

Podcasts | September 16, 2026

Inside the New Jersey AG's Office With AG Jennifer Davenport

SPEAKERS

Clayton S. Friedman | Matthew J. Berns

In this episode of *Regulatory Oversight*, [Clay Friedman](#) and [Matt Berns](#) are joined by New Jersey Attorney General (AG) Jennifer Davenport, who was sworn in as the state's 63rd AG in February 2026.

Davenport brings an unusually broad background to the role, having served as a DEA intelligence analyst, assistant U.S. attorney, first assistant AG under three AGs, and deputy general counsel at a utility company. She shares how her years in corporate compliance reshaped her thinking about root cause analysis, clear regulatory guidance, and the value of hearing from industry before decisions are made.

In this episode, they discuss Davenport's five biggest priorities, the office's junk fees campaign and broader affordability agenda, recent settlements holding social media companies accountable for child safety, and human trafficking work tied to the World Cup. They close with her message for in-house and outside counsel about the importance of clear rules, fair competition, and building compliance into business operations.

Transcript

Podcast: *Regulatory Oversight*

Episode: Inside the New Jersey AG's Office With AG Jennifer Davenport

Hosts: Matt Berns and Clay Friedman

Guest: Jennifer Davenport

Aired: September 16, 2026

Stephen Piepgrass (00:05):

Welcome to another episode of *Regulatory Oversight*, a podcast that focuses on providing expert perspective on trends that drive regulatory enforcement activity. I'm Stephen Piepgrass, one of the hosts of the podcast and the co-leader of our firm's Regulatory Investigations, Strategy, and Enforcement, or RISE, practice group. Our podcast features insights from members of our practice group, including our nationally ranked State Attorneys General practice, as well as guest commentary from business leaders, regulatory experts, and current and former government officials. We cover a wide range of topics affecting businesses operating in highly regulated areas. Before we get started today, I want to remind all of our listeners to visit and subscribe to our blog at regulatoryoversight.com so you can stay up to date on developments and changes in the regulatory landscape. Today, my colleagues Clay Friedman and Matt Berns are joined by New Jersey Attorney General Jennifer

Davenport for a wide-ranging conversation about her career, her priorities as Attorney General, and what regulated businesses and their counsel should expect when they're engaging with her office. They'll cover everything from what drew Attorney General Davenport to public service to how her years as a prosecutor, senior staffer to three Attorneys General, and compliance executive in the private sector inform her approach to the job today. General Davenport became New Jersey's 63rd Attorney General in February of 2026, following a distinguished career spanning federal prosecution, law enforcement, and the private sector. She previously served as New Jersey's First Assistant Attorney General and principal law enforcement advisor, as an Assistant U.S. Attorney in the District of New Jersey, including as Chief of the General Crimes Unit, as Division Counsel to the New Jersey DEA, and as Commissioner on the Waterfront Commission. Earlier in her career, she clerked for Chief Judge John W. Bissell of the U.S. District Court for the District of New Jersey and worked as a DEA intelligence analyst. In the private sector, she served as Deputy General Counsel and Chief Litigation Counsel at PSEG, giving her a perspective on regulatory enforcement from both sides of the table. Matt, I'll hand it over to you and Clay to get the conversation started.

Matt Berns (02:09):

Thank you for that introduction, Stephen. Before we jump in, I just want to say how thrilled I am to have New Jersey Attorney General Davenport join us on our podcast today. Not only because she's my home state AG, but also because I had the privilege of working with her during her first stint in the AG's office. And I hope that in addition to discussing what she's doing now as New Jersey's Attorney General, we also have the opportunity to revisit some of the work we did together when she was First Assistant. So, Attorney General Davenport, thank you so much for joining us today.

AG Jen Davenport (02:38):

Thanks, Matt. It's good to be with you.

Matt Berns (02:40):

I would like to begin by asking you about your career arc. I recently heard a former New Jersey Attorney General call you the most qualified person ever appointed to the role. To help our listeners understand why he might have said that, can you tell us what you did when you were younger, what made you go to law school instead of pursuing a different path, what legal jobs you've held, and how they led you to your current role?

AG Jen Davenport (03:04):

Sure. And that's a very kind description of me as the 63rd Attorney General. I don't think it's true, but I certainly do know that the work that I've been able to do over the course of my career has put me in a very good position to be able to do this job now. But it's truly just an honor to be able to serve in this way. Did not start out as somebody who thought I was going to be a lawyer. Public service, I think, was in my blood just growing up. My father's a retired firefighter as well as a Marine Corps veteran and Vietnam veteran, and my mom and the service that they've just given over the years to the community. I grew up in Wildwood, and it's always been a part of life. It wasn't anything that was, "Oh, you should do these things because." It was just, this is what we do. You just figure out how to be part of the community and help the community and do as much as you possibly can. So that was just kind of in my blood, but I never really thought about it as a career, I don't think. I actually went to school originally for theater and dance. Not sure if we've talked about that before, Matt, when we worked together, but that was short-lived. I realized that was probably not going to be what I ended up doing and ended up changing my major and focused on sports, actually, while I was in college.

But I knew that at some point working for the federal government was where I started working when I left college. I loved investigations and I loved putting pieces together to keep the public safe. So right out of college, getting a job as a DEA intelligence analyst and working there, seeing the work of the U.S. Attorney's Office and how I could do more if I had a law degree, that's really what sparked my interest and ended up going to law school at night and working for DEA full-time. And then from there, it was just really every opportunity I had to be exposed to more work in this field and ultimately becoming an AUSA, which was so incredibly rewarding. And being able to work with the agents that I had so often worked with and supported as an analyst, and then from there having the opportunity eventually to come over to the state, it was just eye-opening. I think in the federal government, and you and I share similar backgrounds with working for DOJ and working in the federal system, you have the ability to really make widespread change, but you don't get to do it very often on a very local level. And I think that was what was so rewarding when I had the opportunity under AG Grewal to become the First Assistant Attorney General was not only could you make an impact enforcement-wise on the criminal side with criminal enforcement, but you also had that public policy piece and you had the community engagement piece, and you had the pieces where you could have an idea perhaps for legislation and then be able to work with our legislators and say, "Hey, what about this for a statute of limitations, for instance?" Or whatever it may be, and then really see how that all works together in a way that's just so incredibly rewarding.

Matt Berns (06:00):

That to me was one of the really special things about my time working with you in the AG's office was the ability to see the impact and the really localized impact of everything that you do. And I'd like to hear a little bit more about that. Can you tell us a little bit about when you were first in the AG's office and the roles that you had there?

AG Jen Davenport (06:17):

Sure. I began in 2018. I stayed for about four and a half years. As first assistant attorney general, that's in lots of states, it's called the chief deputy. It's the number two in the office. The way that we have it structured here in New Jersey is that that oversees all of criminal work. So here, our department is quite large. It's about 8,700 people, more than 20 divisions, including the New Jersey State Police, including our Division on Civil Rights and Division of Criminal Justice, and all the enforcement with gaming and racing and alcoholic beverage control. You name it, we have it here in our department. And the work that I did was oversight of all the criminal pieces. So a lot of public policy, a lot of thinking about ways to reduce gun violence, for instance, with thinking about from the background I had from the federal government about working with ATF and eTrace data. One of the unique things about New Jersey's Attorney General, also as the chief law enforcement officer as well as the chief legal officer, is the AG has directive authority and is the chief law enforcement officer over all 42,000 law enforcement officers in the state of New Jersey. All 21 county prosecutors roll up through in their own individual counties up ultimately to the Attorney General. So when you are able to see where change is needed, for instance, the work that we did with updating the use of force policy and updating other law enforcement policies, or eTrace data for that matter, requiring things for each municipality, each officer on the street to do XYZ can come from the AG's office and you can make sweeping change and really make really great connections on criminal cases as well as for public policy across our state. So I held that role. I also held the role of Principal Law Enforcement Advisor to really, at a time after the murder of George Floyd, during COVID, when we really just had even more impact we wanted to make in the criminal justice side, I wanted to really just take all of my time and maybe step back from some of the administrative responsibilities as the Chief Deputy, I'll call it, and really focus on the principal law enforcement piece of it. And I did that for a while. And then when Acting Attorney General Bruck became Acting Attorney General, he asked if I would step back into the First Assistant role. So I did that for another six months or so

before I left. Maybe a year, something like that.

Matt Berns (08:37):

Yes. You at that point, I think, held both roles, you were First Assistant Attorney General and Principal Law Enforcement Advisor at that time. At another period, you also were an acting county prosecutor. So you've always been someone who has worn a lot of hats. And for the First Assistant role in particular, you held that title under three different Attorneys General, which is a little bit unusual and I think reflects how valued you were in that role. You served under AG Gurbir Grewal, Acting Attorney General Bruck, as you mentioned, and then Attorney General Matt Platkin after that. Can you tell us a little bit about how your time as a senior staffer for those three AGs informed your own approach to the role and in particular how it has informed your approach to staffing the office?

AG Jen Davenport (09:24):

Yeah, you got to see many different styles of leadership. I got to see really different ways that the office over time has become involved in a variety of issues, particularly when it comes to the multi-state engagement, which I saw for the first time under AG Grewal and then I saw expand as the years went on and the need was there. And my approach to leadership, but also to this office... And honestly, I don't think I would have been able to hit the ground running the way I did, I know for sure I wouldn't if I hadn't spent time here before. I understood, like I said before, 8,700 people, over 20 divisions, so many different authorities and enforcement authorities and regulation authorities. So to really understand that from the inside out, to then know how I wanted to lead it, I think was invaluable for sure. Beyond that, it's really how it interacts with all the other cabinet agencies here in New Jersey, how it interacts with the Governor's Office, the community, all of those relationships that had already been established, which was really phenomenal.

As far as my leadership from within the department, you get to see a lot of things. And I have such an amazing team, and we always have. Right? I mean, Matt, you were part of that amazing team for a long time. And the public servants we have in our state are just tremendous. And the commitment to just excellence and the commitment to the people is what you see time and time again. But when you have such sweeping authority and you have a broad mandate, it's hard to say, as our friend, former Acting Attorney General Bruck used to say, if everything's a priority, nothing's a priority. So you have to really be able to focus and prioritize to make sure that you're always thinking about ways to advance the priorities you have and that you're not just swept up by the news of the day or you're swept up by being reactive. So that was a key piece of when I either focused on the people who are already leading here or people that I wanted to keep in different roles or new folks that we brought into our team. People would ask, "What's really important to you?" And the two things that I say often, because I think it's a given, integrity, the commitment to serve. I shouldn't have to tell you that. Like, I said it to the police academy class, the State Police Academy that just graduated on Friday. I'm not going to sit here talking about integrity or doing what's right for the right reasons. If you don't know that, you should not be sitting in these seats. This is a given. So let's talk about the things that we really want. And I think that's creativity and a sense of urgency.

And that's how I've really tried to build out the team we have. And that's, frankly, how Governor Sherrill wants all of us to be within our public service roles. You want to make sure that the people who need your clients, the people that we serve, to us, the public, the 9.5 million people of the state of New Jersey, and the people within our departments or the other cabinet agencies where we're giving legal advice, you want to get to yes if you can. And

if you can't get there right away, figure out what that is. We're limited really only by our resources, frankly, in the state or any state or any government. We may not have unlimited resources, but we certainly don't have unlimited creativity of ways that we can work better for the public. And that sense of urgency. We are temporary stewards in these roles, as you know. And you could again get swept away by everything that happens each and every day, or you could keep your eye on the ball and really try to figure out how to make it better and leave it better than you found it.

Clay Friedman (12:48):

Obviously, you've had a very robust law enforcement background. Virtually almost your whole career has been touching law enforcement in those areas on the public side. But you were in the private sector for a while, too. What did you learn from those years, those approximately four years away from government, that you bring now to your job now as the Attorney General?

AG Jen Davenport (13:07):

So I left the state and I really had never worked in a company before, and I wanted to have that opportunity to know what it was like to work inside, in-house. And as I said earlier, something that really drove me, even in my 20s, was investigations. I love investigations. I think putting pieces together and really working as a team is so rewarding. And I went to work in compliance, which is not something I had ever done as a title before, but once I got there, I realized, oh, wow, I've been building up for this for three decades. Right? Compliance and really understanding what the rules are and holding people accountable is something that I'm very comfortable with. But what I didn't realize until I worked in compliance and I worked in-house was how beneficial it is to really think about root cause and to really think about best practices. I mean, we talk about it a lot in the government, right? Best practices. And certainly it's something I do every day, is we meet with a municipal, let's say, police department, and they're doing something great. We want to bring that to the county, want to bring it to the other parts of the state. We do that all the time.

But if you think about learning from mistakes or learning from how something may have went wrong or teaching examples, that was a big part of my job. And I think that's a big part that I bring into this role now that didn't really crystallize for me until I was doing compliance day in and day out, thinking about how important it is to really get to the root cause of items to figure out, "Okay, we have this repeat issue. Why is that? Do people not understand what the rules are? Do they not understand how to operate in this environment?" And the other piece of it that I think is so helpful here is we would look a lot at DOJ's corporate governance and corporate compliance policies and things. And as someone now who is responsible for making sure that people understand and to set what the rules are for industries, to make sure that we're very clear and make sure that we put our expectations out there, that we have that clear guidance, we have places where people can ask questions. Because none of this should be a money grab or a gotcha game or anything like that. What we want to do is serve the public. And the best way to serve the public is for industries to understand what the rules are and to know how to play by them. And also that helps companies because you want companies who are doing what's right and that are playing by the rules to not be run out of town by people who are playing fast and loose. So I think those two things were really a huge piece of my learning that I think I've already probably had throughout my career, but it didn't really come together until I was in that compliance role.

Clay Friedman (15:47):

When I was a young assistant in the state of Missouri all those many years ago, right out of law school, mind you, I

had tunnel vision. It was all about law enforcement, helping consumers, and bringing bad companies to their knees, if you will. Having jumped out of private practice, I found it brought me balance. Have you been able to leverage that same corporate experience that you had to recognize that industry does need to be heard on those types of issues and setting policy and things like that?

AG Jen Davenport (16:18):

Absolutely. I think no matter what the topic is, if you're sitting in an office all day talking to the people who aren't on the ground doing whatever it is, then you're not going to capture all of the pieces of it. So I think it's really important to make sure you get that input. And that's something that I've consistently done and certainly something that we're doing in this job is making sure that we have the right folks at the table or ask them, who else should we hear from before decisions are made?

Matt Berns (16:42):

I'd like to turn to your return to government service after a few years away. Were there things besides your role that were different, things that had changed in the office since you left, whether that was the relationship with the Governor's Office or other state agencies, or the relationship with other state AG offices, or in the office's areas of focus or its capacity to do certain work? Was there anything that was different?

AG Jen Davenport (17:07):

Yeah, and I'm not sure how different it was or if it was just my perspective, because I had been almost exclusively on the criminal side when I was here before. I had less interaction with the Governor's Office, just the way we're structured here in New Jersey. Attorney General is an independent constitutional officer, and there's no overlap when it comes to criminal or enforcement of any kind, right? So I had had less engagement than perhaps you did, Matt, certainly, or others who may work on that across policy lines. It was part of it here and there, but it wasn't my steady diet day to day. So coming back and really seeing that whole other piece of our department that works on policy, obviously this Governor, Governor Sherrill's priorities, the priorities of a new governor, and using our resources to make sure that we think about where we are. We're lockstep on policy, protecting the rights of New Jerseyans and also making sure that we protect constitutional rights. Lockstep. And we talk about that a lot. And again, there's separation when it comes to criminal work, investigations, and enforcement. But what I'm seeing here, that we saw a little bit, but not as much, and certainly you saw it in the beginning of 2025, but when you see that the federal government continues to abdicate its work and its duty to enforce the law, where states are really stepping up time and time again, that is just becoming more and more necessary. And certainly that's a difference from when I was here last. You had it for sure, but not at the level that you have it now, and certainly not with the need that you have it now to make sure that we're protecting the public while the federal government is not.

Clay Friedman (18:47):

Your state's unique. You mentioned that. Most of the attorneys general have most predominantly a civil enforcement agenda. You, of course, as you mentioned, are kind of the top criminal law enforcement officer for the state as well. That means you have two separate agendas. You have your criminal enforcement agenda, you have your civil agenda. And overall, what are your priorities on each side of the house?

AG Jen Davenport (19:10):

I've set five priorities. And I do think about it... At least when I came in, I thought about it the same way that you just said, right? You have this criminal side, but you often see the overlap, right? Particularly the overlap when it

comes to how each of these priority areas, we can do things across our department to make sure that we are using all of our tools to help folks. So the five priority areas that I've set are protecting our communities from gun violence, combating human trafficking, ensuring the safety and protection and the rights of children, making New Jersey more affordable, and by that I mean really hammering home our ability on the consumer protection side, but also all the other areas, whether it's Division on Civil Rights and things of that nature where there may be discrimination, and standing up for New Jerseyans when the federal government acts in a way that harms our residents and it's unconstitutional. So those are the five priorities I set forth. And within each of those, there are certainly frameworks, both on the criminal side, on the policy side, on the civil side, enforcement and rulemaking, that really cut across our entire department.

Matt Berns (20:14):

You mentioned affordability, which had also been a big campaign theme of now Governor Mikie Sherrill. Can you talk about how you're turning that idea into action? Does it mean focusing enforcement efforts on particular types of industries or practices, for example?

AG Jen Davenport (20:33):

Yeah, some of the things that we've done so far, really, if you zoom out, it's thinking about, again, where are those cost burdens coming from? And are folks not following the rules and is that why it's higher, or are there other things that we can do to tackle the issue? And a couple of the areas, we're taking on disreputable companies who, on the consumer protection side, overcharge customers or underpay their employees and willfully ignore our laws. One of our larger divisions is the Division of Consumer Affairs. And Matt, I know this is a division that you oversaw when you were here. I don't know if this is unique with other states, but it certainly has, again, this sweeping authority where you not just have really broad consumer protection ability, but also that regulation of every licensed professional in the state of New Jersey. So an area here where they protect the public from fraud or deceit or misrepresentation, but also that professional misconduct. One of the specific things that we've done so far has been our campaign on junk fees.

So Governor Sherrill, back in June, the governor issued an EO, an executive order that directed all state agencies to review the industries that we all regulate to see where there may be junk fees. Just stepping back, junk fees are hidden fees, right? Like unnecessary or unexpected fees that frankly have just become commonplace. And one of the things that we try to do with everything that we're working on is let's call out things that aren't normal and should not be normal, but that have been normalized, that have been part of just like, "Oh, we pay an extra dollar when we're at whatever cafe because it's a service charge." Well, why? Right? And maybe it's legit, but let's talk about them and figure out what is and what is not legitimate. So the governor issued that EO and our Consumer Affairs published an enforcement statement, basically, again, how certain conduct related to junk fees may violate the law. Going back to what we talked about before, making sure that people understand what the rules are and how we're going to enforce them. And we also wanted to hear from people. What are you paying for? What are these fees? Why are they there? We're calling on anyone who has experienced a junk fee to tell us about their experiences so we can learn more about it and to find out what those are. And you can come to us, visit our website at njoag.gov/junk-fees. We want to hear more about it to know how we can tackle this problem. So that's one example of how we're thinking about affordability within our own ability to enforce and regulate.

Clay Friedman (23:16):

You mentioned obviously five priorities, of which affordability was definitely one of them. I see an overlap between

human sex trafficking and protecting children and stuff like that. Is there any recent thing that's come to mind or you're most proud of so far in battling that particular area?

AG Jen Davenport (23:33):

Two things come to mind. One is on the protecting children side. Certainly you have the protection when it comes to their physical safety and the Internet Crimes Against Children Task Force that we have and the work that we do there across law enforcement. But then there's also the seeking accountability from social media companies. And recently we announced our settlement with Meta. This was a case that had been going on for more than five years. So stemming back from when AG Grewal said to Instagram and Facebook, to Meta, to say, "Please don't allow teens here." And then Acting Attorney General Bruck started the investigation, and then Attorney General Platkin was here when the lawsuit was filed and continued that through. And so this really stems for a long time, the work, and certainly New Jersey's leadership in this along with Kentucky, along with Colorado, along with California. And this settlement really... There's obviously a large monetary piece to it, but I think when you think about the key safety features, this is really the beginning of that era to hold Big Tech accountable, that the profits are not going to come before our kids. And the safety features that we're able to have Meta agree to is really going to start this new conversation about how we can protect our kids online and making sure that parents and trusted adults and whomever it is has the information they need to make the decisions that they should. Because you can't make good decisions if you don't have truthful information. And that's what our case was all about. Like, let's have people have the right information, the truthful information, and then they can decide for themselves how to be used.

So that's one area. And then I think the other area, when we think about the combating human trafficking piece, that really kind of dovetails into this space as well. We use the World Cup, New Jersey hosted the World Cup, including the final eight games and then the final here. And we really used it as a platform to elevate more public awareness when it comes to human trafficking, whether it's sex trafficking or labor trafficking, and to really focus on trying to help and connect to services as many people as possible. And just during that time period, we connected 90 victims of human trafficking to services who accepted services. And there were 60-some-odd arrests and things of that nature. But when you think about 90 individuals who came through our state or were here already who now have that connection to services, a lot of this came from our input from survivor leaders in the community to say, "This is what is really needed," and to making sure that we have that lineup of community organizations and the wonderful people who do this work day in and day out to really work with us to understand how we can best help people. I think those are two things that I would highlight. And that work is not stopping. The World Cup may be a little bit behind us, but we are still going every single day on both holding Big Tech accountable as well as the human trafficking piece that I just mentioned.

Clay Friedman (26:26):

I want to move to a different thrust that kind of goes back to our discussion we had before. A lot of our listeners represent regulated companies, either because they're general counsels or assistant general counsels at those regulated companies, or they're private practitioners. If there's a message you could send to them that they could take away from this podcast, what would that be?

AG Jen Davenport (26:47):

I think it's twofold. First is a key part of consumer protection and antitrust enforcement is making sure, like I said before, that honest businesses have a fair shot in this economy. So if we're thinking about what we want to do, a

rising tide lifts all boats. You want to make sure that you are doing what's right because it's going to be good for everyone. And while we very appropriately focus on individuals who are being scammed, let's say, or having their bank accounts drained or have different issues, we're aware that those fraudulent impacts not just impact the consumer, but it also impacts, again, those honest and small businesses who are actually playing by the rules. So effective enforcement really benefits those consumers as well as honest businesses. And I'd encourage anybody who's doing business in New Jersey to reach out to us for information or whatever they need on any of our enforcement pieces, but also to let us know when their competitors are violating the law, because that helps us then with that visibility. And most consumers may not know about the things that the competitors may. And the second piece is life is not affordable right now in New Jersey, as many people have talked about. And we're really trying everything to change that and to make sure, like I talked about the campaign against junk fees, and to make it more known to question these things. And for many of the companies where we have taken enforcement action or we are engaged in litigation, we're seeing that the pieces of taking advantage of people is baked into the business model. Going back to what I was talking about with compliance before, if that's part of your business model, you have a real problem because the bigger these companies get, and if that's part of your model, then you're going to be more bold about actions you take. And violating the laws is like a cost of doing business. And the work that we're doing, we're not going to stand for that at all. If that's just how it's been done, if that's just part of doing business or you see that competitors do it that way too, we're done with that. Making life affordable means holding people accountable even if it is, in your industry, business as usual. So those would be, I think, the two messages.

Matt Berns (29:04):

We have some listeners who are just getting started in their legal careers. For younger lawyers who might be listening, what advice would you give them about building a career in public service or in an Attorney General's office in particular?

AG Jen Davenport (29:18):

I don't think there's anything better. [chuckle] Come to New Jersey, we're hiring. For those starting out, what I would say is public service is so incredibly rewarding because you get to wake up each day or go to sleep each night with one mission, right? And that mission is to serve the people. And I am eternally grateful for the opportunities I've had when I have not been in public service, when I worked at a law firm for a few years, when I worked at a company in-house and learned so much. But you have other competing things that you think about each and every day, right? When you're thinking about how to get your work done or whatever it may be. And having that piece of it, I think, is really a unique piece, right, when the mission is something that you see across the board and it's very mission-driven because you're all working toward that same goal. And there's lots of different ways to do that. And public service doesn't always mean that you're working for the state or the county or the federal government, you name it. There's ways to work in public service that are outside of government, too, right? So that leads, I guess, to my second point and the advice I would give, which is follow what you think is interesting and what makes sense to you, but just do the job you have incredibly well. Don't think about what you want to do three jobs from now, because guess what? You're not going to do the job you have really well if you're too worried about getting some other job down the line. As I sit here now, this is not something, even when I sat one door away from this job, never thought about it, right? Never thought about it. I just knew that I was incredibly lucky to have that opportunity to be First Assistant AG, and I tried to do my very best. And I think if you do your very best in a job you have, people are going to recognize that. And it's such an incredibly... I guess maybe I have a third point, it's an incredibly small community. And your reputation is everything. Your credibility is everything.

So when you work really hard and people know that you're a genuine person, they're going to want to bring you back into the fold for whatever the new opportunity is.

Matt Berns (31:27):

That is some terrific advice. And I think that is all the time we have today. Attorney General Davenport, thank you so much for joining us. Clay and I have both really enjoyed this conversation, and I'm sure our listeners will really value the insights that you've shared. With that, I'm going to hand things back to Stephen to close us out.

Stephen Piepgrass (31:48):

Thank you, Matt and Clay, and a sincere thank you to General Davenport for sharing her time and perspectives with us today. And thank you to our audience for tuning in. Remember to subscribe to this podcast using Apple Podcasts, Spotify, or whatever platform you choose, and we look forward to having you join us again next time.

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