great Recession was the greatest economic downturn since the Great Depression. While it bottomed in 2009, the impact on the tax base and government funding bottomed shortly after. SC found broad budget cuts. During this funding downturn, costs were still increasing. Areas of the office such as ICAC in the criminal section and CPAT in the civil section required increased FTEs and fiscal commitment. These circumstances created a fiscal crisis for the new administration and executive management team.

The AG's General Fund bottomed in FY 2012; less than half of its FY 2002 funding.

The Wilson Administration began in January 2011; already in the FY2012 budget cycle.



# **Fiscal Stability Timeline**

Calendar	Budget	Completion
Year	Cycle	
2010	2011	Completed before election; Included effects of Great Recession budget reductions
2011	2012	Sworn in 50%+ through 2012 budget planning cycle
2012	2013	1st full budget cycle year in office; Securities proviso minor fix
2013	2014	Long term plan to reverse Great Recession budget cuts.
2014	2015	Nominal increase
2015	2016	
2016	2017	Major Increase in funding
2017	2018	
2018	2019	
2019	2020	
2020	2021	COVID budget freeze
2021	2022	Major Increase in funding
2022	2023	House version increase; Senate pending



### **Fiscal Stability**

#### • SUCCESSES

- Public Safety
- Leadership and Mymnt Practices
- Fiscal Stability
- Technology Upgrade
- CHALLENGES
- EMERGING ISSUES

#### **B.** Measures Taken

A 2014 internal initiative found revenue sustaining the office since 2009 were untenable for continuity of essential operations. Expiring federal grants, diminishing carry-over funds and unreliable contingency revenue had replaced General Funds.

All non-essential office functions had been eliminated. The office had two budget cycles before either deficits spending or cutting necessary functions. The plan became to extend the "insolvency date" until stability funding could be established.

Fiscal instability and established revenue funding was untenable for continuity of necessary operations;

In 2014 the OAG initiated a plan to mitigate instability with continued operational level & stabilized funding.



#### • SUCCESSES

- Public Safety
- Leadership and Mymnt Practices
- Fiscal Stability
- Technology Upgrade
- CHALLENGES
- EMERGING ISSUES

### **Fiscal Stability**

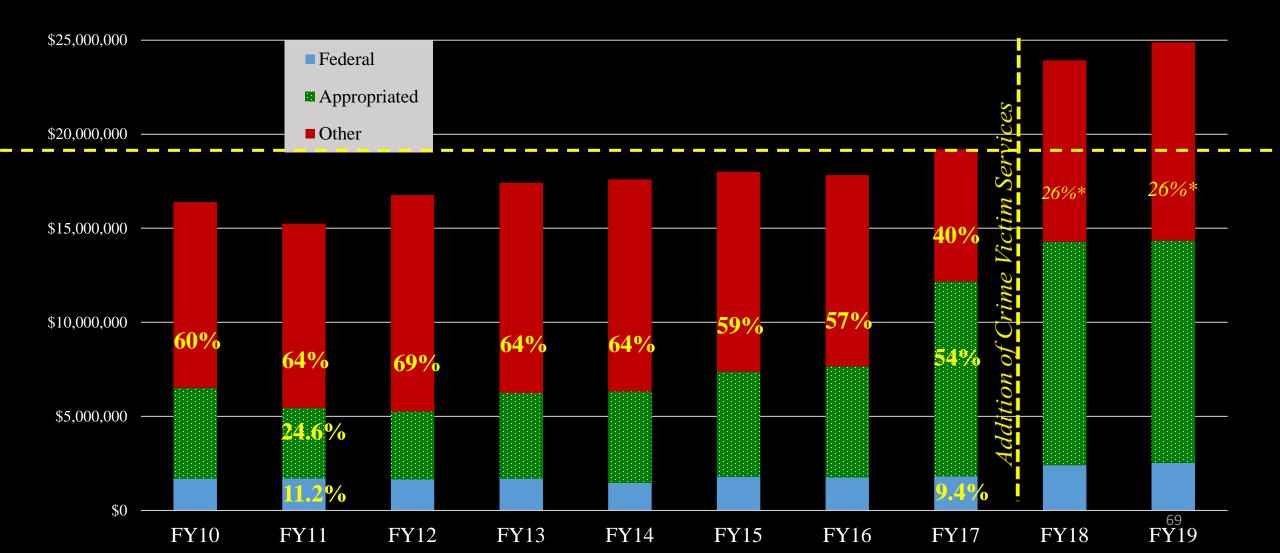
#### C. Outcome

- The Securities Proviso has the Securities Division fully funded.
- The 2017 budget cycle met ½ of the basic need.
  - The insolvency clock/point was extended.
  - ½ of those on "other funds" moved to General Funds.
  - Raises to hold on to key mid-level managers & attorneys
- The 2021 budget met the 2<sup>nd</sup> half of basic need
  - All but CPAT, Securities and CVS moved off "other funds".
  - Allowed raises to all levels to be minimally competitive
- Continued attention to competitiveness in state government
  - Still need to be competitive
  - AG office is to become a "destiny" office, not training

**Alan Wilson** Attorney General

Kim Buckley Finance Director

# EXPENSE BY FUND SOURCE





## Technology Upgrade

#### • SUCCESSES

- Public Safety
- Leadership and Mymnt Practices
- Fiscal Stability
- Technology Upgrade
- CHALLENGES
- EMERGING ISSUES

#### Problem Faced:

At the beginning of this administration, IT resources in the OAG were behind the standard of even small law firms. Typewriters were still in use in the office. Not all of the standard Microsoft Office Suite software was actively implemented.

- A generational/cultural shift was necessary for technology.
- Existing hardware did not support platform programs.
- The OAG was behind the technology of opposing counsel.
- The addition of CVS require a second round of upgrades up to OAG standards and integration.



### Technology Upgrade

#### SUCCESSES

- Public Safety
- Leadership and Mgmnt Practices
- Fiscal Stability
- Technology Upgrade
- CHALLENGES
- EMERGING ISSUES

#### **Measures Taken**

- The 2013 budget provided one time funding for multi-purpose room upgrade (Conference, classroom, trial prep)
- Desktop hardware was updated and put on replacement cycles
- Desktop software was upgraded to latest Microsoft versions
- Servers have increased storage capacity & processing speed
- Outdated software packages were forced out (internal resistance from attorneys for some packages)
- Security Upgrade

Pre and post Department of Revenue breach
Independent system for State Grand Jury



# Technology Upgrade

#### SUCCESSES

- Public Safety
- Leadership and Mgmnt Practices
- Fiscal Stability
- Technology Upgrade
- CHALLENGES
- EMERGING ISSUES

#### **Outcome**

- NAGTRI, management and CLE training have been held in the multi-purpose Room. Also used as interim State Grant Jury room during renovation.
- Upgrade provided for smooth social distancing plans in 2020.
- The OAG now has the infrastructure capability to implement platforms.



### CHALLENGES

- SUCCESSES
- CHALLENGES
  - Competitive Salaries
  - PCR Turnover
  - Money Services
  - Prosecution Coordination Comm.
- EMERGING ISSUES

- 1. COMPETITIVE ATTORNEY SALARIES
- 2. POST CONVICTION RELIEF TURNOVER
- 3. MONEY SERVICES
- 4. COMMISSION ON PROSECUTION COORDINATION

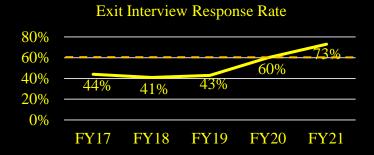


- SUCCESSES
- CHALLENGES
  - Competitive Salaries
  - PCR Turnover
  - Money Services
  - Prosecution Coordination Comm.
- EMERGING ISSUES

At the onset of this administration, AG Wilson sought for the OAG to be a "destination" for government attorneys.

For several years, the OAG had not been retaining lawyers in the office, particularly at the entry and mid-levels. Several reviews were conducted, and we learned that we were not commensurate with salary scales for other entities. While we have taken measures to become competitive, this has been an ongoing challenge.

# LOSSES BY REASON



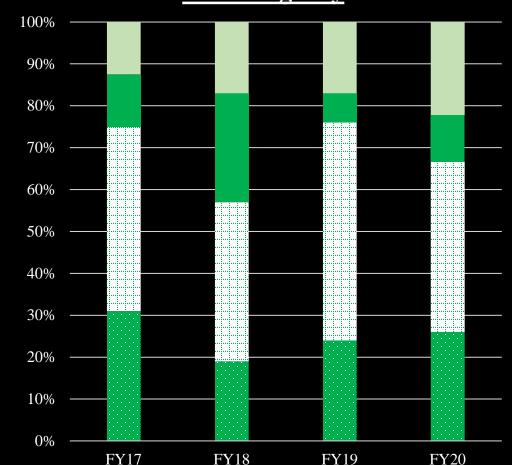




## Retirement or Death

Other State Agency

Outside State Government (includes other federal, county, and municipal governmental agencies like solicitors)



#### **Attorney Only**





- SUCCESSES
- CHALLENGES
  - Competitive Salaries
  - PCR Turnover
  - Money Services
  - Prosecution Coordination Comm.
- EMERGING ISSUES

#### **ROOT PROBLEMS:**

- 1. Good lawyers aren't cheap
- 2. For many years, the OAG did not request funds specifically for salary increases
- 3. The OAG became a training ground for agencies to poach
- 4. We mistakenly believed attributed losses from private practice, but learned that other government entities were at a competitive advantage for talent



- SUCCESSES
- CHALLENGES
  - Competitive Salaries
  - PCR Turnover
  - Money Services
  - Prosecution Coordination Comm.
- EMERGING ISSUES

#### **STEPS TAKEN:**

- Sought additional appropriation for salaries.
- Attorney categories (Atty I Atty VI): Realign commensurate with experience Realign with critical need and specialty
- Monitor wages in competing government entities.
- Periodic salary review
- Identify "cost to replace"

- SUCCESSES
- CHALLENGES
  - Competitive Salaries
  - PCR Turnover
  - Money Services
  - Prosecution Coordination Comm.
- EMERGING ISSUES

#### CHALLENGE:

Attorneys make up about 35% of our office. Because of the \$50k disclosure threshold, all attorney salaries are public. Therefore, when one attorney receives an increase, we must consider the ripple effect of salary increases on other attorney expectations.

Competing entities have a smaller percentage of their work force as attorneys. A few lawyer salary increases do not impact their agency as a whole, and they do not have the same ripple among attorneys. Local entities don't have the same transparency as the state, so their salary increases do not appear as easily to the public.

## SC Transparency Database 301 Attornove

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**Jeff Young** 

- SUCCESSES
- CHALLENGES
  - Competitive Salaries
  - PCR Turnover
  - Money Services
  - Prosecution Coordination Comm.
- EMERGING ISSUES

HISTORICAL HIGH TURNOVER. The PCR (PCR) section has had consistently high turnover in the past decade. Throughout AG Wilson's term, measures have been taken to address this section. Once an issue is addressed, another seems to appear.

Initially the issue was salary and upward mobility. The section primarily hired at the Attorney I level, with an ability to be promoted to Attorney II (entry level attorney positions). The section was taken from under Criminal Appeals, and as a separate section supervisory positions created upward mobility, as high as Attorney IV. This addressed the older issues within PCR of salary, upward mobility and perception.

However, the evolution of the PCR practice has created new issues. It had previously been a "burn-out" type position due to the workload, but other issues have evolved to add to the work-load and stress. Though addressing these issues, there remains a high turnover rate.

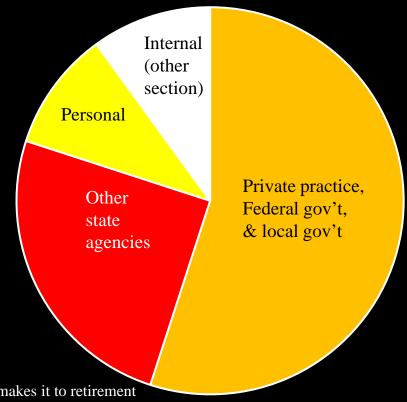


# Post-Conviction Relief (PCR) Turnover

**Jeff Young** *Chief Deputy* 

#### **Exit Interviews**

**Attorney Exit Survey Categories** 



#### **Increasing Workload/Burnout**

- Full week terms of Court
- Successive PCR hearings
  - Statute allows 1
- Detailed written orders
  - Time intensive
  - Detail specific
  - Non-form (such as sentencing)
- Increased number of merits hearings
- Travel to counties from Columbia
- Increased litigation from indigent defense contracts





# Post-Conviction Relief (PCR) Turnover

**Jeff Young** 

- SUCCESSES
- CHALLENGES
  - Competitive Salaries
  - PCR Turnover
  - Money Services
  - Prosecution Coordination Comm.
- EMERGING ISSUES

NEW APPROACHES. We previously addressed salary and benefits, but have determined the "burn-out" workload issue as the root problem. New approaches include:

- Recruiting to the "challenge" of its learning curve, trial experience and even appellate opportunities.
- Identify it as a two-year intensive exposure to create experience for personal marketability.
- PCR attorneys are a priority hire within the OAG after 2 years.
- We are looking at other non-monetary awards or incentives to deal with the "burn-out" issue.
- More positions, lessened assigned circuits



# Post-Conviction Relief (PCR) Turnover

**Jeff Young**Chief Deputy

- SUCCESSES
- CHALLENGES
  - Competitive Salaries
  - PCR Turnover
  - Money Services
  - Prosecution Coordination Comm.
- EMERGING ISSUES

ONGOING CHALLENGE. The value that a young attorneys gains in PCR makes them extremely marketable. Extensive experience in both civil and criminal law, as well as courtroom time turns a young novice into a seasoned professional quickly. Unfortunately, by the time we have them trained, others make offers and steal them away.

In one recent example, an attorney was hired away for a contract with Indigent Defense (our counterpart).

By offering more money, less stress, and less travel a <u>competing</u> entity took our trained attorney, though we have the same budget source.

In a 2022 circumstance, PCR attorney hired for more than double salary and increased benefits.



#### **Alan Wilson** Attorney General

**Jeff Young** Chief Deputy

# **Money Services**

2016	SC Anti-Money Laundering Act	Attorney General "Commissioner
2017	Proposed regulation submitted	
2018	Effective Date of Act & Regulation	
2019		
2020		Legislative oversight begins
2021	Funding of FTEs for regulating	
2022		LOC presentations

2022: The FTEs have now been provided within the budget. The plan was always to send the positions to banking. After COVID delay, uncertain as to Treasurer and General Assembly willingness.





# Commission on Prosecution Coordination

#### **ISSUE 1: Chief Prosecutor**

As Chief Prosecutor, AG should be on the Commission

In coordinating legislative intent towards crime, AG should be a member

The AG should have replaced the Director of DPS in 2006.

DPS oversaw Crime Victim Compensation as reasoning

CV Compensation is now under the AG.

#### Not on the Commission on Prosecution Coordination?

#### CONSTITUTIONAL

"Chief Prosecuting Officer"

"The Attorney General shall be the **chief prosecuting officer** of the State with authority to supervise the prosecution of all criminal cases in courts of record." Article V, Section 24. (1972 (57) 3176; 1973 (58) 161; 1973 (58) 863; 1975 (59) 46; 1985 Act No. 9; 1989 Act No. 10; 1995 Act No. 35.)

# COMMON LAW "Chief Law Officer"

"As the chief law officer of the State [the Attorney General].... maintain all such suits and proceedings as he deems necessary for the enforcement of the laws of the State, the preservation of order, and the protection of public rights." *State ex rel Daniel v. Broad River Power Co.*, 157 S.C. 1, 68, 153 S.E. 537, 560 (1929)

"Chief Prosecuting Officer" and "Chief Law Officer" not on the Commission on Prosecution Coordination?

### "17<sup>th</sup> Solicitor"

- (1) Supervisory authority over the prosecution of criminal cases in SC;
- (2) Oversees the State Grand Jury and SGJ prosecution;
- (3) Represents the State in all criminal appeals (state and federal);
- (4) Primary Prosecution:
  - Internet crimes against children and sexual exploitation;
  - Medicaid Fraud (recipient fraud and provider);
  - Insurance Fraud
- (6) All aspects of SC's Sexually Violent Predators statute;
- (7) Assists victims of crimes the State's Victims Bill of Rights;
- (8) Represents the State for Post Conviction Relief;
- (9) Coordinates cases for Solicitor conflict of interest

# Coordination of Drug Crime Prosecution

With the SGJ Act, AG should be on the Commission

#### 1990 Act No. 485

#### **Commission on Prosecution Coordination**

Whereas, the importation, sale, and use of dangerous narcotic substances in South Carolina has reached epidemic levels; and

....this epidemic has resulted in an explosion in drug-related crimes, many of which are violent in nature; and

Be it resolved.....[t]here is created a commission ...known as the South Carolina Commission on Prosecution Coordination.

#### 1992 Act No. 335

#### **State Grand Jury**

Section 14-7-1610. It is the intent of the General Assembly to enhance the grand jury system and to improve the ability of the State to detect and eliminate criminal activity.... The General Assembly finds that crimes involving narcotics, dangerous drugs, or controlled substances, as well as crimes involving obscenity, often transpire or have significance in more than one county of this State. When this occurs, these crimes are most effectively detected and investigated by a grand jury system which has the authority to cross county lines....

# Uncoordinated Legislation 1990 -2006

#### **SECTION 23-23-30.**

#### **Law Enforcement Training Counsel**

#### 11 Members:

- (1) the Attorney General of South Carolina;
- (2) the Chief of SLED;
- (3) the Director of PPP;
- (4) the Director of the Department of Corrections;
- (5) the Director of the Department of Natural Resources;
- (6) the Director of the DPS;
- (7) chief of police from a municipality < 10,000;
- (8) chief of police from a municipality > 10,000;
- (9) county sheriff from a county < 50,000;
- (10) county sheriff from a county > 50,000; and
- (11) one detention director.

#### **SECTION 1-7-910.** (1990)

#### **Commission on Prosecution Coordination**

#### 11 Members:

- (1) Chair of the Senate Judiciary Committee;
- (2) Chair of the Senate Judiciary Committee;
- (3) the Chief of SLED;
- (4) the Director of DPS;
- (5) a Director of a Circuit Pretrial Intervention Program;
- (6) a Circuit Victim-Witness Assistance Advocate;
- (7) Circuit Solicitor
- (8) Circuit Solicitor
- (9) Circuit Solicitor
- (10) Circuit Solicitor
- (11) Circuit Solicitor

2006 Act No. 317; 2014 Act No. 225

1990 Act No. 485; 1996 Act No. 337



### EMERGING ISSUES

- SUCCESSES
- CHALLENGES
- EMERGING ISSUES

- 1. ATTORNEY GENERAL COMPENSATION
- 2. OFFICE SPACE
- 3. SYSTEM SOFTWARE
- 4. STATE ATTORNEY SALARY

\*This has been added since the Narrative filings



**Alan Wilson** Attorney General

Barry Bernstein Deputy AG



Successes, Challenges & Emerging Issues

# **AG** Compensation

- SUCCESSES
- CHALLENGES
- EMERGING ISSUES
  - AG Compensation
  - Office Space
  - System Software
  - State Atty Salaries

The AG's salary is a *practical*, not *political* issue.

Raising the salary has been a political issue leaving the salary stagnant for 28 years. As a practical matter, there is dire concern for a diminishing pool of qualified candidates for the minimal salary. Qualified and experienced candidates can't afford to run for the office.

The AG differs from other constitutional offices:

- Professional Degree (4 college; 3 doctorate level)
- Cost of Education (recovery/student loan)
- The AG can't sustain an independent practice to augment salary

Barry Bernstein Deputy AG



Successes, Challenges & Emerging Issues

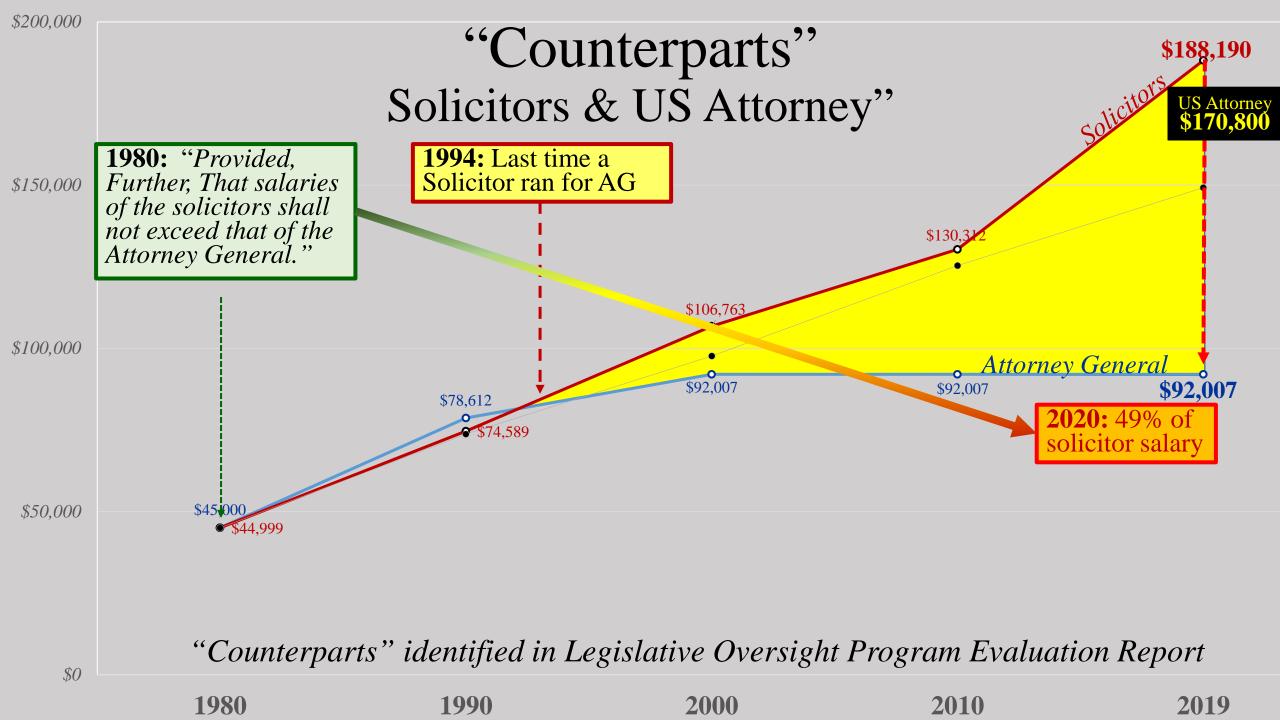
# **AG** Compensation

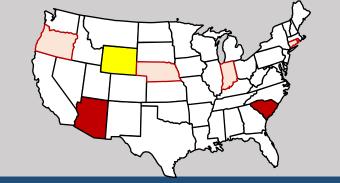
#### • SUCCESSES

- CHALLENGES
- EMERGING ISSUES
  - AG Compensation
  - Office Space
  - System Software
  - State Atty Salaries

#### **AG COMPARISONS**

- 1. "Counterparts" (Solicitors & US Attorney)
- 2. Other Attorneys General
- 3. State Government Attorneys
- 4. Agency Head Comparison
- **5. Judiciary Counterparts**
- 6. Attorneys in Transparency Database
- 7. Within the Office of the Attorney General
- 8. County Attorney Salaries
- 9. Federal Consumer Price Index
- 10. Hay Group Report





# **Attorneys General**

54 States and Territories<sup>1</sup>



### Salary

- 49. New Mexico
- 50. West Virginia
- 51. South Carolina
- 52. Arizona
- 53. Oregon
- 54. American Samoa

### **Percent of Chief Justice**

- 49. South Carolina
- 50. Arizona
- 51. Indiana
- 52. Nebraska
- 53. Connecticut
- 54. Rhode Island

<sup>\*</sup>Since we filed our Program Evaluation Report, in the new FY Colorado increased the salary, changing this Powerpoint.

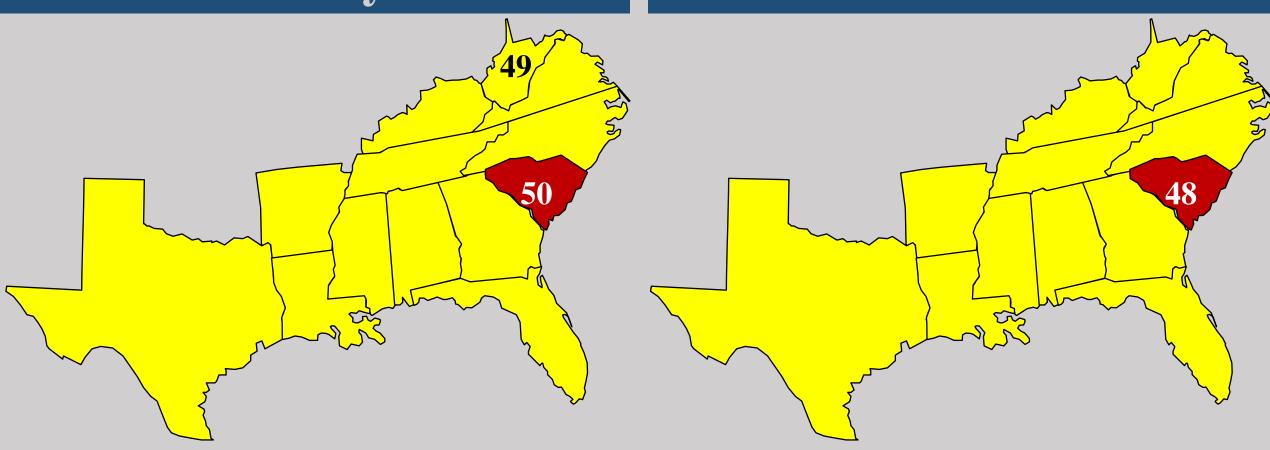


# NAAG Southern Region

Rank among 52 reporting members

# Salary

### **Percent of Chief Justice**



# Relative SC Government Attorneys

1993 – 2020 (28 Years)

Position	<b>1992</b> Act No	o. 164 (rank)	<b>2019</b> Act No	o. 91 (rank)	Change
Chief Justice	\$ 97,880	(1)	\$208,000	(1)	213%
Associate Justice (4)	\$ 92,986	(2)	\$198,095	(2)	213%
Chief Judge Ct. of App	\$ 92,056	(3)	\$196,114	(3)	213%
<b>Attorney General</b>	\$ 90,203	(4)	\$ 92,007	(11)	2%
Assoc. Judge, Ct. App	\$ 88,338	(5)	\$193,142	(4)	219%
Judge, Circuit Ct.	\$ 88,338	<b>(6)</b>	\$188,190	( <b>6-t</b> )	213%
Chief, SLED	\$ 82,497	(7)	\$191,863	(5)	233%
Solicitors	\$ 79,502	(8)	\$188,190	( <b>6-t</b> )	237%
Judge, Family Ct.	\$ 79,502	<b>(9)</b>	\$183,237	(9)	230%
Ex Dir., Indigent Def.	\$ 40,854	(10)	\$147,900	(10)	362%
Circuit Public Def.	\$ 0	(11)	\$188,190	( <b>6-t</b> )	N/A

# **Agency Heads Comparison**Relative Comparison

SOURCE:
Admin.sc.gov
"Agency Head"

#### **69 Agency Heads**

#### <u>Top</u>

1. Clemson University	\$318,781
2. Tec & Comp Educ Bd	\$259,570
3 Dept of Administration	\$217.643

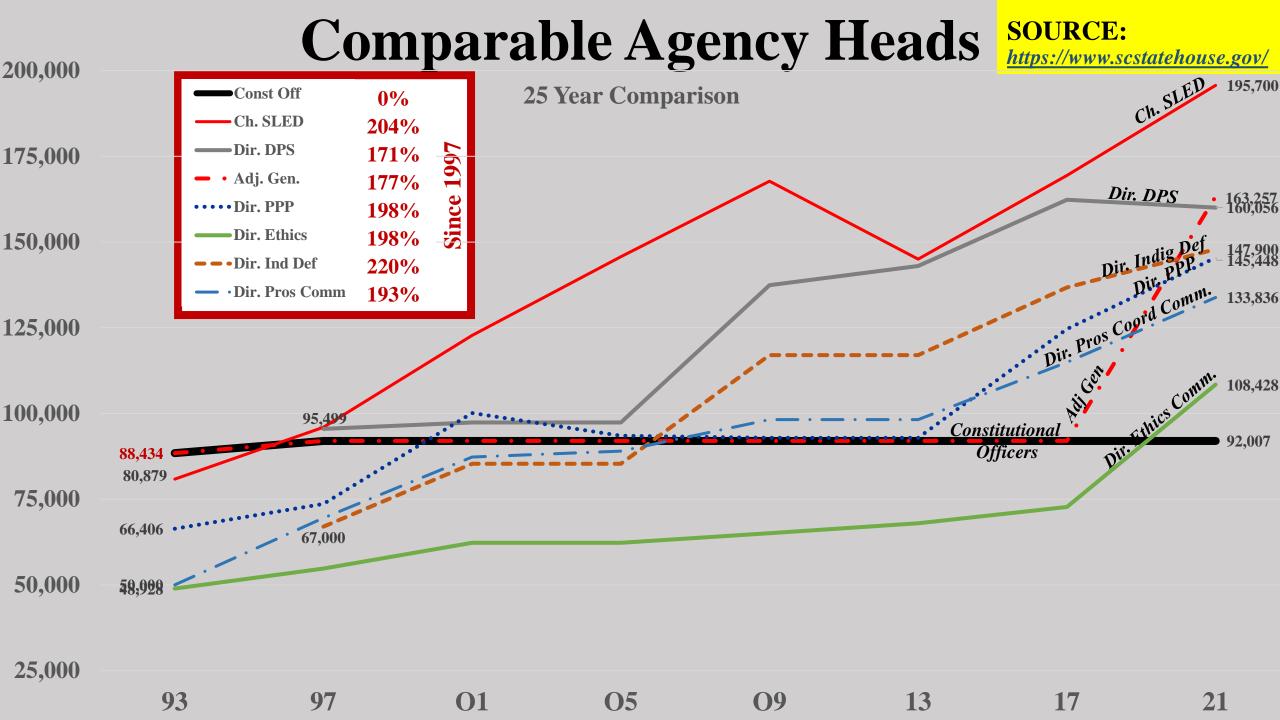
#### **Bottom**

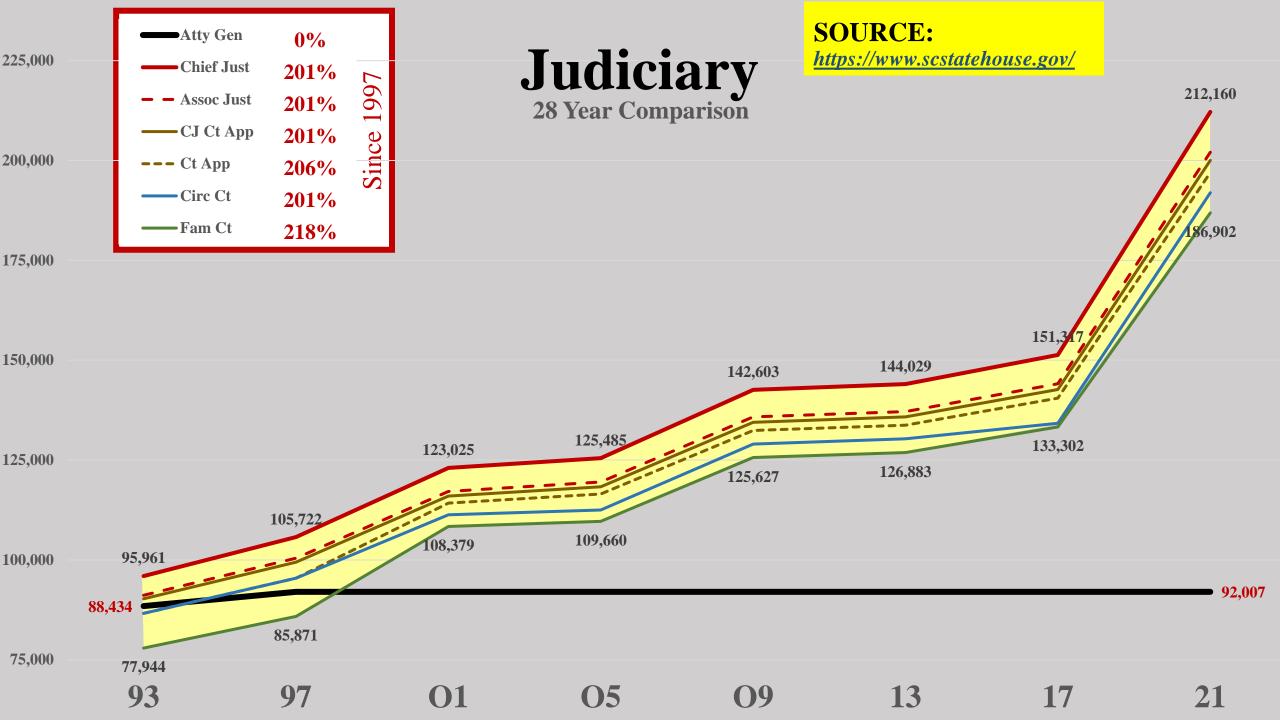
68*Constitutional Officers	\$ 92,007
69. Confederate Relic Room	\$ 91,418
70. John De La Howe	\$ 90,938
71. Higher Ed Tuition Grant	\$ 79,682

#### **Select Comparison**

201000 00111	
10. Corrections	\$199,857
12. SLED	\$195,700
23. Adjutant General	\$163,257
25. Dept of Pub. Safety	\$160,051
27. Indigent Defense	\$147,900
28. Prob Parole & Pardon	\$145,448
41. Inspector General	\$124,993
42. Law Enf. Tng Council	\$124,448
53. Ethics Commission	\$108,428
67*Constitutional Officers	\$ 92,007

<sup>\*</sup>Not including the Governor, and Lieutenant Governor (part time)





# **Attorneys in Transparency Database**

Salary Ranges & Median per Classification





# "Chief Lawyer" Among other Lawyers

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In the	next	term		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	17	16	18	19	20
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salary m				61	<b>42 62</b>	63	64	45 65	66	67	68	69	70	71	72	53 73	74	75	76	77	58 78	79	80
Median	& $A$	veraș	ge	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
	Total	More	Less	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120
Solicitors	16	16	0	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	AG	138	139	140
Solicitors	10	10	U	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160
Atty Unclass	36	34	2	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180
Higher Ed Atty	13	11	2	180	182	183 203	184 204	185	186	187	188	189	190 210	191	192	193	194	195	196 216	197	198 218	199	200
Attorney VI	15	15	0	201	202	203	204	205	206 226	207	<b>208</b>	209 229	230	211	212	219	214	215	236	217	238	219	240
Attorney V	27	26	1	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260
			15	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280
Attorney IV	81	36	45	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300
Attorney III	140	0	140	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320
Attorney II	72	0	72	321 341	322 342	323 343	324 344	325 345	326 346	327 347	328 348	329 349	330 350	331 351	332 352	333 353	334 354	335 355	336 356	337 357	338 358	339 359	.360
Attorney I	14	0	14	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380

# Within the Office

- 23<sup>rd</sup> Highest paid employee in his agency

- 4 employees ahead of him *do not* have professional degrees

- Within Attorney Classification I-VI, he is in the mid-Attorney IV range (mirrors state average)

<u>Rk</u>	<u>Classification</u>	<u>Salary</u>				
1	Dep/Div Director-Exec. Comp	171,360				
2	Deputy Constitutional Officer	161,764				
3	Attorney VI	146,472				
4	Attorney VI	144,668				
5	Attorney VI	144,471				
6	Attorney VI	134,755				
7	Deputy Constitutional Officer	128,442				
8	Attorney VI	121,810				
9	Program Mgr III	\$118,219				
10	Attorney V	\$116,191				
11	Attorney V	\$110,035				
12	IT Manager II	\$107,100				
13	Audits Manager II	\$104,641				
14	Attorney V \$102,200					
15	Program Mgr III \$100,96					
16	Unclassified	\$100,900				
17	Attorney V	\$100,440				
18	Attorney V	\$100,132				
19	Attorney IV \$95,502					
20	Attorney IV \$95,219					
21	Attorney V \$94,030					
22	Attorney IV \$92,817					
23	Agency Head	\$92,007				

# SC Association of Counties

		Group	o 1 Coun	eties >20	00,000	Allendale Flampto	Colleton Churlestott
COUNTY	County Attorney	Asst County Attorney	Dep Public Defender	Deputy Solicitor	* Chief Magistrate	Probate Judge	Sheriff

N/R

110,316

145,350

104,920

89,081

91,209

110,008

97,675

109,778

\$107,292

86%

N/R

N/R

N/R

N/R

100,453

104,920

91,209

110,008

109,778

\$103,273

89%

N/R

N/R

145,350

92,672

91,744

126,509

69,500

\$105,155

88%

N/R

N/R

N/R

N/R

N/R

126,302

191,531

126,167

166,646

128,254

153,076

\$148,663

**62%** 

Anderson

Berkeley

Charleston

Greenville

Lexington

Richland

Spartanburg

**AVERAGE** 

AG salary

Horry

York

137,000

145,631

165,131

172,012

133,268

183,756

174,211

139,406

\$156,302

**59%** 

N/R

N/R

98,372

139,942

195,000

106,168

138,064

152,078

121,629

\$135,893

77%

N/R

N/R

N/R

87,095

80,906

88,888

119,231

101,507

82,128

\$ 93,292

99%

N/R

# Diminishing Salary Value Federal Consumer Price Index

_	<b>Jan 1991</b>								May 2020
	<u>1991</u>	<u>1995</u>	<u>1998</u>	<u>2003</u>	<u>2007</u>	<u>2011</u>	<u>2015</u>	<u>2019</u>	<u>2020</u>
Medlock	92,007	102,738	112,308	124,203	138,363	150,535	159,752	172,059	175,260
	Condon	92,007	100,577	111,228	123,910	134,810	143,065	154,086	156,953
		Condon	92,007	101,751	113,352	123,324	130,874	140,957	143,159
			McMaster	92,007	102,497	111,514	118,342	127,458	129,829
\$9	92,007 in	May 2020	equals	McMaster	92,007	100,101	106,230	114,414	116,542
	\$48,301	in Janua	ry 1991		Wilson	92,007	97,640	105,163	107,119
\$92,007 in January 1991 CPI					Wilson	92,007	99,095	100,820	
adjusted to \$175.260							Wilson	92,007	93,718

in May 2020

# Hay Group Final Report (January 2013)

Compensation Review for Constitutional Officers of the State of South Carolina

"...study is in accordance with...(Act 278 of the 2012 Legislative Session)..."

"SC's pay is comparable to the Elected averages, except for Attorney General (40% below) and Comptroller General (39% below)"

Page 8	AG Averages	2012 Analysis	2% COLA to 2020
Regional Average	\$125,046	N/A	\$146,511
Regional Median	\$126,085	N/A	\$147,728
National Average	\$125,202	N/A	\$146,694
National Median	\$119,818	N/A	\$140,385
<b>South Carolina</b>	\$92,007	\$131,409	\$153,966

The study applied 2% as the annual COLA figure to apply for projections



# Office Space

**Alan Wilson** Attorney General

Barry Bernstein Deputy AG

This issue has been addressed in 2022 with DNR moving from the Dennis Building and Department of Administration committing that space to the Attorney General's Office. The current House Budget proposal addresses funding for this, but still dependent upon approval on the House floor and Senate concurrence.

#### **Current office space is insufficient**

- Outdated for the digital age.
- Not for modern law office operations.

Successes, Challenges & Emerging Issues

- Dennis Building Space needs reconfiguration

• CHALLENGES

• SUCCESSES

- EMERGING ISSUES
  - AG Compensation
  - Office Space
  - System Software
  - State Atty Salaries

#### The OAG is spread over 3 buildings:

- Rembert Dennis Building
- Edgar Brown Building
- Commercial Space on Main Street

#### Needs:



#### Successes, Challenges & Emerging Issues

**Alan Wilson** *Attorney General* 

Barry Bernstein Deputy AG

# **Office Space**

• SUCCESSES

- CHALLENGES
- EMERGING ISSUES
  - AG Compensation
  - Office Space
  - System Software
  - State Atty Salaries

**Background.** In 1981, the OAG obtained its current space in the Rembert Dennis Building. The office has doubled in size, but is still in space developed 40 years ago. The layout is outdated with wasted space due to old office space layouts.

<u>Situation.</u> Though still in the Dennis Building, the OAG is now in 3 different locations. With renovation of the current space and one floor from DNR when they leave the building, the OAG can consolidate in one state office building. The major impediment is that renovation of the Dennis Building is extremely expensive, but would eventually save money:

- IT costs reduced by consolidation.
- More persons in smaller square footage.
- More efficient use of office space.

# **Office Space**

- SUCCESSES
- CHALLENGES
- EMERGING ISSUES
  - AG Compensation
  - Office Space
  - System Software
  - State Atty Salaries

1981: 5th, 6th and 7th floors of the Rembert Dennis Building

**2012:** Began leasing commercial office space as 2<sup>nd</sup> site. *Provided part of 4<sup>th</sup> floor, taken away 2 years later.* 

2015: Some space on the first floor of Dennis was acquired

2016: Additional commercial space acquired

**2017:** With CVS, the Brown Building became a 3<sup>rd</sup> site



Alan Wilson Attorney General

Barry Bernstein Deputy AG

## Office Space

• SUCCESSES

- CHALLENGES
- EMERGING ISSUES
  - AG Compensation
  - Office Space
  - System Software
  - State Atty Salaries

1992 117 FTEs

Rembert Dennis Bldg

All Employees

2020 281 FTEs

Rembert Dennis Bldg

Most Employees

Edgar Brown Bldg
Crime Victim Services

Commercial Space

Medicaid Provider Fraud

Internet Crimes Against Children



**Alan Wilson** Attorney General

**Barry Bernstein** *Deputy AG* 

## **Office Space**

• SUCCESSES

• CHALLENGES

#### • EMERGING ISSUES

- AG Compensation
- Office Space
- System Software
- State Atty Salaries

In 2016, a statewide reviews of government real estate was initiated by the General Assembly. The problem was *inadequate use of that space due to internal design*. Applying modern concepts it determined the OAG could use existing the three floors in the Dennis Building to alleviate the need for commercial office space *if*:

- State standard space allocations were used
- Office design accommodated 21st Century equipment/furniture
- Modern file systems & Library alleviated outdated storage
- Funding availability for internal re-design

<sup>&</sup>lt;sup>1</sup> 2016 Citation

<sup>&</sup>lt;sup>2</sup> Survey was conducted before CVS made a part of the OAG. This does not include space in Brown Building.

## **Office Space**

- SUCCESSES
- CHALLENGES
- EMERGING ISSUES
  - AG Compensation
  - Office Space
  - System Software
  - State Atty Salaries

Creation of the SC Crime Victim Services Division within the OAG (2017 Act No. 96) grew the office 25%. The offices within CVS were combined from different entities into part of one floor in the Edgar Brown Building. The office layout is extraordinarily incompatible with a reasonable office layout, with shared offices and splitting of departments to accommodate space. Office space is of 1950's design.

It is not feasible to invest funds in a redesign of that space when Dennis Building space will be available with DNR's eventual move to off the Capital Complex. It is not anticipated that the office space vacated by DNR would require major renovation. The change would not only improve functionality but cure time issues with IT support, increase efficiency in finance coordination, and aid in supervision/management needs.



#### Alan Wilson Attorney General

Barry Bernstein Deputy AG

## **Office Space**

- SUCCESSES
- CHALLENGES
- EMERGING ISSUES
  - AG Compensation
  - Office Space
  - System Software
  - State Atty Salaries

Renovation	Year	Budget
State Grand Jury Clerk Office & Jury Room	Complete	N/A
New Server Room Renovation	2021	\$ 100,000
Old server room to Office space	2021	\$ 100,000
6 <sup>th</sup> Floor Renovation	TBD	TBD
5 <sup>th</sup> Floor Renovation	TBD	TBD
7 <sup>th</sup> Floor Renovation	TBD	TBD
Additional 2.5 floors from DNR move	TBD	TBD
ANTICIPATED TOTAL		TBD

Anticipated costs are *construction only* in the State system This does not include IT system cabling and upgrade This does not anticipate any spike in construction costs



**Alan Wilson** Attorney General

**Barry Bernstein** *Deputy AG* 

## System Platforms/Software

**SUCCESSES** 

**CHALLENGES** 

**EMERGING ISSUES** 

AG Compensation
Office Space
System Software
State Atty Salaries

The upgrade in office equipment and desktop computing has been a great success in this administration. The upgrade included increasing capacity, and only with that upgrade the OAG can now establish more mature IT capacity. It is only now that the OAG can catch-up on *System Platforms*.

Prior to incorporating CVS, the OAG was on track for establishing these platforms. The two years taken to upgrade CVS hardware and desktop computing delayed implementing platforms. CVS also had platform needs.



Alan Wilson Attorney General

**Barry Bernstein** *Deputy AG* 

## System Platforms/Software

**SUCCESSES** 

**CHALLENGES** 

**EMERGING ISSUES** 

AG Compensation Office Space System Software State Atty Salaries We have established a new document storage system. Replacing a 20 year old case management system is necessary, and has been problematic to use in the diverse office environment of the OAG. All CVS platforms require an immediate upgrade as well.

The implementation of platform software systems is extremely difficult to any organization in normal circumstances. We are behind the law firms that we go up against. Additionally, such platforms will improve operations and management practices. The absence of such systems will cost more money in personnel costs.

Barry Bernstein Deputy AG



**SUCCESSES** 

**CHALLENGES** 

**EMERGING ISSUES** 

Office Space

AG Compensation

System Software

State Atty Salaries

### System Platforms/Software

#### **IN PROCESS**

Platform	Budget
ICAC/Agency Storage	\$1,200,000
Analyst Dynamics	\$ 540,000
CVS Training/Cert System	\$ 120,000
Office 365	\$ 75,000
e-Discovery Nuix Test	\$ 50,000
Website Rebuild	\$ 50,000
Clerk Accounting Software	\$ 50,000
Affinity Consulting	\$ 49,000
TOTAL	\$2,134,000

#### **PLANNING**

Platform	Budget
CVS Compensation	\$1,000,000
CVS Affinity Mapping	\$ 50,000
Cyber Security Storage	\$ 300,000
E-Discovery (Permanent)	\$1,000,000
Library Scan (historic books)	TBD
TOTAL	\$2,650,000



**Alan Wilson** *Attorney General* 

Barry Bernstein Deputy AG

### **State Attorney Salaries**

**SUCCESSES** 

**CHALLENGES** 

**EMERGING ISSUES** 

AG Compensation
Office Space
System Software
State Atty Salaries

Prior to the 1980's, few agencies had their own attorney. As agency counsel became common, the AG allowed some agency autonomy, but still retained hiring approval. Salary approval was first set in proviso, and later codified. This remains for professional reasons:

- Only the AG can set legal policy for the state. Agencies cannot individually set separate legal policy.
- The AG has a responsibility to the public to keep agencies within parameters, and preclude inter-agency hiring driving up attorney expense.
- New agency heads are often unaware of the government market and HR departments often inflate offers. The OAG provides guidance. The AG is also a quality control checkpoint for attorneys representing the State

In the past several years, some agencies have avoided the Attorney General's authority over attorneys representing the State.

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**Alan Wilson** *Attorney General* 

**Barry Bernstein** *Deputy AG* 

## **State Attorney Salaries**

The AG, as chief attorney for the State, approves hiring of attorneys for the executive branch:

#### **SUCCESSES**

#### **CHALLENGES**

#### **EMERGING ISSUES**

AG Compensation
Office Space
System Software
State Atty Salaries

#### Constitutionally

AG has the power and authority to "... conduct and maintain all such suits and proceedings as he deems necessary for the enforcement of the laws of the State." State ex rel Daniel v. Broad River Power Co., 157 S.C. 1, 68, 153 S.E. 537, 560 (1929)

#### **Statutorily**

Executive entities "may not hire a an attorney except upon the written approval of the Attorney General and at compensation approved by him. All of these attorneys at all times are under the supervision and control of the Attorney General." S.C. Code of Laws Section 1-7-160

#### **Ethically**

"The duty defined in this Rule applies to government entities... duties of lawyers employed by the government ...may be defined by statutes and regulations." South Carolina Rules of Professional Conduct, Rule 1.13, Note 9.

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Alan Wilson Attorney General

**Barry Bernstein** *Deputy AG* 

## **State Attorney Salaries**

**SUCCESSES** 

**CHALLENGES** 

**EMERGING ISSUES** 

AG Compensation
Office Space
System Software
State Atty Salaries

SECTION 1-7-160. Hiring of attorneys.

A department or agency of state government may not hire a classified or temporary attorney as an employee except upon the written approval of the Attorney General and at compensation approved by him. *All of these attorneys at all times are under the supervision and control of the Attorney General* except as otherwise provided by law unless prior approval by the State Budget and Control Board is obtained. This section does not apply to an attorney hired by the General Assembly or the Judicial department.

A trend is emerging where Agencies have taken measures to usurp the legislative intent of the Attorney General as the coordinating voice of State legal policy and attorney hiring. Attorneys in non-lawyer roles are not subject to this. However, using non-attorney classifications has been used to hire attorneys outside of appropriate AG review.



Alan Wilson Attorney General

Barry Bernstein Deputy AG

### **State Attorney Salaries**

**SUCCESSES** 

**CHALLENGES** 

#### **EMERGING ISSUES**

AG Compensation Office Space System Software State Atty Salaries The clear statutory intent is to mandate the AG to control and coordinate legal affairs of the State. Even where an agency hires an in-house attorney or outside counsel, the AG is statutorily responsible for all salary or fee arrangements.

The AG believes General Counsel and legal positions should be classified FTEs to provide legal counsel security in providing honest legal advice and ensuring agency compliance with all state law. Selections should be free of undue favoritism. The AG can ensure above board hiring practices and professional qualifications.

However, agencies have begun to assert independence in such hiring. In doing so, recent hires have shown aggressive steps to circumvent the legislative intent and undermine the statutory limits.

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# Office of the Attorney General

### PART V

RESPONSES TO PUBLIC INPUT
AND CONCLUSION

- I. INTRODUCTION
- II. ORGANIZATIONAL FLOW CHART & STRUCTURE
- III. ADMINISTRATION
- IV. ASSESSMENT
- V. CLOSING



## Public Input, Questions & Conclusion

- Public Input
- Questions
- Conclusion

#### **Public Input:**

20 of 341 participants answered questions (6%) 8 of 341 participants provided comments (2%)

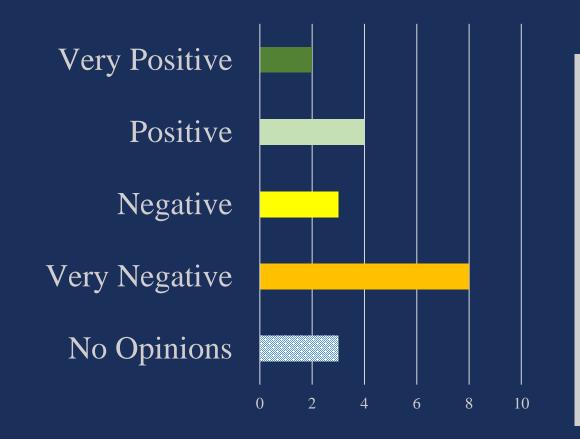
- 1. We respect and value each and every piece of input
  The nature of a law office creates adverse parties
  We anticipated more dissenting comments
- **2.** Whether interpreted as positive or negative, we do not believe the data is definitive



## Public Input, Questions & Conclusion

Q7: Overall, what is your opinion of the Attorney General's Office?

- Public Input
- Questions
- Conclusion



### Considering the:

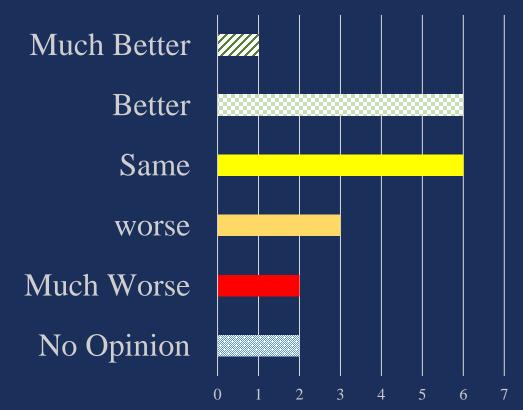
- prosecutions,
- criminal appeals,
- post conviction relief,
- SVP commitments,
- and civil fines

We expected more than 11 negative comments.



## Public Input, Questions & Conclusion

- Public Input
- Questions
- Conclusion



Q9: How do you think the Attorney General's Office functions on an Overall basis in comparison to other state agencies in South Carolina?

Of those opining, it is more positive than negative. With the office as adversarial party, we see the results as positive.



#### Part X:

### Public Input, Questions & Conclusion

Q10 Please list any comments, concerns, or suggestions....

- Public Input
- Questions
- Conclusion

#	Summary	OAG Response
1	Stoptrying to eliminate abortion rights	By law, we defend legislation.
2	Witness delayed action when needed	Unable to determine without case number
3	Opinions online is quite helpful.	
4	AG should speak as state's attorney not his personal non-legal views	The job is political and he has been consistent with his campaign issues
5	Wilson doesn't keep his promises. He is a liar	Disagree. Unable to ID specific complaint
6	No comment	
7	AG needs to be aggressive with those that flaunt like Columbia and other municipalities	The comment period was in the middle of gun legislation and "stay at home" orders.
8	AG needs to address pay to play issues and other corruption in Columbia	The AG has been very aggressive in prosecuting corruption in Columbia



- Public Input
- Questions
- Conclusions

## Public Input, Questions & Conclusions

#### Legislative Oversight PROCESS

Analogous to going to the dentist....

- Don't want to do it regularly
- Necessary for health
- Feedback to how well you are maintaining
- Feel good when it is over.

It was very thorough

Staff was very helpful, but very detailed

We are better for having done it



## Public Input, Questions & Conclusions

• Public Input

- Questions
- Conclusions

### Legislative Oversight PROCESS

#### **Internal Results:**

- Forced managers at all levels to review
- Where applicable, forced objective review
- Reviewed regulatory requirements

  We deleted regulations no longer in effect
- Update new legislative needs
  Instead of prioritizing
- Identify antiquated legislative requirements
- Forced an objective process in a subjective service