

OFFICE OF THE ATTORNEY GENERAL

STRATEGIC PLANNING & MASTER LIST FISCAL YEAR 2027



KRIS MAYES, ATTORNEY GENERAL

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OFFICE OF THE ATTORNEY GENERAL

FY 2025 – 2027 Master List of State Government Programs

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AGENCY SUMMARY

Program: AGA Attorney General - Department of Law
Director: Kris Mayes, Attorney General
Phone: (602) 542-7000
Statue: A.R.S. § 41-191
Plan Contact: Leslie Heathcotte, Chief Operating Officer (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, Solicitor General's Office Division, and the State Government Division. Each division is further organized into sections that specialize in a particular area of practice.

The Operations Division is responsible for administrative operations.

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

PROGRAM SUMMARY

Program: Legal Services (AGA-1-0)
Contact: Leslie Heathcotte, Chief Operating Officer
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) Solicitor General's Office Division; (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 Solicitor General's Office 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
- ▶ Civil Division

SUBPROGRAM SUMMARY

Program: Civil Rights Division (AGA-1-1)
Contact: Felecia Rotellini, Division Chief Counsel
Phone: (602) 542-8312
Statue: 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.

Description:

Civil Rights is a section of the Civil Litigation Division and its primary 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 is responsive to complaints filed with the office and also is proactive by providing civil rights education.

The section has administrative, community service, and civil enforcement functions. Section 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.

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Number of cases investigated	1,612	1,500	1,500	1,832	1,500
X		OC Number of cases resolved	902	850	850	1,150	1,000
X		OC Percentage of cases resolved using voluntary settlement agreements	13	12	12	14	12

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

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Number of lawsuits	4	4	8	4	4
X		OC Number of lawsuits resolved	4	2	5	2	2
X		OC Percentage of litigation cases resolved using voluntary settlement agreements	100	50	63	50	50

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

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Number of cases referred to mediation	421	600	600	639	500
X		OP Number of Civil Rights discrimination cases mediated	179	150	150	198	150
X		OC Percentage of Civil Rights mediations in which agreement was reached	40	40	40	53	40
X		QL Maintain satisfaction rate of participants above 90 percent	100	95	95	99	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.

Performance Measures:

ML Budget Type		FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X	OC	14	11	11	12	11
Number of training presentations and outreach events						

SUBPROGRAM SUMMARY

Program: Criminal Division (AGA-1-2)
Contact: Nick Klingerman (CRM) and Joshua Bendor (SGO), Division Chief Counsel
Phone: (602) 542-8482
Statue: 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.

Provide first-rate representation to the State and client agencies in appellate proceedings, significant trial-court litigation, and a variety of other matters important to the State and the Attorney General's Office.

Description:

Drug & Racketeering Enforcement Section (DRG): DRG combats major drug trafficking in Arizona. This includes prosecuting individuals and organizations that traffic in illegal drugs, money laundering of illicit proceeds and commit violent crimes. DRG works closely with law enforcement agencies from throughout the State and provides review and assistance in wiretap and undercover investigations. Additionally, the attorneys in DRG provide 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): FSP 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 FRS 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): HCFA, 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, HCFA 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. HCFA 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 and dismantles criminal organizations by litigating actions against individuals, corporate offenders, and illegal enterprises engaged in a wide variety of racketeering crimes, including local and trans-national drug trafficking, fraud, public corruption, theft of public benefits and money laundering. FRS obtains money judgments and judgments forfeiting proceeds and property derived from and dedicated to the racketeering activity. The property includes bulk cash, financial accounts, real property, vehicles, weapons and a wide range of other personal property. The purpose of FRS cases is to deter, prevent and remediate the economic injury inflicted on the public by profit-motivated criminals and their facilitators. FRS divests them of their profits and capital infrastructure, manages and liquidates forfeited property, and re-dedicates the resulting funds to compensating individuals, businesses and public agency victims who suffered economic loss caused by the racketeering crimes, and to law enforcement agencies for additional training, investigations, prosecutions, operations and programs that protect the public. FRS works collaboratively with its criminal prosecutor colleagues and with dozens of local, state, tribal and federal law enforcement partners.

Office of Victim Services (OVS): OVS is a service-oriented Section within the Criminal Division of the Attorney General's Office, established to directly serve crime victims and support the governmental and non-profit agencies 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, statewide, who have requested notice with regard to direct and federal appeals and all appellate activity in death penalty cases. OVS staff also provides more than twenty types of non-mandated services to facilitate recovery from the personal and social effects of victimization. Additionally, OVS supports the courts and any state, county, and municipal law enforcement, custodial, prosecutorial, and correctional agencies that have duties established and defined by Arizona's victims' rights laws. These entities benefit from the OVS' annual Victims' Rights Fund awards, as well as training and technical assistance that advance uniformity, efficiency, and victims' rights compliance. OVS is also responsible to review and resolve victims' rights complaints and promote compliance with Arizona Victims' Rights statutes and lead and participate in system improvement efforts through task forces, commissions, and workgroups.

Southern Arizona White Collar & Criminal Enterprise Section (SAWCCE): SAWCCE fights border-related crime by focusing its efforts against the Mexican cartels and U.S.-based transportation cells involved in the smuggling of drugs, weapons, money and humans across Arizona's southern border. SAWCCE also specializes in complex financial prosecutions, including mortgage fraud, securities fraud, and public corruption cases, along with identity theft, social security fraud, AHCCCS fraud, manufacturing of fraudulent credit cards, identity theft, and many other economic crimes. SAWCCE also emphasizes prosecution of elder financial exploitation crimes. SAWCCE attorneys also prosecute cases referred by other prosecutorial offices throughout the State when those offices have a conflict of interest.

Special Investigations Section (SIS): The Special Investigations Section consists of special agents, supervising agents, intelligence 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. To accomplish this SIS has special agents assigned to various state, county and federal task forces to include the FBI Internet Crimes against Children, FBI Joint Terrorism, Maricopa County Drug Suppression, DEA State Fentanyl Task Force, Social Security Administration, DEA Drug Diversion and the HSI Identity Document and Benefit Fraud. In addition, the AZAGO through SIS houses and manages the Organized Retail Theft, Elder Abuse, Human Trafficking, Labor/Wages, Financial Crimes, and the Murdered and Missing Indigenous People/Cold Case Task Forces.

Criminal Appeals Section (CAS) & Capital Litigation Section (CLS): Both the Criminal Appeals and Capital Litigation sections also sometimes assist county attorneys with the handling of criminal cases at the trial level by providing research and other assistance. The Criminal Appeals section represents the State in all appeals and federal habeas corpus actions arising from felony convictions in Arizona. The Capital Litigation section represents the State in all appellate and postconviction proceedings—including federal habeas corpus proceedings—in all capital cases in Arizona.

◆ **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.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
		IP Death penalty cases open	111	113	113	110	110
		OC Number of appellate briefs (in state and federal court), responses to petitions for postconviction relief, answers to habeas corpus petitions, petitions for review, responses to petitions for review, substantive motions, and responses to substantive motions filed.	80	83	95	100	100

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

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
		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	21	23	20	20	20
		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.	488	494	502	505	505

- ◆ **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.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
		OP Opened cases resolved within the year□ (SAWCCE & DRG Section Totals)	444	450	416	450	450
		IP Cases open□ (SAWCCE & DRG Section Totals)	947	950	951	950	950
		IP Number of child abuse victims□ (SAWCCE & DRG Section Totals)	12	5	7	5	5
		OP Number of defendants charged□ (SAWCCE & DRG Section Totals)	811	775	728	775	800

- ◆ **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.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
		IP Total number of victims□ (SAWCCE, FSP & HCF Section Totals)	2,328	2,000	1,913	1,950	2,000
		OC Restitution ordered by the courts (\$ millions) (SAWCCE, FSP & HCF Section Totals)	14.50	20.00	38.20	20.00	20.00
	X	IP Cases open□ (SAWCCE, FSP & HCF Section Totals)	2,081	2,200	2,176	2,200	2,200
	X	IP Matters reviewed but not opened□ (SAWCCE, FSP & HCF Section Totals)	160	100	0	0	0
	X	OP Opened cases resolved within the year (SAWCCE, FSP & HCF Section Totals)	904	750	645	650	675

- ◆ **Goal 5 To assist prosecutorial offices throughout the state by prosecuting matters that are referred due to conflicts of interest.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
		IP County Attorney conflict of interest referrals□ (SAWCCE, DRG, FSP & HCF Section Totals)	32	10	10	10	10

- ◆ **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.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		IP New Forfeiture cases opened	505	375	255	275	275
		OC Amount forfeited to State (\$ millions)	59.80	8	27	15	15
		IP Number of defendants (in rem/in personam)	284	275	708	690	695
		OP Opened cases resolved within the year	253	225	141	140	150

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

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
		OP Financial inquiry assists	523	600	0	0	0
		OP Law enforcement training seminars	16	18	31	22	24

- ◆ **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).**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
		OP % of victims' rights violation allegations responded to	100	100	100	100	100
		QL % of Victims' Rights award recipients satisfied with the Victim's Rights Program	100	100	94	100	100
		IP Number of attendees at trainings and presentations	2,368	2,200	2,503	2,200	2,200
		OC Total awards disbursed (\$ millions)	2.00	1.70	2.20	2.20	2.20
		OP Number of agencies audited	6	8	8	8	8
		OP Number of trainings and presentations given	56	50	62	45	45
		OP Number of victim service network events participated in	115	125	134	130	130
		QL Percent of VRP recipients in compliance with mandates	100	100	100	100	100

- ◆ **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.

Performance Measures:

Performance Measures:				FY 2024	FY 2025	FY 2025	FY 2026	FY 2027
ML	Budget	Type		Actual	Estimate	Actual	Estimate	Estimate
		IP	Open restitution cases	466	400	472	400	400
		OP	Compliance checks of restitution orders conducted	1,423	1,200	1,291	1,200	1,200
		OP	Number of mandated services provided	26,158	31,000	14,666	31,000	31,000
		OP	Number of non-mandated services provided	99,841	75,000	114,599	75,000	75,000
		OP	Number of victims served	6,664	7,000	5,749	7,000	7,000

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

Performance Measures:

Performance Measures:				FY 2024	FY 2025	FY 2025	FY 2026	FY 2027
ML	Budget	Type		Actual	Estimate	Actual	Estimate	Estimate
		OP	Law enforcement assists	81	100	106	100	100
		OP	Matters reviewed but not opened by Duty Agent	8,546	5,000	10,193	7,500	6,000
		OP	Open cases	593	650	458	550	600

SUBPROGRAM SUMMARY

Program: CHILD AND FAMILY PROTECTION DIVISION
Contact: Kirsten Wright, Division Chief Counsel
Phone: Child and Family Protection Division (602) 542-9942
Statue: 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 four 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, and termination proceedings brought for the protection of abused and neglected children. 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 the 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 complex litigation actions and provides comprehensive legal advice and support to DCSS in 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 the DCS on matters other than those handled by PSS and a myriad of programs within the 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 the DCS and the DES in personnel and operations matters and prosecutes criminal cases relating to various DES program violations, including recipient benefit fraud, employee benefit fraud, and employee embezzlement.

The Appeals Section (APL) provides appellate representation and legal advice to the Arizona Department of Child Safety (DCS) and the Arizona Department of Economic Security (ADES) statewide. The Section's appellate work mostly derives from cases litigated in the superior court by PSS before an appeal is filed, while a smaller number of appeals arise from matters litigated by CSS or CLA attorneys. In addition, APL represents the DES in appeals arising from decisions by the ADES Appeals Board, primarily regarding unemployment insurance benefits. The APL Section also provides legal research, consultation, and other litigation support to PSS attorneys on a regular basis, as well as occasional assistance or consultation with attorneys in CSS and CLA. The Appeals Section was created towards the end of the 2025 fiscal year. Next year, they will be reporting their own data points.

◆ 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.

Performance Measures:

			FY 2024	FY 2025	FY 2025	FY 2026	FY 2027
			Actual	Estimate	Actual	Estimate	Estimate
X	ML Budget Type	OP	3,240	4,000	2,877	3,200	3,200
		IP	3,193	4,000	3,336	3,500	3,500
		IP	138	210	139	150	150

◆ **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.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		IP Number of hearings held to establish a permanent plan within 12 months	5,301	6,500	4,401	4,500	4,500
X		OC Number of reunifications achieved (child back with parents)	2,216	3,000	1,915	2,500	2,500
X		OC Number of guardianships achieved (child placed with guardian)	1,135	950	821	950	950
X		OC Number of terminations achieved (child removed from parents)	1,046	2,300	1,040	1,500	1,500

◆ **Goal 3 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 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OC Number of children with paternity established	272	400	442	400	400

◆ **Goal 4 To provide legal representation in DES and DCS litigation and to prosecute and deter fraud.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Administrative, Civil and Appellate litigation resolved (cases closed)	976	1,000	806	700	800
X		OP Civil Collection litigation resolved (judgments)	61	60	69	50	50
X		OP Criminal prosecutions completed successfully (sentenced)	284	270	230	200	200

◆ **Goal 5 To generate funds for the State via criminal restitution and civil judgments.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Civil judgments (\$)	146,041.74	140,000.00	161,065.27	140,000.00	140,000.00
X		OP Garnishment funds received (\$)	176,845.57	150,000.00	146,897.48	130,000.00	130,000.00
X		OP Criminal restitution ordered (\$)	1,835,147.76	1,200,000.00	1,535,770.65	650,000.00	650,000.00
X		OP Criminal restitution received prior to sentencing (\$)	1,128,848.66	1,200,000.00	804,893.07	650,000.00	700,000.00

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

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Hours of counsel and advice	23,513	24,000	27,365	25,000	27,000

◆ **Goal 7 To assist the DCSS in establishing child support orders for families by providing legal services and representation in all stages of litigation.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Number of New Child Support Orders	1,373	1,500	1,270	1,500	1,500

◆ **Goal 8 To assist the DCSS in modifying child support orders for families by providing legal services and representation in all stages of litigation.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Number of Modifications Resolved	1,038	1,500	2,080	1,500	1,500

◆ **Goal 9 To assist the DCSS in enforcing child support orders for families by providing legal services and representation in all stages of litigation.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Number of Enforcement Petitions filed	3,637	4,500	0	4,500	4,500

◆ **Goal 10 To represent the DCSS at evidentiary hearings.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Number of hearings attended	10,318	10,000	7,177	10,000	10,000

◆ **Goal 11 To track appeals related to child support cases.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Number of appeals involving Title IV-D child support issues	8	5	5	5	5

◆ **Goal 12 To track request for legal advice given to DCSS.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Number of requests for legal advice	1,984	4,500	1,505	4,500	4,500

◆ **Goal 13 To assist the DCSS in enforcing child support orders for families by filing petitions to enforce in cases where non-litigation enforcement efforts have been unsuccessful.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Number of enforcement petitions filed.	369	350	0	4,500	4,500

SUBPROGRAM SUMMARY

Program: Civil Division (AGA-1-5)
Contact: Felecia Rotellini (CLD), Vanessa Hickman (SGD) Division Chief Counsel
Phone: (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.

Protect the public from consumer fraud and provide advocacy and public education regarding consumer protection issues. Ensure that tobacco manufacturers and distributors comply with state laws and enforce the tobacco settlement that benefits state health programs. Protect competition and consumer welfare by enforcing Arizona's antitrust statutes. Promote and enforce Arizona's civil rights laws. Collect debts owed to the State of Arizona efficiently, expeditiously and fairly.

Description:

The Civil Division subprogram is comprised of the State Government Division, Civil Litigation Division, and Solicitor General's Office of the AGO.

The State Government 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 large number of State agencies, boards and commissions, including the Executive and Judicial branches of government. A sample of the Section's clients include the Department of Administration, Administrative Offices of the Courts and its licensing programs, Department's of Corrections, Gaming, State Retirement System, Game & Fish, and 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 DEQ in matters arising under state and federal laws pertaining to water quality control, air quality control, and waste management and remediation.

Education, Health and Tax Section (EHT) – EHT includes the Education, Health and Tax Units. The Health Unit provides legal services to the Department of Health Services including the State Hospital, the Divisions of Public Health Licensure, Public Health Preparedness, 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 Department of Education, the State Board of Education, the Commission for Postsecondary Education, the School Facilities Board, the 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. The Tax Unit advises the 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 Board of Tax Appeals and the Board of Equalization. The Tax Unit also advises and represents ADOT on fuel tax and aircraft license matters as well as on all other tax issues that arise at that Department.

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 and 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 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 use.

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 Departments of Financial Institutions, Veterans' Services, and the Arizona Exposition & State Fair Board.

Transportation Section (TRN) – TRN represents the ADOT 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 Department of Public Safety in a number of areas including criminal history records, fingerprint records and clearance cards, procurement contracts.

The Solicitor General's Division is responsible for managing the State's civil and criminal appellate matters, as well as handling a variety of other litigation and government accountability functions as detailed below.

The Civil Appeals section handles oversight and review of all civil appellate briefs filed by the Attorney General's Office on behalf of the State and client agencies.

The Special Litigation section handles a variety of litigation and other tasks, including many relating to government accountability. On the litigation front, the section handles an array of cases, including many in which it defends state statutes against constitutional challenges or that otherwise involve significant issues of statutory interpretation and/or constitutional import. The section also handles the drafting and issuing of Attorney General opinions in response to requests from public officials, and the filing of amicus briefs in matters of importance to Arizona. Finally, the section handles a variety of government accountability functions, including the enforcement of campaign finance laws, as well as handling enforcement actions for improper expenditure of public monies.

The Civil Litigation Division's major duties are to enforce the administrative, consumer protection and antitrust laws. 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. The Section handles complaints reported to the office by consumers. The Section also enforces laws that protect competition and consumer welfare. Another responsibility of the Section is to enforce the Tobacco Master Settlement Agreement and related statutes, which brings to Arizona approximately \$100 million each year. TEU also administers a robust Youth Tobacco Counter Strike Program.

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

Performance Measures:

			FY 2024	FY 2025	FY 2025	FY 2026	FY 2027
			Actual	Estimate	Actual	Estimate	Estimate
X	OC	Amounts recovered, generated, and/or saved (in millions of dollars)	133	125	139	125	125

- ◆ **Goal 2 To provide quality legal services that are more efficient and les costly than outside legal consul (AGO = Attorney General's Office and OSC = Outside Consul.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		EF Average billable hourly rate: per employment lawsuit - AGO	297	290	325	300	300
X		EF Average billable hourly rate: per tort lawsuit - AGO	156	150	184	160	160
X		EF Average billable hourly rate: per tort lawsuit - OSC	244	240	257	250	250
X		EF Average billable hourly rate: per workers compensation matter: AGO	263	250	309	300	300
X		EF Average billable hours: per employment lawsuit - AGO	652	650	368	500	500
X		EF Average billable hours: per tort lawsuit - AGO	207	250	306	275	275
X		EF Average billable hours: per tort lawsuit - OSC	148	200	168	175	175
X		EF Average months in suit: per tort lawsuit - AGO	28	30	26	30	30
X		EF Average months in suit: per employment lawsuit - AGO	26	30	37	30	30
X		EF Average months in suit: per tort lawsuit - OSC	32	35	33	35	35

- ◆ **Goal 3 To provide the highest quality legal advice, representation, and training to the various agencies, boards, and commissions including but not limited to: Game and Fish, Departments of Administration, Corrections, Juvenile Corrections, Gaming, Racing, Arizona State Lottery Commission, Arizona State Retirement System and the court system.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
		IP Advice matters and files opened	323	350	374	350	350
X		IP Civil litigation files opened	228	250	274	250	250
X		OP Cases resolved within the year	350	300	252	225	225

- ◆ **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.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Meetings with client agency directors and/or commissioners	473	400	449	400	400
X		OP Training sessions with clients	34	20	16	20	20

- ◆ **Goal 5 To timely issue formal legal opinions.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
	X	EF Days to respond to a request for a legal opinion	164	90	79	90	90

◆ **Goal 6 To be responsive to public concerns about consumer fraud.**

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
		IP Complaints Opened	20,047	13,500	20,182	18,500	18,500
		IP Telephone calls received from the public	28,627	35,000	27,786	30,000	30,000
		OP Complaints closed	19,158	13,500	19,917	18,500	18,500

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

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OC Consumer Restitution Awarded (\$ thousands)	3,052	10,000	34,445	10,000	10,000
X		OC Judgments	18	18	10	18	18

◆ **Goal 8 To 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 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
		OP Youth compliance checks conducted	1,969	2,000	1,877	2,000	2,000

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

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
		OP Restitution ordered for Arizona consumers and costs recovered in antitrust cases (\$ dollars)	0	950,000	0	250,000	250,000

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

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
X		OP Revenue Increase Over Prior Year. FY18, FY19, FY20 (\$ millions)	8,189	8,000	9,842	8,000	8,000

PROGRAM SUMMARY

Program: Central Administration (AGA-2-0)
Contact: Leslie Heathcotte, Chief Operating Officer
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 two areas: Executive Office and Operations Division

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 and legislative and public affairs. 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.

Community Engagement (CMO): CMO travels state-wide providing prevention education to more than 60,000 Arizonans annually. Staff work closely with schools across the state to educate children, parents and community groups on a variety of topics, including internet safety, suicide prevention, human trafficking, consumer scams, and life care planning, among other topics. CMO maintains interaction with the public through these trainings, in addition to responding to phone and email inquiries, building partnerships with outside organizations, and hosting public events. CMO also maintains a network of neighborhood satellite offices and centers throughout Arizona. Satellite offices are staffed by volunteers trained to provide information and take complaints on consumer fraud, predatory lending, civil rights and other topics of community concern.

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

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
	EF	Administrative costs as a % of total costs	3.20	4.30	3.80	3.80	3.80

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

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
	QL	Customer satisfaction rating for client agencies (scale of 1 to 8, with 8 the highest)	7.52	7.60	7.37	7.60	7.60

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

Performance Measures:

ML	Budget	Type	FY 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
	OC	Percent of agency staff turnover	22.80	23.70	14.96	20.85	20.85



OFFICE OF THE ATTORNEY GENERAL

Five-Year Strategic Plan

Fiscal Years 2026-2030

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, Solicitor General’s Office, State Government, Criminal, and Civil Litigation. The Administrative office consists of the Operations Division. 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
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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
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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) and the Elder Affairs Unit.
- 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 habeas petitions brought under 28 U.S.C. § 2254.

Strategic Issue #3:	To Protect Consumers
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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.
- Aggressively litigate against companies, individuals, and corporations that 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.

GOAL 3: Deter and stop fraudulent conduct against consumers by imposing effective injunctive relief and meaningful civil penalties against violators.

STRATEGIES:

- Ensure that consent judgments require defendants to take all appropriate measures to make affected consumers whole, cease unlawful practices and effectuate appropriate changes to ensure that all unlawful behavior is stopped.
- Ensure that consent judgments impose civil penalties in an amount that reflects the severity of the harm and the willfulness of the conduct, among other appropriate factors.

Strategic Issue #4:	To Provide Legal Services for State Agencies, Boards and Commissions
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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 offered by the Office.
- Reduce the need for outside counsel whenever possible, thereby preserving precious taxpayer resources.