



OFFICE OF THE ATTORNEY GENERAL

Five-Year Strategic Plan

Fiscal Years 2020-2024

MISSION:

The Office of the Attorney General will provide comprehensive legal protection to the citizens of Arizona and quality legal services to state agencies by upholding the Constitution and enforcing the rule of law in a fair and just manner.

AGENCY DESCRIPTION:

The Office of the Attorney General (the "AGO") was created by Article V, Section I of the Arizona Constitution. The Attorney General is an elected position and holds office for a four-year term. The powers of the Attorney General are conferred by the Arizona Constitution and by statute. The AGO is responsible for acting as the legal advisor to all state agencies, boards, and commissions except those exempted by law. Additional responsibilities include prosecuting and defending proceedings in which the State has an interest and rendering written opinions upon questions of law. The AGO serves as the "People's Lawyer" and must enforce the law regardless of personal beliefs and opinions. The AGO has a responsibility to defend the will of Arizona voters and laws enacted by the Arizona Legislature.

To fulfill these responsibilities, the Department of Law is divided into legal divisions and administrative offices. Legal divisions consist of Child and Family Protection, Appeals and Constitutional Litigation, State Government, Criminal, and Civil Litigation. Other divisions include Operations and Communications. Each division is further organized into sections that specialize in areas of practice and expertise.

Strategic Issues:

- ❖ To Defend the State from Criminal Activities
- ❖ To Protect Citizens Against Crime: Children, Seniors, Families & Communities
- ❖ To Provide Protection to Consumers
- ❖ To Provide Exemplary Legal Services

Strategic Issue #1:**To Defend the State from Criminal Activities**

GOAL 1: To disrupt and dismantle criminal organizations and aggressively prosecute criminals.

STRATEGIES:

- Coordinate efforts with federal, state, local, and neighboring countries law enforcement.
- Provide technical assistance to other law enforcement agencies, including the use of financial transaction data, to develop evidence relating to underlying criminal activity.
- Cooperate with and build effective working relationships with federal agencies.
- Provide federal and state law enforcement agencies with training on relevant legal issues and investigative techniques.
- Aid in and conduct wiretap and undercover investigations, including the investigations and prosecutions of multi defendant, highly complex drug trafficking organizations.
- Specialize in fighting drug trafficking and money laundering through court-authorized electronic interception focused against Mexican cartels and United States-based transportation cells involved in the smuggling of drugs, weapons, and bulk currency across Arizona's southern border.
- Assist in the support of a chain of inter-related task forces in the Southwest Border area, concentrating on anti-money laundering enforcement at the highest levels.

GOAL 2: To reduce the financial power of criminal enterprises.

STRATEGIES:

- Dismantle racketeering enterprises through aggressive prosecution and the proper use of civil racketeering remedies.
- Remediate the economic injury caused by individuals and criminal enterprises who engage in profit-motivated felonies, thereby increasing the compensation ultimately provided to victims for their economic loss.
- Deprive criminal enterprises of property and profit that keep them in business.
- Specialize in complex financial prosecutions to reduce the financial power of criminal enterprises.
- Foster multi-jurisdictional collaboration to identify, investigate, and disrupt financial activities that facilitate cross-border violence and money laundering.
- Enhance coordination of the Southwest Border states' anti-money laundering efforts.

GOAL 3: To continue to serve as a national leader among the nation's Medicaid Fraud Control Units.

STRATEGIES:

- Work collaboratively with federal law enforcement partners including the Department of Health & Human Services Office of Inspector General (HHS-OIG), DEA and the FBI to prosecute Medicaid fraud related crimes.
- Combat the enormous problem of health care fraud related to prescription drug crimes.
- Investigate and prosecute cases that involve the falsification of medical records; the filing of false or inflated Medicaid billing claims; thefts and embezzlements from AHCCCS clients and health care institutions; the illegal diversion of prescription drugs by health care providers; and the physical, sexual and emotional abuse of residents being cared for in AHCCCS-funded facilities.

Strategic Issue #2:	To Protect Vulnerable Citizens Against Crime
----------------------------	---

GOAL 1: Promote the safety, economic sufficiency and well-being of children.

STRATEGIES:

- Protect children through effective litigation and efficient case management in dependency, guardianship, severance, and adoption proceedings.
- Provide training to AGO, DCS, and DES staff, DCS caseworkers and supervisors, members of the judiciary, and various child welfare system stakeholders throughout Arizona for effective case management.
- Increase enforcement activity in judicial and administrative establishment of new child support orders.
- Aggressively prosecute child exploitation cases.
- Increase investigative involvement and provide dedicated resources to focus on Internet Crimes Against Children, and to aggressively prosecute individuals found guilty of Internet-related and associated child abuse charges.

GOAL 2: Combat financial and physical abuse of Arizona's senior population.

STRATEGIES:

- Develop cases internally and work collaboratively with outside law enforcement agencies and other state teams in order to pursue and prosecute allegations of abuse and neglect, including those that take place within health care settings.
- Work closely with other law enforcement offices, state and local agencies, and senior-focused groups to assure an aggressive investigative and prosecutorial presence in the State.

- Provide a dedicated telephone number through which the public, other law enforcement agencies, caregivers and family members can report concerns and receive information and referrals.
- Offer educational opportunities around the state in which seniors can participate.
- Offer training and education to groups who have significant interactions with the senior population.
- Use the strengths, skills, and resources across AGO Divisions to ensure the success of the Taskforce Against Senior Abuse (TASA).
- Prosecute telephone solicitation and phone scam crimes initiated by individuals and companies targeting seniors.
- Initiate legislative remedies and provide federal strategies that will help reduce the number of unwanted and illegal phone calls.

GOAL 3: To promote and facilitate justice, healing and restitution for all of Arizona crime victims.

STRATEGIES:

- Improve the treatment of crime victims by exhibiting leadership, promoting public policy reforms where needed, and increase the quality of victim services through the administration of the Victims' Rights Program.
- Provide for efficient and effective delivery of quality services to victims during all stages of criminal prosecutions.
- Serve as a leader statewide on victims' rights issues through participation in networking events, leading the Victims' Rights Advisory Committee and through the provision of statewide victim's rights training.
- Investigate allegations of victims' rights violations statewide.
- Created programs that advance and enforce statewide uniformity and efficiency in following victims' rights in Arizona.
- Take a unique approach by combining state funding, program audits, technical assistance, training, compliance and collaboration in order to increase awareness statewide about victims' rights, as well as increase compliance with victims' rights statutes and the Arizona Victims' Bill of Rights.
- Competently and efficiently defend the State in all capital and non-capital appellate cases.
- Enhance written and oral advocacy skills through participation in training.
- Improve expertise in handling federal habeas litigation through participation in training related to federal appeals under 28 U.S.C. § 2254.

Strategic Issue #3:**To Protect Consumers**

GOAL 1: To deter fraudulent business practices as a means to protect consumers against fraud and increase the amount of restitution recovered on behalf of Arizona consumers.

STRATEGIES:

- Investigate and prosecute violations of the Arizona Consumer Fraud Act and other state and federal consumer protection laws.
- Increase public awareness through consumer education and alerts, presentations, and the distribution of literature.
- Increase the amount of pre-litigation restitution recovered on behalf of Arizona consumers.
- Prioritize AGO consumer fraud recovery efforts on consumer restitution.
- Reform the multistate consumer fraud recovery process to focus on consumer restitution.
- Aggressively litigate against companies, individuals, and corporations that blatantly defraud or deceive Arizona consumers.

GOAL 2: To reduce the number of unwanted and illegal telephone solicitation calls received by Arizonans.

STRATEGIES:

- Work with and encourage the FTC to develop rules and guidelines allowing carriers and states to take a more proactive approach in blocking unwanted phone calls.
- To test and make available call-blocking technology to Arizona seniors.
- To aggressively prosecute Arizona companies that blatantly violate and disregard the Do Not Call List.
- Educate Arizona consumers on how to reduce the number of unwanted calls and what to do when they receive illegal telephone solicitation calls.
- Work with the Arizona Legislature to pass legislation giving Arizona some of the strongest consumer protection laws in the country.

Strategic Issue #4:	To Provide Legal Services for State Agencies, Boards and Commissions
----------------------------	--

GOAL 1: To provide a superior level of legal services to our client agencies, the public and the State of Arizona.

STRATEGIES:

- Improve efficiency of legal services delivery through client relations meetings with agencies that frequently require our services.
- Provide advanced client agency training sessions in the areas of public records law, open meeting law, conflict of interest law, contracting and procurement law, and related legal restrictions on the activities of public officials and employees. Ethics training for elected officials and appointed agency heads is now available online for ease of access and updating.
- Maintain and enhance the Continuing Legal Education (CLE) programs currently being offered by the Appeals and Constitutional Litigation Division.
- Reduce the need for outside counsel whenever possible, thereby preserving precious taxpayer resources.

Resource Assumptions Required to Support Strategic Plan					
	FY 2020 Budget	FY 2021 Budget Request	FY 2022 Estimate	FY2023 Estimate	FY 2024 Estimate
Full-time Equivalent (FTE) Positions	1,050.3	1,050.3	1,050.3	1,050.3	1,050.3
General Fund	26,082.4	24,582.4	24,582.4	24,582.4	24,582.4
Other Appropriated Funds	55,235.9	50,385.9	50,385.9	50,385.9	50,385.9
Non-Appropriated Funds	64,795.5	64,795.5	64,795.5	64,795.5	64,795.5
Federal Funds	7,392.8	7,392.8	7,392.8	7,392.8	7,392.8
Total Agency Funds	153,506.6	147,156.6	147,156.6	147,156.6	147,156.6

AGENCY SUMMARY

Program: AGA 0 . 0 ATTORNEY GENERAL - DEPARTMENT OF LAW
Director: Mark Brnovich, Attorney General
Phone: (602) 542-7000
Statute: A.R.S. § 41-191
Plan Contact: Leslie Welch, Operations Director
(602) 542-8046

Mission:

To provide comprehensive legal protection to the citizens of Arizona and quality legal services to the State agencies by upholding the Constitution and enforcing the law in a fair and just manner.

Description:

The Attorney General (AG) is a constitutionally established, elected position and holds office for a four-year term. The Attorney General is the legal advisor to all State agencies, boards, and commissions, except those few exempted by law. Other primary responsibilities include prosecuting and defending proceedings in which the State has an interest and rendering written opinions upon questions of law.

To fulfill these responsibilities, the Department of Law is divided into legal services and administrative operations. The legal divisions are the Child and Family Protection Division, Civil Litigation Division, Criminal Division, Appeals and Constitutional Litigation Division, and the State Government Division. Each division is further organized into sections that specialize in a particular area of practice. Two divisions are primarily responsible for administrative operations: the Operations Division and the Communications Division.

Legal, policy, administrative, and support functions are coordinated and promoted by the Executive Office.

PROGRAM SUMMARY

Program: AGA 1 . 0 LEGAL SERVICES
Contact: Leslie Welch, Operations Director
Phone: (602) 542-8046
Statute: A.R.S. § 41-191

Mission:

To protect the safety, health, economic and environmental well-being, and civil rights of Arizonans by fairly and aggressively prosecuting criminal activity, safeguarding the rights of crime victims, protecting consumers and providing high quality, innovative legal representation to the State and our client agencies.

Description:

Legal services are provided through the following divisions of the Attorney General's Office: (1) Child and Family Protection Division; (2) Civil Litigation Division; (3) Civil Rights Division; (4) Criminal Division; (5) Appeals and Constitutional Litigation; (6) State Government Division. The Child and Family Protection Division provides legal services to the Department of Economic Security and Department of Child Safety through the Protective Services Section, the Child Support Services Section, and the Civil & Criminal Litigation and Advice Sections. The Civil Litigation Division enforces the State's consumer protection and antitrust laws, enforces tobacco laws, and provides legal advice and litigation services to the executives and judicial branches. The Civil Rights Division enforces state and federal statutes prohibiting discrimination in employment, voting, public accommodations and housing. The Criminal Division prosecutes a broad array of crimes (including border-related crimes and crimes committed by organized criminal syndicates), using experienced criminal prosecutors and highly trained investigators. The Appeals and Constitutional Litigation Division represents the State in capital and non-capital criminal appeals and federal habeas actions. The State Government Division focuses on specialty areas of Civil law and provides day-to-day legal services for a myriad of State agencies, departments, boards and commissions as well as enforcing environmental laws.

This Program Contains the following Subprograms:

- ▶ Civil Rights Division
- ▶ Criminal Division
- ▶ Child and Family Protection Division
- ▶ Civil Division

SUBPROGRAM SUMMARY

Program: AGA 1 . 1 CIVIL RIGHTS DIVISION
Contact: Joseph Sciarrotta, Division Chief Counsel
Phone: Civil Rights Division (602) 542-7778
Statute: A.R.S. §§ 41-191 and 41-1401

Mission:

To enforce civil rights laws and eliminate discrimination statewide by increasing public awareness of civil rights through education and enforcement and providing greater access to victims, including offering dispute resolution services to the people of Arizona.

Description:

The section's major duty is to enforce state statutes that prohibit discrimination in employment, voting, public accommodations, and housing by investigating and litigating civil rights complaints. In addition, the section provides conflict resolution services and mediation programs statewide, including many court and agency programs. The section not only is responsive to complaints it receives but is pro-active in addressing discriminatory activity by providing education. It also may conduct surveys and inquiries in efforts to eliminate discrimination and publish reports to highlight civil rights issues in Arizona. The section has an internal appellate procedure where new evidence is reviewed and closed investigations are reopened where the new evidence may change the outcome.

The section has administrative, community service, and civil functions. Its staff is comprised of lawyers, compliance officers, program managers, coordinators, support personnel, volunteers, and interns. The section has offices in Phoenix and Tucson.

◆ **Goal:** 1 To increase compliance with anti-discrimination laws through timely and effective investigation.

Objectives: 1 2019 Obj: Increase compliance with anti-discrimination laws
 2020 Obj: Increase compliance with anti-discrimination laws
 2021 Obj: Increase compliance with anti-discrimination laws

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of cases investigated	1,395	1,300	1,373	1,300	1,300
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Number of cases resolved	921	850	900	850	850
3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OC	Percentage of cases resolved using voluntary settlement agreements	18	15	17	15	15

◆ **Goal:** 2 To identify major litigation and to obtain monetary relief and significant remedial relief as appropriate.

Objectives: 1 2019 Obj: Identify major litigation and to obtain monetary relief and significant remedial relief as appropriate
 2020 Obj: Identify major litigation and to obtain monetary relief and significant remedial relief as appropriate
 2021 Obj: Identify major litigation and to obtain monetary relief and significant remedial relief as appropriate

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of lawsuits CRD had more cases settle after cause finding than expected which decreases the number of lawsuits filed.	7	6	3	5	5
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Number of lawsuits resolved	3	5	4	5	5
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Percentage of litigation cases resolved using voluntary settlement agreements	43	40	57	40	40

This number is reflective of our efforts to settle cases prior to lawsuits given our duty to attempted settlement under statute.

◆ **Goal:** 3 To provide the people of Arizona and its governmental entities effective dispute resolution services.

Objectives: 1 2019 Obj: Provide the people of Arizona and its governmental entities effective dispute resolution services
 2020 Obj: Provide the people of Arizona and its governmental entities effective dispute resolution services
 2021 Obj: Provide the people of Arizona and its governmental entities effective dispute resolution services

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of cases referred to mediation This shift is the result of getting more cases from the EEOC due to the federal government shutdown.	724	750	875	800	800
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of Civil Rights discrimination cases mediated Our mediation team has increased mediation scheduling resulting in more settlements.	145	130	170	150	150
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Percentage of Civil Rights mediations in which agreement was reached	57	55	54	55	55
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Maintain satisfaction rate of participants above 90 percent	89	95	94	95	95

◆ **Goal:** 4 To increase public awareness of the State's laws against discrimination, arming them with the ability to avoid violating the Arizona Civil Rights Act and knowing how to use our office's resources if they are victimized.

Objectives: 1 2019 Obj: Increase public awareness of the State's laws against discrimination
 2020 Obj: To increase public awareness of the State's laws against discrimination, arming them with the ability to avoid violating the Arizona Civil Rights Act and knowing how to use our office's resources if they are victimized.
 2021 Obj: To increase public awareness of the State's laws against discrimination, arming them with the ability to avoid violating the Arizona Civil Rights Act and knowing how to use our office's resources if they are victimized.

Performance Measures:

	ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Number of training presentations and outreach events	28	20	20	20	20

SUBPROGRAM SUMMARY

Program: AGA 1 . 2 CRIMINAL DIVISION
Contact: Paul Ahler, Division Chief Counsel
Phone: Criminal Division (602) 542-8495
Statute: A.R.S. §§ 41-191 and 21-427

Mission:

To protect the citizens of Arizona by successfully investigating, aggressively and fairly prosecuting cases involving sophisticated and complex financial crimes, human trafficking, identity theft-related crimes; technology crimes, gang-related crimes, drug traffickers, trafficking organizations, money launderers, and individuals involved in criminal enterprises within the State of Arizona. To provide high quality investigative support to the Attorney General's Office and to law enforcement agencies throughout the State. To promote and facilitate safety, justice, healing and restitution for Arizona's crime victims, and support statewide criminal and juvenile justice system entities in the administration of victims' rights laws.

Description:

Southern Arizona White Collar & Criminal Enterprise Section (SAWCCE): The Southern Arizona White Collar & Criminal Enterprise Section prosecutes all criminal cases under the Attorney General's statutory jurisdiction. SAWCCE specializes in white collar fraud cases including but not limited to investment and securities fraud, business embezzlement, AHCCCS and DES fraud, social security fraud, identity theft, money laundering, and other economic crimes. SAWCCE also focuses on anti-Cartel prosecutions of criminal enterprises comprised of international drug traffickers and Arizona-based criminal cells involved in the smuggling of drugs, weapons, money and humans across Arizona's southern border. Additionally, SAWCCE prosecutes public corruption cases involving misuse of public funds, obstruction of justice and bribery. SAWCCE also prosecutes crimes involving Internet-based sexual exploitation of children, and dedicates an attorney to prosecute elder financial exploitation and abuse cases. SAWCCE further assists local county attorney offices by taking conflict cases and accepts complex cases referrals from prosecution agencies and law enforcement throughout the State.

Drug & Racketeering Enforcement Section (DRG): The Drug & Racketeering Enforcement Section combats major drug trafficking in Arizona. This includes prosecuting individuals and organizations that traffic in illegal drugs, money launder of illicit proceeds and commit violent crimes. DRG works closely with law enforcement agencies from throughout the State and provides legal counsel and assistance in wiretap and undercover investigations. Additionally, the attorneys in DRG provide legal advice and training on a statewide basis on issues involving search and seizure law, wiretap law, prosecuting cases involving children found at drug-related scenes, and courtroom testimony. Attorneys in DRG will also provide assistance to Arizona County Attorneys on complex, major drug cases.

Fraud & Special Prosecution's Section (FSP): The Fraud & Special Prosecution Section investigates and prosecutes white collar and organized fraudulent criminal activity, including but not limited to, identity theft-related crimes, human smuggling, mortgage fraud, high technology crimes, child exploitation through the use of computers, public corruption, securities fraud, computer fraud, financial exploitation of the elderly, telemarketing fraud, charity fraud, tax fraud, public corruption, insurance fraud, banking fraud, home improvement fraud, real estate fraud, employee embezzlement, gang related crimes and other types of financial crimes involving racketeering offenses. FSP also works closely with the Financial Remedies Section to insure that any ill-gotten moneys are subject to forfeiture. FSP attorneys also prosecute cases referred by other prosecutorial offices throughout the State when those offices have a conflict of interest.

Healthcare Fraud & Abuse Section (HCFA): The Healthcare Fraud & Abuse Section, also known as the Arizona Medicaid Fraud Control Unit, investigates and prosecutes health care fraud crimes that are aimed at the State's billion dollar Medicaid program known as AHCCCS. In addition, HCF is charged with investigating allegations of abuse and neglect that take place within health care settings that receive at least a portion of their funding from the State's AHCCCS program. HCF investigates and prosecutes cases involving the falsification of medical records, the filing of false or inflated Medicaid billing claims; thefts and embezzlements from AHCCCS clients and health care institutions; crimes related to the illegal diversion of prescription drugs by health care providers; and the physical, sexual, and emotional abuse of residents being cared for in AHCCCS-funded facilities.

Financial Remedies Section (FRS): The Financial Remedies Section (FRS) disrupts criminal enterprises and dismantles their organizations by prosecuting lawsuits charging them with racketeering offenses that give rise to the remedy of forfeiture. FRS effectively combats the impact of racketeering on Arizona's citizens and on legitimate commerce in Arizona. It does this primarily through forfeiture, which enables FRS to not only deprive organized crime of the property and profit that keep it in business, but to use forfeited property and proceeds to fund future investigations and prosecutions of racketeering crimes. FRS conducts investigations of offenses relating to organized crime and racketeering, primarily money laundering and drug trafficking; facilitates the seizure of property; manages the seized property; prosecutes lawsuits mainly seeking forfeiture of the seized property; and, distributes the proceeds of the sold, forfeited property to victims of racketeering crime and law enforcement agencies that investigate and prosecute more racketeering offenses committed by other criminal organizations.

Office of Victim Services (OVS): The Office of Victim Services is a service-oriented Section within the Criminal Division of the Attorney General's Office whose programs are established for directly benefiting both crime victims and the many state-and-local governmental entities in Arizona who serve them. The OVS provides statutorily-mandated services to victims of various crimes being investigated and prosecuted by the AGO as well as those crime victims whose cases are being appealed. OVS staff also provides more than twenty types of non-mandated services to address the needs of crime victims recovering from the personal and social effects of victimization. Additionally, OVS supports state, county, and municipal law enforcement, custodial, prosecutorial, and correctional agencies, and courts, having duties established and defined by Arizona's victims' rights laws. These entities benefit from the Victims' Rights Program administered by OVS which provides funding, training and other forms of assistance that further uniformity, efficiency, and victims' rights compliance.

Special Investigations Section (SIS): The Special Investigations Section consists of special agents, supervising agents, analysts, auditors and administrative personnel with specialized areas of experience unavailable from other law enforcement agencies. SIS is divided into six investigative units which function primarily within the following AGO Sections: Consumer Protection and Advocacy, Fraud & Special Prosecutions, Healthcare Fraud & Abuse, Border Crimes Enforcement, Financial Remedies and the Arizona Financial Crimes Task Force. SIS personnel provide expertise in the special areas of prosecution upon which the AGO has sole jurisdictional responsibility. Investigative assistance by SIS personnel is provided in the complex areas of white collar crimes, public corruption, consumer fraud, drug trafficking, human smuggling, environmental crimes, gangs and violence, medical

fraud, abuse of the vulnerable, money laundering, forfeiture, tobacco violations and prosecution of crimes which occur in Arizona but the perpetrator has fled to the Republic of Mexico.

Criminal Appeals (CAS) & Capital Litigation Section (CLS): The primary function of these two Sections is defending the State of Arizona in appeals and federal habeas actions initiated by convicted felons. In non-capital appeals, the Criminal Appeals Section represents the State on direct appeal in the Arizona Court of Appeals and in the Arizona Supreme Court. The Section also represents the State in federal court cases arising from state-court convictions. The Capital Litigation Section defends the State in death penalty proceedings from the time a death sentence is imposed until the sentence is carried out or until the case is otherwise concluded. Those proceedings include the direct appeal, state post-conviction, and federal habeas corpus matters. Both Sections also provide trial and research assistance at the request of county attorneys.

◆ **Goal:** 1 To ensure that death penalty sentences are carried out justly and as timely as possible in order to preserve the rights of the victims.

- Objectives:** 1 2019 Obj: To ensure that death penalty sentences are carried out justly and as timely as possible in order to preserve the rights of the victims.
 2020 Obj: To ensure that death penalty sentences are carried out justly and as timely as possible in order to preserve the rights of the victims.
 2021 Obj: To ensure that death penalty sentences are carried out justly and as timely as possible in order to preserve the rights of the victims.

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Death penalty cases open	117	120	116	120	120
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Death sentences carried out	0	5	0	5	5
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Percentage of capital case convictions upheld by the Arizona Supreme Court on direct appeal and in post-conviction proceedings	100	95	100	95	95
4	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OC	Percentage of death penalty sentences affirmed by the Arizona Supreme Court	57	95	100	95	95

◆ **Goal:** 2 To defend the State of Arizona in all non-capital appellate cases.

- Objectives:** 1 2019 Obj: Defend the State of Arizona in all non-capital appellate cases
 2020 Obj: Defend the State of Arizona in all non-capital appellate cases
 2021 Obj: Defend the State of Arizona in all non-capital appellate cases

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of briefs, habeas answers, petitions for review and responses to petitions for review, substantive motions and responses filed including evidentiary hearings and oral arguments. Statistics are for the Criminal Appeals Section only.	586	600	642	650	650
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Average number of briefs, habeas answers, petitions for review and responses to petitions for review, substantive motions and responses filed including evidentiary hearings and oral arguments per attorney for non-capital cases Statistics are for the Criminal Appeals Section only.	23	24	25	26	26

◆ **Goal:** 3 To aggressively investigate and prosecute drug, money laundering, gang and other related offenses that occur throughout the State of Arizona, to seek fair civil economic remedies to reduce the profit incentive of drug trafficking and to disrupt racketeering enterprises.

- Objectives:** 1 2019 Obj: Aggressively investigate and prosecute drug, money laundering, gang and other related offenses that occur throughout the State of Arizona
 2020 Obj: Aggressively investigate and prosecute drug, money laundering, gang and other related offenses that occur throughout the State of Arizona
 2021 Obj: Aggressively investigate and prosecute drug, money laundering, gang and other related offenses that occur throughout the State of Arizona

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Cases open (SAWCCE & DRG Section Totals)	1035	1100	1016	1100	1100
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Opened cases resolved within the year (SAWCCE & DRG Section Totals)	470	500	456	500	500
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of defendants charged (SAWCCE & DRG Section Totals)	714	750	655	750	750

				FY 2018	FY 2019	FY 2019	FY 2020	FY 2021
				Actual	Estimate	Actual	Estimate	Estimate
ML Budget Type								
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP Number of child abuse victims (SAWCCE & DRG Section Totals)	12	5	11	5	5
				Increase in the number of child abuse victims in FY18 was due to one case having 10 children at the home during the time officers initiated the arrests. For FY19, the previous case involving 10 children remained active.				
◆ Goal:	4	To investigate and prosecute complex financial fraud crimes and high technology crimes throughout the State of Arizona, which many cases are referred to this office due to other prosecution offices' limitation in manpower, experience or resources.						
Objectives:	1	2019 Obj: Investigate and prosecute complex financial fraud crimes and high technology crimes throughout the State of Arizona						
		2020 Obj: Investigate and prosecute complex financial fraud crimes and high technology crimes throughout the State of Arizona						
		2021 Obj: Investigate and prosecute complex financial fraud crimes and high technology crimes throughout the State of Arizona						
Performance Measures:								
ML Budget Type				FY 2018	FY 2019	FY 2019	FY 2020	FY 2021
				Actual	Estimate	Actual	Estimate	Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP Cases open (SAWCCE, FSP & HCF Section Totals)	1698	1,500	1,972	2,000	2,050
				For FY19, FSP developed many good relationships with law enforcement agencies and task forces that we previously had not worked with. Those agencies are bringing many new cases to the Section. These new task force operations and agency relationships account for the significant increase in caseloads and case numbers that we have seen over the past year. For example, our relationship with the FBI/AZDPS Career Criminal Offender Task Force has resulted in many new submittals. That relationship has resulted in several successful prosecutions and we expect to continue to work with these law enforcement agencies going forward.				
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP Opened cases resolved within the year (SAWCCE, FSP & HCF Section Totals)	631	500	852	650	700
				For FY19, due to the increased caseloads, more cases were resolved and closed.				
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP Matters reviewed but not opened (SAWCCE, FSP & HCF Section Totals)	264	100	258	100	100
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC Total victim losses (\$ millions) (SAWCCE, FSP & HCF Section Totals)	120.8	125	128.1	130	130
				Increase in FY19 was due to the increased number of cases submitted for prosecution which involved numerous victim losses and the number of victims.				
5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP Total number of victims (SAWCCE, FSP & HCF Section Totals)	3384	3,000	4,331	4,000	4,000
				Increase in FY19 was due to the increased number of cases submitted for prosecution which involved numerous victim losses and the number of victims.				
6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC Restitution ordered by the courts (\$ millions) (SAWCCE, FSP & HCF Section Totals)	11.1	10	10.8	10	10
◆ Goal:	5	To assist prosecutorial offices throughout the state by prosecuting matters that are referred due to conflicts of interest.						
Objectives:	1	2019 Obj: Assist prosecutorial offices throughout the state by prosecuting matters that are referred due to conflicts of interest						
		2020 Obj: Assist prosecutorial offices throughout the state by prosecuting matters that are referred due to conflicts of interest						
		2021 Obj: Assist prosecutorial offices throughout the state by prosecuting matters that are referred due to conflicts of interest						
Performance Measures:								
ML Budget Type				FY 2018	FY 2019	FY 2019	FY 2020	FY 2021
				Actual	Estimate	Actual	Estimate	Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP County Attorney conflict of interest referrals (SAWCCE, DRG, FSP & HCF Section Totals)	36	30	36	30	30
◆ Goal:	6	To protect legitimate commerce from loss, prevent unfair competitive advantage based on criminal proceeds, reduce the financial power of criminal enterprises and compensate the victims of financially motivated crimes by dismantling racketeering enterprises through civil racketeering remedies.						
Objectives:	1	2019 Obj: Protect legitimate commerce from loss, prevent unfair competitive advantage based on criminal proceeds, reduce the financial power of criminal enterprises and compensate the victims of financially motivated crimes						
		2020 Obj: Protect legitimate commerce from loss, prevent unfair competitive advantage based on criminal proceeds, reduce the financial power of criminal enterprises and compensate the victims of financially motivated crimes						
		2021 Obj: Protect legitimate commerce from loss, prevent unfair competitive advantage based on criminal proceeds, reduce the financial power of criminal enterprises and compensate the victims of financially motivated crimes						
Performance Measures:								
ML Budget Type				FY 2018	FY 2019	FY 2019	FY 2020	FY 2021
				Actual	Estimate	Actual	Estimate	Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP New Forfeiture cases opened	1158	1,200	1,086	1,050	1,000
				Decrease in FY19 was due to fewer numbers of cases submitted by law enforcement agencies, which may be a possible impact of legislation effective in August 2017 that imposed substantial restrictions on forfeiture cases. FY20 and FY21 estimates are derived by the identified continuing trend in reduced number of case submittals. As shown by the number of defendants, the decrease in cases opened does not necessarily correlate to a decrease in the number of in rem and in				

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
			personam defendants.						
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Opened cases resolved within the year	1562	1,500	708	675	650
				Decrease in FY19 was due to the reduced number of case submittals, which may be a possible impact of legislation effective in August 2017 that imposed substantial restrictions on forfeiture cases. The decrease in FY19 may also be due to vacancies in attorney and staff positions during that year. FY20 and FY21 estimates are derived by the identified continuing trend in reduced number of case submittals. As shown by the number of defendants, the decrease in forfeiture cases resolved does not necessarily correlate to a decrease in the number of in rem and in personam defendants.					
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of defendants (in rem/in personam)	2472	2,200	2,754	2,200	2,250
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Amount forfeited to State (\$ millions)	13.9	14	16.7	14	14
				FY19 actual amount was due to the increased number of defendants in that year and a resulting increased value recovered despite the reduced number of case submittals and cases resolved during that year. FY20 and FY21 estimates are due to estimated stable recovery amounts reflective of the average of actual recovery amounts over the last several years, taking into account the potential for increased Number of Defendants and increased value recovered even when case submittal and case resolution reductions occur.					

◆ **Goal:** 7 To support statewide prosecution and forfeiture efforts through training, research and property management support.

Objectives: 1 2019 Obj: Support statewide prosecution and forfeiture efforts
 2020 Obj: Support statewide prosecution and forfeiture efforts
 2021 Obj: Support statewide prosecution and forfeiture efforts

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Law enforcement training seminars	11	15	55	20	20
				Increase in FY19 is due to additional training provided by the Arizona Financial Crimes Task Force along with the members of the Financial Remedies Section.					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Financial inquiry assists	320	500	3,542	3,000	3,000
				The significant decline in the estimate for FY19 was due to the Transaction Record Analysis Center (TRAC) agency users being more experienced with the database system and required less assistance from analysts. Increase in FY19 was due to the number of financial inquires required due to complex investigations relating to the transactional money remitter records being searched for federal, state and local law enforcement agencies.					

◆ **Goal:** 8 To improve the treatment of crime victims in Arizona by exhibiting leadership, promoting public policy reforms where needed and increasing the quality of victim services and victims' rights compliance through the administration of the Victims' Rights Program (VRP).

Objectives: 1 2019 Obj: Improve the treatment of crime victims in Arizona
 2020 Obj: Improve the treatment of crime victims in Arizona
 2021 Obj: Improve the treatment of crime victims in Arizona

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of victim service network events participated in	134	90	147	130	130
				In FY19 the number of Victim Service Network events participated in had an increase due to additional opportunities for participation in regional/national conferences along with increase in OVS staff participation/membership in various local and state victims' related committees/ organizations, and more opportunities for learning and growth in the Victims' Rights field in general.					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Total awards disbursed (\$ millions)	3.0	2.2	2.2	2.2	2.2
				Decrease in FY19 was due to CJEF funding reductions.					
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Percent of VRP recipients in compliance with mandates	100	100	98	100	100
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of trainings and presentations given	81	75	79	75	75
5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of attendees at trainings and presentations	1,842	1,600	1,887	1,700	1,700
				Increase in FY19 was due to increased awareness of the AGO's Victims' Rights education availability to conduct trainings.					
6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	% of victims' rights violation allegations responded to	100	100	100	100	100
7	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	% of Victims' Rights award recipients satisfied with the Victim's Rights Program	98	90	94	90	90
8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of agencies audited	8	8	6	8	8
				Decrease was due to staffing changes in the office.					

◆ **Goal:** 9 To foster victims' recovery from the traumatic short and long-term effects of victimization, to prepare victims to cope with the impact of criminal justice system involvement, and to provide for the efficient and effective delivery of quality services to victims during all

stages of criminal prosecutions.

- Objectives:**
- 1 2019 Obj: Foster victims' recovery from the traumatic short and long-term effects of victimization, to prepare victims to cope with the impact of criminal justice system involvement, and to provide for the efficient and effective delivery of quality services to victims during all stages of criminal prosecutions
 - 2020 Obj: Foster victims' recovery from the traumatic short and long-term effects of victimization, to prepare victims to cope with the impact of criminal justice system involvement, and to provide for the efficient and effective delivery of quality services to victims during all stages of criminal prosecutions
 - 2021 Obj: Foster victims' recovery from the traumatic short and long-term effects of victimization, to prepare victims to cope with the impact of criminal justice system involvement, and to provide for the efficient and effective delivery of quality services to victims during all stages of criminal prosecutions

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of victims served	8,753	9,000	10,127	9,500	10,000
				Increase in FY19 for victims served was due to increased AGO cases involving victims and opened with OVS (count includes all OVS new victims, not just criminal prosecutions).					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of mandated services provided	33,612	20,000	43,178	20,000	30,000
				Increase in FY19 is due to increased training of advocates to ensure mandated services are provided.					
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of non-mandated services provided	74,131	75,000	86,126	75,000	75,000
				Increase in FY19 is due to increased training of advocates to ensure non-mandated services are provided.					
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Open restitution cases	431	350	411	350	350
				In FY19 there was a slight increase in open restitution matters. Open restitution case numbers are dependent on multiple factors than can change from year-to-year such as the number and type of cases prosecuted, victims opting in for restitution notification, etc.					
5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Compliance checks of restitution orders conducted	1,706	1,750	1,687	1,750	1,750
				While there was a slight decrease in FY19, the service numbers in this area fluctuate yearly and are dependent on the number of cases in OVS, victim needs and defendant compliance.					

- ◆ **Goal:** 10 To provide competent and timely investigations of criminal conduct.

- Objectives:**
- 1 2019 Obj: Provide competent and timely investigations of criminal conduct
 - 2020 Obj: Provide competent and timely investigations of criminal conduct
 - 2021 Obj: Provide competent and timely investigations of criminal conduct

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Open cases	209	300	465	475	500
				Increase in FY19 is due to new agents hired as a new taskforce positions with ICAC-FBI, AZ DOR, and HHS that have referred and investigated numerous cases.					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Law enforcement assists	54	50	73	75	75
				FY19 increase was due to other agencies seeking assistance and the AGO having a better tracking of LE Assists in the case management system.					
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Matters reviewed but not opened by Duty Agent	4,130	4,500	3,780	3,800	3,800
				Decrease in FY19 was due to the vacancy of the duty agent positions; however, both have been filled. Also, the lower number can be attributed to a decrease in the number of non-Duty Agent related calls that were forwarded by other sections due to better training of office wide staff members.					

SUBPROGRAM SUMMARY

Program: AGA 1 . 3 CHILD AND FAMILY PROTECTION DIVISION
Contact: John Johnson, Division Chief Counsel
Phone: Child and Family Protection Division (602) 542-9948
Statute: A.R.S. § 41-191

Mission:

To provide the Department of Economic Security (DES) and the Department of Child Safety (DCS) with high quality and timely legal advice and representation to promote the safety, economic sufficiency and well-being of children, adults and families.

Description:

The Division is responsible for providing legal services to all programs and business operations of the DES and the DCS. The Division provides these services through three distinct sections.

The Protective Services Section (PSS) provides comprehensive legal representation to the DCS throughout Arizona's 15 counties with offices located in Flagstaff, Gila/Pinal, Kingman, Mesa, Phoenix I, Phoenix II, Prescott, Sierra Vista, Tucson and Yuma. PSS represents the DCS in all dependency, guardianship, termination and appellate proceedings brought for the protection of abused and neglected children. PSS also handles some adoption proceedings on behalf of the DCS. PSS handles cases in accordance with state and federal law designed to expedite dependency court proceedings and place children in safe, permanent homes.

The Child Support Section (CSS) represents DES' Division of Child Support Services (DCSS). This includes establishing paternity and obtaining, modifying and enforcing child support orders to ensure the economic well-being of children. CSS also represents DCSS in appeals, complex litigation actions and provides comprehensive legal advice and support to DCSS in 14 of the 15 Arizona counties.

The Civil and Criminal Litigation & Advice Section (CLA) provides legal advice and representation in administrative hearings and state and federal courts to DCS on matters other than those handled by PSS and a myriad of programs within DES. Other than Child Support Services, CLA represents all DES programs (approximately 100) some of which include: Developmental Disabilities, Procurement, Unemployment Insurance, Collections, Supplemental Nutrition Assistance, Child Care Assistance and Licensing (developmental homes). CLA also represents DCS and DES in all personnel and operations matters and prosecutes criminal cases relating to various DES program violations, including recipient benefit fraud, employee benefit fraud, employee embezzlement, as well as, all related appeals.

◆ **Goal:** 1 To assist the DCS in protecting children from abuse and neglect by providing legal services and representation in compliance with the timeframes established by federal and state law.

Objectives: 1 2019 Obj: Assist the DCS in protecting children from abuse and neglect
 2020 Obj: Assist the DCS in protecting children from abuse and neglect
 2021 Obj: Assist the DCS in protecting children from abuse and neglect

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of preliminary protective hearings within five to seven days of filing initial dependency petition	4,731	4700	5,286	4700	4,700
				Although there is a decrease in the number of actual children in care, there continue to be filings where a child may have been removed from the home, but other siblings may remain in the home without the need for the filing of a dependency petition. This in turn, would cause an increase in the number of dependency petitions filed and Preliminary Protective Hearings.					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of dependencies filed by the DCS (including supplemental and in-home petitions)	4,687	4,700	4,737	4,700	4,700
				In FY 2019, the reinstatement of prevention programs has continued to be the focus for the Department and now, the courts. The Department continues to implement more home based safety plans to remove fewer children from their homes. The Court is focusing on the use of dependency prevention or alternative resource programs to reduce the filing of dependency petitions.					

◆ **Goal:** 2 To assist the DCS in establishing permanent living situations for children by providing legal services and representation in all stages of judicial proceedings that comply with federal and state timeframes for new cases.

Objectives: 1 2019 Obj: Assist the DCS in establishing permanent living situations for children
 2020 Obj: Assist the DCS in establishing permanent living situations for children
 2021 Obj: Assist the DCS in establishing permanent living situations for children

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of hearings held to establish a permanent plan within 12 months	7,324	7,300	6,673	6,600	6,600
				In FY 2019, the number of dependency petitions remained consistent but due to the reduction of actual children in care, the number of Permanency hearings also decreased in number.					

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Number of reunifications achieved (child back with parents)	3163	3,200	2,847	2,800	2,800
				The Department's objective and emphasis remains in achieving a timely and safe reunification with a parent. With the number of children in care decreasing, there was a corresponding higher number of children reunified with a parent.					
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Number of guardianships achieved (child placed with guardian)	623	600	615	600	600
				In FY 2019, the Department has reassessed their permanency plans and is utilizing more guardianship case plans, but with no apparent increase to date.					
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Number of terminations achieved (child removed from parents)	3,554	3,500	2,846	2,800	2,800
				For children who are unable to safely reunify with a parent, DCS has also utilized guardianship case plans in cases, which impacts the number of termination actions filed.					
◆ Goal:	3			To assist the DCSS in establishing paternity orders for families by providing legal services and representation in all stages of litigation.					
Objectives:	1			2019 Obj: To assist the DCSS in establishing paternity orders for families by providing legal services and representation in all stages of litigation.					
				2020 Obj: To assist the DCSS in establishing paternity orders for families by providing legal services and representation in all stages of litigation.					
				2021 Obj: To assist the DCSS in establishing paternity orders for families by providing legal services and representation in all stages of litigation.					

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Number of children with paternity established	1,008	1,000	999	1,000	1,000
				The number of children for whom a paternity order was established through court action remained stable this year.					
◆ Goal:	4			To provide legal representation in DES and DCS litigation and to prosecute and deter fraud.					
Objectives:	1			2019 Obj: Provide legal representation in DES and DCS litigation and to prosecute and deter fraud					
				2020 Obj: Provide legal representation in DES and DCS litigation and to prosecute and deter fraud					
				2021 Obj: Provide legal representation in DES and DCS litigation and to prosecute and deter fraud					

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Administrative, Civil and Appellate litigation resolved (cases closed)	1,082	850	1,074	900	900
				CLA experienced an increase in referrals from DES and DCS with respect to a few of the substantive programs we represent in FY 2018. Some of the cases were subsequently resolved in FY 2019. Also, the number of referrals in FY 2019, while not as high as in FY 2018, was still higher than in prior years.					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Civil Collection litigation resolved (judgments)	407	400	532	475	475
				The increase above estimate is due to the fact that the client agency referred more cases than CLA anticipated.					
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Criminal prosecutions completed successfully (sentenced)	235	205	287	230	230
				The increase above estimate is a result of CLA filing more cases to keep pace with the increase in referrals over the last few years. Also, cases are not necessarily resolved in the year that they are filed because some defendants either cannot be served or they fail to appear and have warrants issued for their arrest. Defendants on warrant status can be arrested or may voluntarily come to court or have a warrant quashed in the years after the case was originally filed, resulting in their cases being resolved in subsequent years. These factors will cause increases or decreases beyond what can be anticipated when calculating estimates for future fiscal years.					
◆ Goal:	5			To generate funds for the State via criminal restitution and civil judgments.					
Objectives:	1			2019 Obj: Generate funds for the State via criminal restitution and civil judgments					
				2020 Obj: Generate funds for the State via criminal restitution and civil judgments					
				2021 Obj: Generate funds for the State via criminal restitution and civil judgments					

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Civil judgments (\$)	1,203,907	1,000,000	1,538,499	1,200,000	1,200,000
				This amount increased above estimate due to the fact the client agency referred more cases than CLA anticipated.					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Garnishment funds received (\$)	699,495	500,000	681,795	550,000	550,000
				This amount increased above estimate due to the fact the client agency referred more cases than CLA anticipated.					

				FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Criminal restitution ordered (\$)	675,185	625,000	689,536	625,000	625,000
					Cases are not necessarily resolved in the year that they are filed because some defendants either cannot be served or they fail to appear and have warrants issued for their arrest. Defendants on warrant status can be arrested or may voluntarily come to court to have a warrant quashed in the years after the case was originally filed, resulting in their cases being resolved in subsequent years. These factors will cause increases or decreases beyond what can be anticipated when calculating estimates for future fiscal years.				
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Criminal restitution received prior to sentencing (\$)	911,693	825,000	788,577	775,000	775,000
					Cases are not necessarily resolved in the year that they are filed because some defendants either cannot be served or they fail to appear and have warrants issued for their arrest. Defendants on warrant status can be arrested or may voluntarily come to court to have a warrant quashed in the years after the case was originally filed, resulting in their cases being resolved in subsequent years. These factors will cause increases or decreases beyond what can be anticipated when calculating estimates for future fiscal years.				

◆ **Goal:** 6 To provide comprehensive legal advice to the Department of Economic Security and Department of Child Safety.

Objectives: 1 2019 Obj: Provide comprehensive legal advice to the Department of Economic Security and Department of Child Safety
 2020 Obj: Provide comprehensive legal advice to the Department of Economic Security and Department of Child Safety
 2021 Obj: Provide comprehensive legal advice to the Department of Economic Security and Department of Child Safety

Performance Measures:

				FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Hours of counsel and advice	38,237	32,000	32,329	32,000	32,000

SUBPROGRAM SUMMARY

Program: AGA 1 . 4 CIVIL DIVISION
Contact: Dawn Northup (SGD) & Joe Sciarrotta (CLD), Division Chief Counsel
Phone: Civil Litigation Division (602) 542-7778
Statute: A.R.S. § 41-191

Mission:

To provide high-quality, effective, and innovative legal representation to the State of Arizona, its agencies, officers, and employees acting within the scope of their employment and provide legal advice and litigation services to the Executive and Judicial branches of State Government.

Use the discretionary power of the Office of the Attorney General to pursue those who prey upon the public and threaten the economic well-being of all Arizonans and provide legal advice and litigation services to the Executive and Judicial branches of State Government.

Description:

The Division consists of attorneys and staff whose principal assignments focus on specialty areas of civil law. The Division also provides day-to-day legal services to a number of departments, boards, and commissions in the State of Arizona. The Division is divided into the Sections listed below.

Agency Counsel Section (ACS) – ACS provides legal advice and litigation services to the Office and a number of State agencies, boards and commissions including the Executive and Judicial branches of government. Some of the Section's clients include the Department of Administration, Administrative Offices of the Courts, Department of Corrections, Department of Gaming, Office of the Secretary of State, Arizona State Retirement System, and Arizona State Lottery Commission.

Environmental Enforcement Section (EES) – EES provides advice, enforcement, litigation, and representation services related to state and federal environmental and natural resource laws. The Section represents the Department of Environmental Quality (ADEQ) in matters arising under state and federal laws pertaining to water quality control, air quality control, and waste management and remediation.

Education and Health Section (EHS) – EHS includes the Education and Health Units. The Health Unit provides legal services to the Department of Health Services including the Arizona State Hospital, the Division of Public Health Licensure, the Division of Public Health Preparedness, the Division of Public Health Prevention, and other health programs. The Health Unit also provides legal services to the Commission for the Deaf and the Hard of Hearing. The Health Unit does not represent AHCCCS or any local health department.

The Education Unit provides legal services to the Arizona Department of Education, the Arizona State Board of Education, the Arizona Commission for Postsecondary Education, the School Facilities Board, the Arizona State School for the Deaf and the Blind and the State Board for Charter Schools. The Education Unit does not represent any Colleges, Universities, or School Districts.

Employment Law Section (ELS) – ELS provides employment law advice and litigation support to state agencies and represents the State in employee appeals from personnel actions. Further, ELS defends the State, its agencies and employees in employment lawsuits brought by current, former or prospective employees. ELS also defends the State and Risk Management in contested workers compensation cases.

Licensing and Enforcement Section (LES) – LES provides legal services to more than forty State agencies, boards and commissions, most of which regulate professions, occupations or businesses. The Section provides legal advice to client agencies regarding their statutes and rules as well as open meeting law and public records issues. In addition, the Section provides litigation services by prosecuting administrative hearings against licensees and defending appeals of agency actions in the Superior Court and the Court of Appeals. Moreover, LES has adopted the role of Independent Advisor in addition to Prosecutor. This enables LES to provide a new level of service to its clients. Some of the agencies represented by the Section include the Accountancy Board, the Arizona Medical Board, the Dental Board, the Registrar of Contractors, the Department of Liquor Licenses and Control and the Nursing Board.

Liability Management Section (LMS) – LMS represents the State and its employees in Risk Management covered lawsuits that allege liability for personal injuries, property damage and constitutional law violations.

Natural Resources Section (NRS) - NRS provides agency advice and representation to a variety of State agencies, but primarily the Arizona State Land Department (ASLD). ASLD manages over nine million acres of state trust land, so NRS' services relate to a myriad of issues, including urban and rural development, sales and long-term leasing, and grazing, mining, agricultural, utility, and transportation uses. Further, NRS represents the State where its agencies claim water rights in the two water adjudications, with water rights claims on state trust lands comprising the majority of those claims. The Section also provides legal counsel to the Arizona State Parks Board, the Department of Forestry and Fire Management, the State Mine Inspector, the Board of Geographic and Historic Names, and the Prescott Historical Society.

Public Law Section (PLS) - PLS serves the State of Arizona by providing legal advice and representation to a variety of state agencies. Some of these state agencies include the Department of Financial Institutions, Department of Veterans' Services, and the Arizona Exposition and State Fair Board.

Tax Section (TAX) – TAX advises the Arizona Department of Revenue on property tax, income tax, transaction privilege (sales) tax and various other tax areas, and represents the Department when taxpayers challenge their taxes in court and before the State Board of Tax Appeals and the State Board of Equalization. Tax also advises and represents the Arizona Department of Transportation on fuel tax and aircraft license matters as well as on all other tax issues that arise at that Department.

Transportation Section (TRN) – TRN represents the Arizona Department of Transportation in a number of areas, including eminent domain litigation, construction contract litigation, highway right of way encroachments, procurement contracts, vehicle license and driver license suspensions / revocations and related appeals. The Section also represents the Arizona Department of Public Safety in a number of areas including criminal history records, fingerprint records and clearance cards, procurement contracts, licensing and permit suspensions and revocations and commercial vehicle enforcement.

The Division's major duties are to enforce the administrative, consumer protection and antitrust laws in a largely pro-active manner. The Division has administrative and civil functions. While most of its work involves using the Attorney General's independent authority to pursue wrongdoing, the Division also has client representation duties. The Division is divided into the Sections listed below.

Bankruptcy Collection & Enforcement (BCE): BCE provides debt collection representation for state agencies, boards and commissions. This includes representing the state when debtors file bankruptcy and owe back-taxes or owe the state for other debts.

Consumer Protection and Advocacy (CPA): CPA enforces the Consumer Fraud Act and other state and federal consumer protection laws. Further, the Section handles all complaints reported to the office by consumers. The Antitrust Unit within the Section enforces laws that protect competition and consumer welfare. The Tobacco Enforcement Unit (TEU) also is part of the Section. TEU is responsible for enforcing the Tobacco Master Settlement Agreement and related statutes, which brings to Arizona approximately \$100 million each year. In partnership with the Arizona Department of Health Services, TEU also runs a robust Youth Tobacco Counter Strike Program. The Antitrust Unit within the Section enforces laws that protect competition and consumer welfare.

◆ **Goal:** 1 To provide legal strategy, advice, and advocacy that secures and augments the value of the State Land Trust and contributes to the General Fund.

Objectives: 1 2019 Obj: Provide legal strategy, advice, and advocacy that secures and augments the value of the State Land Trust and contributes to the General Fund

2020 Obj: To provide legal strategy, advice, and advocacy that secures and augments the value of the State Land Trust and produces revenue for the Trust's beneficiaries that reduces pressure on the General Fund.

2021 Obj: To provide legal strategy, advice, and advocacy that secures and augments the value of the State Land Trust and produces revenue for the Trust's beneficiaries that reduces pressure on the General Fund.

Performance Measures:

ML	Budget	Type	FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate		
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Amounts recovered, generated, and/or saved (in millions of dollars)	102	110	108	100	120

The amounts are a calculation of revenues received by the State Land Department from sales for cash or on terms, and long-term leases of state trust lands, for which the Attorney General's Office provided assistance at the original transaction stage or on an ongoing basis. The year-to-year results vary based on number and size of transactions, as well as how much purchasers pay initially versus how much they finance. The FY 2019 figure reflects fewer transactions than FY 2018, but more cash payments. Based on matters for which NRS is currently providing assistance, the FY 2020 estimate is a little lower and FY 2021 higher because the higher valued transactions are more likely to occur in FY 2021.

◆ **Goal:** 2 To provide quality legal services that are more efficient and less costly than outside legal counsel (AGO = Attorney General's Office and OSC = Outside Counsel).

Objectives: 1 2019 Obj: Provide quality legal services that are more efficient and less costly than outside legal counsel (AGO = Attorney General's Office and OSC = Outside Counsel)

2020 Obj: Provide quality legal services that are more efficient and less costly than outside legal counsel (AGO = Attorney General's Office and OSC = Outside Counsel)

2021 Obj: Provide quality legal services that are more efficient and less costly than outside legal counsel (AGO = Attorney General's Office and OSC = Outside Counsel)

Performance Measures:

ML	Budget	Type	FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate		
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average months in suit: per tort lawsuit - AGO	22	20	25	25	25
			Average for any given year is based only on those cases which closed during that year. The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.						
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average months in suit: per tort lawsuit - OSC	47	35	40	35	35
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average billable hours: per tort lawsuit - AGO	212	225	281	225	225
			The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.						
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average billable hours: per tort lawsuit - OSC	285	200	190	200	200
5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average billable hourly rate: per tort lawsuit - AGO	100	100	100	100	100
6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average billable hourly rate: per tort lawsuit - OSC	225	230	245	230	230
7	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average months in suit: per employment lawsuit - AGO	22	20	19	20	20
8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average billable hours: per employment lawsuit - AGO	265	300	239	250	250
			The facts of each case are different - as are the witnesses, attorneys, and judges - thereby causing fluctuations in average numbers from one year to the next.						
9	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average billable hourly rate: per employment lawsuit - AGO	125	150	137	125	125

				FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate		
10	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average billable hourly rate: per workers compensation matter: AGO	130	110	161	140	140	
In reviewing data from previous years, our estimates for FY 2019 were too low.										
◆	Goal:	3	To provide the highest quality legal advice, representation, and training to the various agencies, boards, and commissions including but not limited to: Financial Institutions, Game and Fish, Insurance, Real Estate, Departments of Administration, Corrections, Gaming, Office of the Secretary of State, Arizona State Lottery Commission, Arizona State Retirement System, and Veteran's Services Commission.							
Objectives:	1	2019 Obj: Provide the highest quality legal advice, representation, and training to the various agencies, boards, and commissions 2020 Obj: Provide the highest quality legal advice, representation, and training to the various agencies, boards, and commissions 2021 Obj: Provide the highest quality legal advice, representation, and training to the various agencies, boards, and commissions								
Performance Measures:				FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate		
ML Budget Type										
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Advice matters and files opened Increased diligence of importance of formally opening files.	632	650	726	650	650	
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Civil litigation files opened Slow down in regulatory activities for the agencies, improvement in the economy, and reduced procurement protests. Cases are more complex and require more time.	349	375	372	375	375	
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Cases resolved within the year Cases more complex and require more time. Previous year reflects figures from a previously combined two sections	209	250	167	200	200	
◆	Goal:	4	To improve client satisfaction and client relations through meetings with client directors and/or commissioners, and to provide training sessions in the areas of public records law, open meetings law, conflict of interest law, and related legal restrictions on the activities of public officials and employees.							
Objectives:	1	2019 Obj: Improve client satisfaction and client relations in addition provide training sessions in the areas of public records law, open meetings law, conflict of interest law, and related legal restrictions on the activities of public officials and employees 2020 Obj: Improve client satisfaction and client relations in addition provide training sessions in the areas of public records law, open meetings law, conflict of interest law, and related legal restrictions on the activities of public officials and employees 2021 Obj: Improve client satisfaction and client relations in addition provide training sessions in the areas of public records law, open meetings law, conflict of interest law, and related legal restrictions on the activities of public officials and employees								
Performance Measures:				FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate		
ML Budget Type										
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Meetings with client agency directors and/or commissioners	75	65	236	100	100	
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Training sessions with clients The significantly increased number of meetings with directors and commissions reduced the need for training sessions.	14	15	6	10	10	
◆	Goal:	5	To timely issue formal legal opinions.							
Objectives:	1	2019 Obj: Timely issue formal legal opinions 2020 Obj: Timely issue formal legal opinions 2021 Obj: Timely issue formal legal opinions								
Performance Measures:				FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate		
ML Budget Type										
1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF	Days to respond to a request for a legal opinion As mentioned in FY2017, the AG Opinions Review Process was changed to have a more robust internal review and improve transparency through public comment opportunities. In FY2018 we received a high number of opinion requests which forced us to expand the Opinion Review Committee. The Opinions Attorney position was vacant at the end of the year for a short time and the transition process delayed completion time frames. In the long term we anticipate a return to shorter completion time frames consistent with our stated goal of 120 days for completion.	194	120	55	120	120	
◆	Goal:	6	To be responsive to public concerns about consumer fraud.							
Objectives:	1	2019 Obj: Be responsive to public concerns about consumer fraud 2020 Obj: Be responsive to public concerns about consumer fraud 2021 Obj: Be responsive to public concerns about consumer fraud								
Performance Measures:				FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate		
ML Budget Type										
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Complaints Opened CIC has implemented a new database with better tracking and auditing features than the previous CICS database. The old database did not control for a certain amount of duplicate complaints.	13,141	15,000	12,622	13,500	13,500	

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Complaints closed	13,856	15,000	12,790	13,500	13,500
				CIC has implemented a new database with better tracking and auditing features than the previous CICS database. The old database did not control for a certain amount of duplicate complaints.					
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Telephone calls received from the public	46,082	35,000	40,900	35,000	35,000
				Outreach events and press releases resulted in more phone calls to the office.					

◆ **Goal:** 7 To deter fraudulent business practices as a means to protect consumers from fraud.

Objectives: 1 2019 Obj: Deter fraudulent business practices as a means to protect consumers from fraud
 2020 Obj: Deter fraudulent business practices as a means to protect consumers from fraud
 2021 Obj: Deter fraudulent business practices as a means to protect consumers from fraud

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Judgments	29	25	31	25	25
				CLU has filled vacant attorney positions, leading to an increase in the number of judgments and restitution amounts.					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Consumer Restitution Awarded (\$ millions)	20,808	8,000	31,743	8,000	8,000
				Awarding restitution to consumers has always been a top priority for AG Mark Brnovich, which has resulted in dramatically higher restitution amounts, as the office focuses on identifying the full extent of consumer harm when settling or litigating cases.					

◆ **Goal:** 8 To enforce the Model Escrow Statute, Directory Statute and Master Settlement Agreement and work to reduce sales of tobacco products to minors.

Objectives: 1 2019 Obj: Enforce the Model Escrow Statute, Directory Statute and Master Settlement Agreement and work to reduce sales of tobacco products to minors
 2020 Obj: Enforce the Model Escrow Statute, Directory Statute and Master Settlement Agreement and work to reduce sales of tobacco products to minors
 2021 Obj: Enforce the Model Escrow Statute, Directory Statute and Master Settlement Agreement and work to reduce sales of tobacco products to minors

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Youth compliance checks conducted	1,576	2,000	2,157	2,500	2,000

◆ **Goal:** 9 To protect and promote competition for the benefit of Arizona consumers through enforcement of the Arizona Uniform Antitrust Act.

Objectives: 1 2019 Obj: Protect and promote competition for the benefit of Arizona consumers through enforcement of the Arizona Uniform Antitrust Act
 2020 Obj: Protect and promote competition for the benefit of Arizona consumers through enforcement of the Arizona Uniform Antitrust Act
 2021 Obj: Protect and promote competition for the benefit of Arizona consumers through enforcement of the Arizona Uniform Antitrust Act

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Restitution ordered for Arizona consumers and costs recovered in antitrust cases (\$ dollars)	2,661,573	75,000	2,549,096	75,000	75,000
				The office recovered \$2,243,990 in restitution for Arizona government and not-for profit entities from the Citibank LIBOR settlement, as well as \$280,000 in costs related to settlement of a case involving a conspiracy between dental supply companies.					

◆ **Goal:** 10 To collect debts owed to the State of Arizona efficiently, expeditiously and fairly.

Objectives: 1 2019 Obj: Collect debts owed to the State of Arizona efficiently, expeditiously and fairly
 2020 Obj: Collect debts owed to the State of Arizona efficiently, expeditiously and fairly
 2021 Obj: Collect debts owed to the State of Arizona efficiently, expeditiously and fairly

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Revenue Increase Over Prior Year. FY18, FY19, FY20 (\$ millions)	8,686.0	10,000	14,379	10,000	10,000

PROGRAM SUMMARY

Program: AGA 2 . 0 CENTRAL ADMINISTRATION
Contact: Leslie Welch, Director of Operations
Phone: (602) 542-8046
Statute: A.R.S. § 41-191

Mission:

To provide administrative and policy support in addition to direction for the Department of Law and to collect debts owed to the State, provide budgetary, contract, accounting, financial control services and information technology support, and manage employee relations and process personnel actions, and provide centralized distribution to the Attorney General's Office.

Description:

The program is comprised of three areas: Executive Office, Operations Division, and Communications

The Attorney General and Executive Staff are responsible for providing legal advice to state officials, legislators, county attorneys, and all client state agencies in addition to certifying rules promulgated by state agencies. The Operations Division is committed to providing premier employee services through clear communication, employee training, and centralized processes in Accounting, Budgeting, Human Resources, Procurement, Facilities Management, Information Technology and all logistical services. The Communications division is responsible for Community Outreach, Legislative and Public Affairs.

◆ **Goal:** 1 To optimize the use of State funds in fulfilling the mission of the Attorney General's Office.

Objectives: 1 2019 Obj: Optimize the use of State funds in fulfilling the mission of the Attorney General's Office
 2020 Obj: Optimize the use of State funds in fulfilling the mission of the Attorney General's Office
 2021 Obj: Optimize the use of State funds in fulfilling the mission of the Attorney General's Office

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Administrative costs as a % of total costs	4.9	5.1	4.3	4.9	5.2

◆ **Goal:** 2 To provide a superior level of legal services to our client agencies.

Objectives: 1 2019 Obj: Provide a superior level of legal services to our client agencies
 2020 Obj: Provide a superior level of legal services to our client agencies
 2021 Obj: Provide a superior level of legal services to our client agencies

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	QL	Customer satisfaction rating for client agencies (scale of 1 to 8, with 8 the highest)	7.52	7.47	7.40	7.40	7.40

◆ **Goal:** 3 To retain professional, experienced staff whose skills serve both state residents and client agencies.

Objectives: 1 2019 Obj: Retain professional, experienced staff whose skills serve both state residents and client agencies
 2020 Obj: Retain professional, experienced staff whose skills serve both state residents and client agencies
 2021 Obj: Retain professional, experienced staff whose skills serve both state residents and client agencies

Performance Measures:

ML	Budget	Type		FY 2018 Actual	FY 2019 Estimate	FY 2019 Actual	FY 2020 Estimate	FY 2021 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Percent of agency staff turnover	17.9	18	21.1	18	18

Agency 5-Year Plan

Issue 1 To Defend the State from Criminal Activities

Description: To disrupt and dismantle criminal organizations and aggressively prosecute criminals; reducing the financial power of criminal enterprises and continuing to serve as a national leader among the nation's Medicaid Fraud Control Units.

Solutions:

GOAL 1: To disrupt and dismantle criminal organizations and aggressively prosecute criminals.

STRATEGIES:

- Coordinate efforts with federal, state, local, and neighboring countries law enforcement.
- Provide technical assistance to other law enforcement agencies, including the use of financial transaction data, to develop evidence relating to underlying criminal activity.
- Cooperate with and build effective working relationships with federal agencies.
- Provide federal and state law enforcement agencies with training on relevant legal issues and investigative techniques.
- Aid in and conduct wiretap and undercover investigations, including the investigations and prosecutions of multi defendant, highly complex drug trafficking organizations.
- Specialize in fighting drug trafficking and money laundering through court-authorized electronic interception focused against Mexican cartels and United States-based transportation cells involved in the smuggling of drugs, weapons, and bulk currency across Arizona's southern border.
- Assist in the support of a chain of inter-related task forces in the Southwest Border area, concentrating on anti-money laundering enforcement at the highest levels.

GOAL 2: To reduce the financial power of criminal enterprises.

STRATEGIES:

- Dismantle racketeering enterprises through aggressive prosecution and the proper use of civil racketeering remedies.
- Remediate the economic injury caused by individuals and criminal enterprises who engage in profit-motivated felonies, thereby increasing the compensation ultimately provided to victims for their economic loss.
- Deprive criminal enterprises of property and profit that keep them in business.
- Specialize in complex financial prosecutions to reduce the financial power of criminal enterprises.
- Foster multi-jurisdictional collaboration to identify, investigate, and disrupt financial activities that facilitate cross-border violence and money laundering.
- Enhance coordination of the Southwest Border states' anti-money laundering efforts.

GOAL 3: To continue to serve as a national leader among the nation's Medicaid Fraud Control Units.

STRATEGIES:

- Work collaboratively with federal law enforcement partners including the Department of Health & Human Services Office of Inspector General (HHS-OIG), DEA and the FBI to prosecute Medicaid fraud related crimes.
- Combat the enormous problem of health care fraud related to prescription drug crimes.
- Investigate and prosecute cases that involve the falsification of medical records; the filing of false or inflated Medicaid billing claims; thefts and embezzlements from AHCCCS clients and health care institutions; the illegal diversion of prescription drugs by health care providers; and the physical, sexual and emotional abuse of residents being cared for in AHCCCS-funded facilities.

Issue 2 To Protect Vulnerable Citizens Against Crime

Description: To promote the safety, economic sufficiency and well-being of children. Combat financial and physical abuse of Arizona's senior population. To promote and facilitate justice, healing and restitution for all of Arizona crime victims

Solutions:

GOAL 1: Promote the safety, economic sufficiency and well-being of children.

STRATEGIES:

- Protect children through effective litigation and efficient case management in dependency, guardianship, severance, and adoption proceedings.
- Provide training to AGO, DCS, and DES staff, DCS caseworkers and supervisors, members of the judiciary, and various child welfare system stakeholders throughout Arizona for effective case management.
- Increase enforcement activity in judicial and administrative establishment of new child support orders.
- Aggressively prosecute child exploitation cases.
- Increase investigative involvement and provide dedicated resources to focus on Internet Crimes Against Children, and to aggressively prosecute individuals found guilty of Internet-related and associated child abuse charges.

GOAL 2: Combat financial and physical abuse of Arizona's senior population.

STRATEGIES:

- Develop cases internally and work collaboratively with outside law enforcement agencies and other state teams in order to pursue and prosecute allegations of abuse and neglect, including those that take place within health care settings.
- Work closely with other law enforcement offices, state and local agencies, and senior-focused groups to assure an aggressive investigative and prosecutorial presence in the State.
- Provide a dedicated telephone number through which the public, other law enforcement agencies, caregivers and family members can report concerns and receive information and referrals.
- Offer educational opportunities around the state in which seniors can participate.
- Offer training and education to groups who have significant interactions with the senior population.
- Use the strengths, skills, and resources across AGO Divisions to ensure the success of the Taskforce Against Senior Abuse (TASA).
- Prosecute telephone solicitation and phone scam crimes initiated by individuals and companies targeting seniors.
- Initiate legislative remedies and provide federal strategies that will help reduce the number of unwanted and illegal phone calls.

GOAL 3: To promote and facilitate justice, healing and restitution for all of Arizona crime victims.

STRATEGIES:

- Improve the treatment of crime victims by exhibiting leadership, promoting public policy reforms where needed, and increase the quality of victim services through the administration of the Victims' Rights Program.
- Provide for efficient and effective delivery of quality services to victims during all stages of criminal prosecutions.
- Serve as a leader statewide on victims' rights issues through participation in networking events, leading the Victims' Rights Advisory Committee and through the provision of statewide victim's rights training.
- Investigate allegations of victims' rights violations statewide.
- Created programs that advance and enforce statewide uniformity and efficiency in following victims' rights in Arizona.
- Take a unique approach by combining state funding, program audits, technical assistance, training, compliance and collaboration in order to increase awareness statewide about victims' rights, as well as increase compliance with victims' rights statutes and the Arizona Victims' Bill of Rights.
- Competently and efficiently defend the State in all capital and non-capital appellate cases.
- Enhance written and oral advocacy skills through participation in training.
- Improve expertise in handling federal habeas litigation through participation in training related to federal appeals under 28 U.S.C. § 2254.

Issue 3 To Protect Consumers

Description: To deter fraudulent business practices as a means to protect consumers against fraud and increase the amount of restitution recovered on behalf of Arizona consumers. To reduce the number of unwanted and illegal telephone solicitation calls received by Arizonans.

Solutions:

GOAL 1: To deter fraudulent business practices as a means to protect consumers against fraud and increase the amount of restitution recovered on behalf of Arizona consumers.

STRATEGIES:

- Investigate and prosecute violations of the Arizona Consumer Fraud Act and other state and federal consumer protection laws.
- Increase public awareness through consumer education and alerts, presentations, and the distribution of literature.
- Increase the amount of pre-litigation restitution recovered on behalf of Arizona consumers.
- Prioritize AGO consumer fraud recovery efforts on consumer restitution.
- Reform the multistate consumer fraud recovery process to focus on consumer restitution.
- Aggressively litigate against companies, individuals, and corporations that blatantly defraud or deceive Arizona consumers.

GOAL 2: To reduce the number of unwanted and illegal telephone solicitation calls received by Arizonans.

STRATEGIES:

- Work with and encourage the FTC to develop rules and guidelines allowing carriers and states to take a more proactive approach in blocking unwanted phone calls.
- To test and make available call-blocking technology to Arizona seniors.
- To aggressively prosecute Arizona companies that blatantly violate and disregard the Do Not Call List.
- Educate Arizona consumers on how to reduce the number of unwanted calls and what to do when they receive illegal telephone solicitation calls.
- Work with the Arizona Legislature to pass legislation giving Arizona some of the strongest consumer protection laws in the country.

Issue 4 To Provide Legal Services for State Agencies, Boards and Commissions

Description: To provide a superior level of legal services to our client agencies, the public and the State of Arizona.

Solutions:

GOAL 1: To provide a superior level of legal services to our client agencies, the public and the State of Arizona.

STRATEGIES:

- Improve efficiency of legal services delivery through client relations meetings with agencies that frequently require our services.
- Provide advanced client agency training sessions in the areas of public records law, open meeting law, conflict of interest law, contracting and procurement law, and related legal restrictions on the activities of public officials and employees. Ethics training for elected officials and appointed agency heads is now available online for ease of access and updating.
- Maintain and enhance the Continuing Legal Education (CLE) programs currently being offered by the Appeals and Constitutional Litigation Division.
- Reduce the need for outside counsel whenever possible, thereby preserving precious taxpayer resources.

Resource Assumptions

	FY2022 Estimate	FY2023 Estimate	FY2024 Estimate
Full-Time Equivalent Positions	1,050.3	1,050.3	1,050.3
General Fund	24,582.4	24,582.4	24,582.4
Other Appropriated Funds	50,385.9	50,385.9	50,385.9
Non-Appropriated Funds	64,795.5	64,795.5	64,795.5
Federal Funds	7,392.8	7,392.8	7,392.8