

OREGON DEPARTMENT OF JUSTICE

STRATEGIC VISION

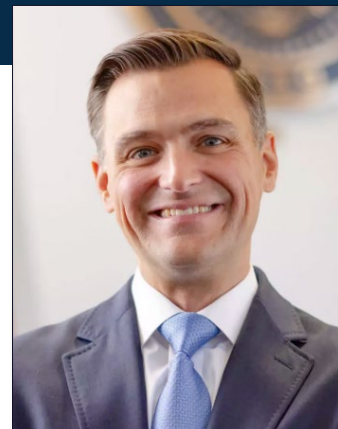
2026



MESSAGE FROM THE ATTORNEY GENERAL

Dear Colleagues,

When I was sworn in as Attorney General on December 31, 2024, I said that the significance of this responsibility could not come at a more meaningful time in our state's and our nation's history. As we enter the second year of this administration, the challenges facing Oregonians demand even more from us. Thankfully, after a year of getting to know the incredible people who keep the Oregon Department of Justice running every day, I've never been more confident in our ability to meet this moment.



Our 2026 Strategic Vision is both ambitious and grounded in the reality that we must be more efficient, more strategic, and more focused than ever before.

We've heard from you—DOJ employees, community partners, agency colleagues—and you helped inform and build this plan. Your feedback during our legislative agenda process, your participation in our workplace initiatives, and your dedication to serving Oregonians every day have shaped our strategic direction.

This vision focuses on four core objectives that guide everything we do:

- **Strengthening the foundation of our agency** so we can deliver for Oregonians for decades to come;
- **Keeping communities safe** through innovative approaches to organized crime, child safety, and public corruption;
- **Protecting working families, seniors, and consumers** from those who would take advantage of them, and create pathways for economic upward mobility;
- **Defending Oregon's values** against attacks on our constitutional rights and democratic institutions.

Underlying this year's core objectives is another simple but powerful commitment: we commit to shaping an Oregon Department of Justice that future generations will continue to trust, respect, and rely on for years to come. We are temporary stewards of an institution that belongs to the people of Oregon. Every decision we make, every system we build, every investment we prioritize must be designed with the long term in mind.

Together, we will work with clarity of purpose to ensure that the Department of Justice continues to be Oregon's champion—fierce in defending what's right, relentless in pursuing justice, and unwavering in service to every Oregonian.

A handwritten signature in blue ink, appearing to read 'DR', located below the main body of text.

Dan Rayfield
Attorney General

Under the leadership of Attorney General Dan Rayfield, the Oregon Department of Justice (DOJ) provides legal representation to state government agencies, works to keep our communities safe, protects working families, seniors, and consumers, and upholds Oregon's laws and values. As Oregon's chief law officer, the Attorney General heads the Department of Justice and appears in and represents the state in all court actions and legal proceedings in which the state of Oregon is a party or has an interest.

Attorney General Rayfield has spent the past year reshaping DOJ's leadership structure to better support our work to strengthen the foundation of the agency, protect working families, modernize operations, and gain public trust. His senior team, which now includes not only a Deputy Attorney General but also a Chief of Staff and Chief Operating Officer, is focused on fostering a healthy work environment across the agency, and ensuring that our people, practices, and systems are allowing us to provide Disney-level customer service to Oregonians.

Oregon DOJ is headquartered in Salem and employs about 1,600 individuals statewide, with nine legal and 13 child support offices throughout the state. This workforce includes attorneys who serve as counsel for state agencies, boards, and commissions; prosecutors who tackle internet crimes against children and organized crime; advocates who support crime victims and survivors; consumer protection specialists who fight scams and fraud; and professionals across administrative, financial, and support services who ensure the agency runs effectively.

The agency's work touches every corner of Oregon life. When Oregonians face predatory lenders or insurance company abuse, they call our Consumer Hotline. When children need protection from abuse, our Child Advocacy and Protection Division takes immediate legal action to ensure child safety and well-being. When seniors fall victim to scams, our Civil Enforcement Division pursues justice on their behalf. When crime victims need support and services, our Crime Victim and Survivor Services Division provides assistance and compensation. When state agencies need legal guidance, our attorneys provide counsel. And when Oregon's constitutional values face federal challenges, our Trial Division stands ready to defend them in court.

The Oregon Department of Justice also serves a unique role in Oregon's democratic process: the agency is responsible for writing ballot titles for measures to be voted on by the people and defending them before the Oregon Supreme Court. The Attorney General provides legal opinions upon request from the governor, state agency officials, or members of the legislature on any question of law in which the state or any public subdivision may have an interest. More than 350 state laws confer numerous responsibilities and authorities to the Attorney General, making this office the most diverse and impactful legal practice in the state.

VALUES AND EXPECTATIONS

The Oregon Department of Justice exists to serve Oregonians by pursuing justice, protecting the vulnerable, keeping communities safe, and upholding Oregon's laws and values.

Being a DOJ employee means modeling core values that reflect our commitment to exceptional public service. Our expectations of all DOJ employees include:

- **LISTEN TO LEARN**

Approach every interaction with genuine interest in understanding before responding.

- **TAKE THE INITIATIVE**

If you see something, do something.

- **BE RESPECTFUL AND RESPONSIVE**

Answer inquiries professionally and promptly and keep people informed throughout our work.

- **BRING A PROBLEM-SOLVING ATTITUDE**

Seek creative solutions rather than focusing on obstacles.

- **EMBRACE TRANSPARENCY**

Set the gold standard for government openness.

- **COME PREPARED**

Deliver on our commitments to the people we serve

- **PROVIDE DISNEY-LEVEL SERVICE**

Aim to exceed expectations in every interaction, whether with Oregonians seeking help or with state agency partners who rely on our counsel.

These expectations aren't aspirational. They're operational. When someone calls our Consumer Hotline, we answer with empathy and urgency. When a state agency needs legal advice, we come prepared with thorough analysis and practical solutions. When we appear in court, we represent the pursuit of justice, not just the bottom-line interests of the state. When we investigate public corruption or organized crime, we bring the full force of the law regardless of party or position. Our values translate directly into how we show up for work every single day.

STRATEGIC OBJECTIVE 1:

Strengthen Foundation of the Agency



Everything, everywhere, all at once. That phrase captures the reality of this moment for DOJ. We need to manage unprecedented demands from federal litigation while also strengthening our core services to Oregonians. We must be more efficient, more responsive, and more strategically focused than ever before. But meeting today's challenges isn't enough. We need to think long-term and do what we can to make the agency even stronger 20 years from now than it is today . – AG Rayfield



Building a Healthy Workplace for the Long Term

We learned a lot from meeting with employees from across the agency during more than a dozen listening sessions in 2025. An outgrowth of those meetings is our agency initiative to foster a healthy workplace. That includes a variety of division-specific and agencywide action items to support our employees as people and professionals.

One clear piece of feedback was that our hiring and onboarding processes needed improvement. As a result, we are evaluating and updating our entire hiring process from recruitment to onboarding. That new process will be implemented in March 2026 and will reduce time-to-hire and improve the candidate experience. Equally important, it will improve the new employee experience and make sure our employees are able to successfully help Oregonians from their first day with DOJ.

We're also investing in the long-term health and sustainability of our current workforce by designing new training programs with an emphasis on career development and succession planning. Our succession planning process will ensure that institutional knowledge is preserved and transitions are smooth. When employees start with DOJ, regardless of where they are in their careers, they will see opportunities for learning, growth, and career development. The Oregon Department of Justice is continuing our commitment to honor the diversity of our workforce by updating the agency's Community and Belonging



Public service award recipients in the Division of Child Support, where six employees had 30+ years of service.

Action Plan by December 2026, recognizing that serving diverse communities requires intentional focus within our own workforce. This work builds on our commitment to create a culture where every employee can bring their full, authentic self to work and where we advance equitable outcomes in everything we do.

Results-Driven Operations

Excellence in operations enables Disney-level service. We're making strategic investments in the systems and processes that allow DOJ to function effectively and efficiently.

Every tax dollar we receive must work for Oregonians, and that requires rigorous oversight of our own budget systems and operations. Our Financial Services Division has worked to stabilize our operating budget and is working to eliminate account deficits. In 2026, our Administrative and Financial Services Divisions will partner on redesigning our budgeting process to ensure more strategic allocation of resources, better oversight, and clearer accountability. We're implementing improved monthly financial reporting processes to give leadership real-time visibility into our fiscal position, enabling faster course corrections when needed. We will also review our billing practices and rate structure to ensure future sustainability while delivering value to the state agency clients we serve.

Our Administrative Services Division is leading an effort to evaluate the 442,406 square feet of space DOJ currently uses to ensure that our footprint reflects best practices in the modern workplace and preserves taxpayer dollars. Our Continuity of Operations Plan, due by the end of 2026, will ensure DOJ can maintain critical functions even during emergencies or disruptions.

In addition to savings related to space, DOJ is evaluating how we can do our day-to-day work more efficiently. For example, last legislative session, we secured 33 new trial positions. This new capacity will allow us to move forward with our plans to rely less on outside counsel for trial work. Significantly reducing the amount of work we send to private law firms will not only reduce cost, it will create new, meaningful opportunities to invest in the career growth and high-level training of DOJ employees—which will benefit the agency, and state, in the long term. In addition to this work, we will also work with state agencies to evaluate their exposure to risk and strategically partner with them on creative plans to reduce their overall cost burden.

Our Transparency Initiative aims to make DOJ the gold standard for public records compliance and transparency. The first step in this ambitious goal is establishing a clear baseline, which is why we are currently conducting an internal audit of our public records practices. The results will give us a roadmap for becoming the model that other agencies can follow, reinforcing that, as arbiters of public records disputes, we should set the highest standard ourselves.

Improving Government Efficiency and Accountability

We continue to partner with state agencies in Oregon to improve legal outcomes, balancing representation of state interests with pursuit of justice. We are reducing litigation costs through strategic case management and early resolution, and we are standardizing agency risk reporting procedures so that state agencies get better, more consistent guidance on managing legal risks. Through this work, we will continue to strive to improve government efficiency and accountability every day.

STRATEGIC OBJECTIVE 2:

Keeping Communities Safe



To keep our kids and communities safe, we must go beyond traditional law enforcement to build innovative partnerships, focus on the most serious threats, and invest in the systems that keep people safe. – AG Rayfield



Keep Children and Communities Safe

Fighting internet crimes against children was a priority for the Attorney General as Speaker of the House, and it remains a priority today. The Internet Crimes Against Children (ICAC) section does some of the most critical and difficult work in all of law enforcement, investigating and prosecuting those who exploit children online. The demand for these services far exceeds our current resources, and maintaining and expanding our ICAC capacity remains a top priority. For example, in 2022, the Idaho Attorney General's Office responded to 2,109 cybertips with 24 full-time ICAC personnel. In the same year, Oregon responded to 7,247 cybertips with five full-time personnel. Currently, Oregon has just 19 full-time personnel.

Tackling Organized Crime Through Strategic Partnerships

Our new pilot project SPIRE—Special Projects: Investigate, Respond and Enforce—represents a new model for fighting organized crime in Oregon. Rather than waiting for crimes to reach our desk, we're proactively partnering with local law enforcement to identify patterns on the ground, share intelligence, and disrupt criminal networks before they can cause more harm.

This pilot project in Washington County targets human trafficking operations and illicit massage parlors, with opportunities to expand the work to organized retail theft rings and labor and drug trafficking. These crimes often intersect, with the same criminal networks involved in multiple forms of exploitation and theft. By working hand-in-hand with Washington County District Attorney Kevin Barton and local law enforcement, we are developing best practices and building trust that will inform our approach statewide.

Critical to SPIRE's success is the public safety roundtable series we have launched with the Oregon State Police and police chiefs, sheriffs, and district attorneys across Oregon. These are strategic sessions where we share intelligence, identify emerging threats, and coordinate responses. We made a commitment to local law enforcement leaders to bring



Convening a Public Safety Roundtable with public safety leaders from across the state.

them together regularly, recognizing that partnership makes us all more effective at keeping communities safe. The intelligence and relationships we are building through these partnerships will pay dividends for years to come.

Combating Public Corruption

Power must be held accountable. This commitment transcends party affiliation, political connections, and personal relationships. When public officials abuse the public trust, when corruption undermines democratic institutions, when those in positions of authority break the laws they are sworn to uphold, that's when the DOJ must step in without fear or favor.

Our work on public corruption requires coordination across divisions. The Criminal Justice Division and Civil Enforcement Division are developing cross-divisional processes for investigating and prosecuting these complex cases. The message we're sending is clear: in Oregon, no one is above the law.

STRATEGIC OBJECTIVE 3:

Protecting Working Families, Seniors, and Consumers

“Oregonians are facing unprecedented economic pressures. At the same time, we’re seeing scammers targeting seniors, predatory lenders trapping working families in cycles of debt, insurance companies denying legitimate claims, and corporations violating consumer protection laws,” AG Rayfield said. “We are going to fight harder than ever to protect working families from these threats and stand up for consumers and seniors across Oregon. – AG Rayfield”

Fighting for Working Families Through Economic Justice

In September 2025, DOJ launched a new Economic Justice Section, a major restructuring that doubles the state’s capacity to protect Oregon consumers from harm. This restructure expands our ability to work across disciplines and prevent financial abuses, and puts a greater focus on working families.

The Working Families agenda represents a significant expansion of DOJ's focus. For too long, hard-working Oregonians have had limited options for recourse when they’ve been treated unfairly or had their rights violated. Now, DOJ is stepping into that space: the restructured dedicated Economic Justice Section is focused on protecting workers' rights and Oregonians' privacy, preventing corporate consolidation and deceptive practices that drive up the prices we pay, and combating criminal wage theft and misclassification of workers. We will work to ensure marketplace fairness across Oregon, because when businesses play by the rules, they shouldn't be undercut by those who don't.

We are also building enforcement capacity, developing relationships with partner enforcement agencies, labor organizations, and worker advocacy groups, and identifying the most pressing issues facing Oregon's working families.



Launching our restructured Economic Justice Section at the Oregon legislature.

This new focus reflects DOJ’s commitment to stepping in where federal enforcement has been rolled back—including the weakening of the Consumer Financial Protection Bureau (CFPB) and the Federal Trade Commission (FTC)—and focusing resources on the issues that matter most to Oregonians.

Doubling Down on Consumer Protection

The 2025 legislative session delivered a significant victory for DOJ: we doubled our consumer protection capacity, lending even more firepower to our newly restructured Economic Justice Section. Compared to states like Washington or New York, Oregon consumers aren't getting scammed any less, but historically we have had significantly fewer resources to protect Oregonians from those who would take advantage of them. That is why it has been, and will continue to be, a priority to ensure that any Oregonian who is harmed has a place to turn and has meaningful recourse.

Our Consumer Hotline and Consumer Complaint Form are critical parts of our consumer protection work. In 2025, 9,384 consumer complaints were filed on the Oregon DOJ website—up 6% from 2024 and 9% from 2023. Calls to the Consumer Hotline hovered around 11,000 each year from 2023 to 2025. This tells us two things: scammers continue to use sophisticated and aggressive tactics, and Oregonians are increasingly filing formal complaints and turning to DOJ for help. We will meet that demand by building out consumer protection and education work across divisions, integrating our hotline more effectively with our enforcement work, and strengthening the outcomes we deliver for people who reach out to us.



Convening a Working Families Roundtable with five attorneys general and national consumer protection experts to discuss our Working Families agenda.

Scam alerts have become a critical tool in our consumer protection arsenal. We are formalizing a robust process for identifying emerging scams, quickly verifying the threat, and getting warnings out to Oregonians before more people fall victim. When we see patterns in hotline calls—like multiple reports of calls about fake IRS debts, or phishing emails claiming to be from trusted companies—we move fast. These alerts don't just warn people: they often stop scams in their tracks by making the schemes too well-known to work.

The Oregon Consumer Privacy Act provides another powerful tool for protecting Oregonians. In the first year of enforcement, our Privacy Unit received 214 complaints—a significant number showing Oregonians care deeply about their data rights. We are educating Oregonians about their rights and ensuring businesses comply with requirements. Starting January 1, 2026, new provisions ban selling precise geolocation data and prohibit selling children's data or using it for targeted advertising, reflecting our commitment to protecting the most vulnerable from data exploitation.

A New Approach to Case Selection

We're fundamentally changing how we think about consumer protection cases. Our first question is, "how do we help the most Oregonians achieve the greatest economic security?" We are not winning if we are not bringing cases that protect the people who need it most.

This new case selection process ensures our primary focus is economic impact on Oregonians. We will target illegal practices that directly harm working families ripped off by scammers or abusive companies. Our settlement strategies will be focused on maximum recovery for harmed Oregonians, to return money to those harmed. We are also developing improved processes for identifying litigation opportunities, and we are formalizing systems for recognizing when patterns of complaints suggest broader violations requiring DOJ intervention.

We know that every dollar matters when you're living paycheck to paycheck—and we will continue to fight for economic security for all Oregonians.

STRATEGIC OBJECTIVE 4:

Defending Oregon Values

“*When I ran for Attorney General, I don't think any of us thought we would be in this moment in our democracy, or that we would have filed more than 50 lawsuits against the Trump administration. I would have told you that was absurd, that it was hyperpartisan. But here we are, and the reality is clear: Oregon's laws, constitutional rights, and democratic values face unprecedented federal challenges.* – AG Rayfield”

Fighting Against Federal Overreach

In 2025, the Oregon Department of Justice filed 52 lawsuits defending Oregon from federal overreach and protecting more than \$4.5 billion in federal dollars to support Oregon programs like SNAP, access to health care, education, emergency response, transportation infrastructure, and crime victim support. Our team worked tirelessly—and successfully—



Outside the U.S. Supreme Court after the tariffs case hearing.

to stop the administration from deploying troops on the streets of Portland. Eight of the 52 lawsuits were filed in the District of Oregon, with Oregon leading in nine cases—including our lawsuit challenging the president’s tariffs, which made us the first state in the country to have an attorney admitted to the Court of International Trade.

But we have known from the start that litigation alone isn't enough. We created a Federal Oversight Cabinet, bringing together community leaders from across Oregon to coordinate our response to federal overreach. This cabinet ensures we are hearing from communities most impacted

by federal actions and that our litigation strategy reflects ground-level realities, not just legal theory. Our team regularly meets with and convenes leaders and advocates throughout the state to ensure Oregon is as informed, united, coordinated, and prepared as possible in our federal oversight and accountability work. We have provided 15 toolkits to ensure community leaders and organizations have the information and resources they need to respond quickly and confidently in the ever-changing environment.

We hosted six town halls in our Safeguarding Oregon: Federal Oversight series and two Oregon Priorities town halls, creating spaces for Oregonians to speak and learn about federal actions affecting their communities and to share their concerns directly with us. The

Attorney General has also participated in town halls with members of Oregon's Congressional delegation to hear about issues impacting Oregon communities. And we have responded to thousands of constituent emails, letters, and phone calls—because defending Oregon values means staying connected to the Oregonians whose lives and rights we're defending.



At a town hall in Lincoln City.

DOJ will continue fighting to defend Oregon values and protect Oregonians from federal overreach in 2026.

LOOKING FORWARD

A closing message from the Attorney General

This strategic vision represents the Oregon Department of Justice's commitment to Disney-level customer service to Oregonians. It reflects the reality that we operate in challenging times that demand more from us—more efficiency, more innovation, and more courage to defend what's right.



Visiting with the Child Support, Child Advocacy and Protection, and Appellate divisions in Bend.

I've been inspired by meeting many of you throughout the first year of my administration. I often think about the folks I met who have worked at DOJ for 30 or 35 years: their longevity speaks to something special about this institution. They've seen administrations change, priorities shift, and challenges evolve, but through it all, they've remained committed to serving Oregonians. When we think about making DOJ better and stronger 20 years from now, we're honoring those who came before us and investing in those who will come after.

I want you to know that I appreciate every internal email giving a colleague a shoutout, every service award ceremony, every note to congratulate someone on a career milestone. I even appreciate being asked to judge the highly competitive annual chili contest. All of these moments remind us that DOJ is full of people committed to public service, working every day to make Oregon safer, fairer, and more just.

With clear priorities, strong leadership, dedicated employees, and a commitment to continuous improvement, the Department of Justice will continue to serve Oregonians well today, and for decades to come. Everything we do now is an investment in that future.

The challenges ahead are significant, but we're ready. We have a plan. We have each other. And we have the privilege of serving the people of Oregon.



Oregon Department of Justice

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