



OFFICE OF THE ATTORNEY GENERAL

Five-Year Strategic Plan

Fiscal Years 2018- 2022

As Attorney General, I have the responsibility to serve as the State's chief legal officer. My team represents and provides legal advice to most State agencies; enforces consumer protection and civil rights laws; and prosecutes those charged with financial crimes and conspiracies. In addition to protecting the people of Arizona, this office also defends the State of Arizona. These battles often take place with the federal government to ensure that it is not expanding its jurisdiction, and that it is meeting its commitments to our State. I operate on the principle that one must always strive to "Do the right thing, at the right time, for the right reason." My office will be consistently staffed with talented, thoughtful and dedicated public servants who faithfully serve the people. In absolutely every situation that arises, we remain dedicated to the administration of justice.

- Mark Brnovich, Arizona Attorney General

MISSION:

The Office of the Attorney General will 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.

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 first responsibility of the Attorney General's Office is to act as the legal advisor to all state agencies, boards, and commissions except those exempted by law. Additional 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 divisions and administrative offices. Legal divisions consist of Child and Family Protection, State Government, Criminal, Civil Litigation and Civil Rights, and the Solicitor General's Office. Other divisions include: Communications and Operations. Each division is further organized into sections that specialize in a particular area of practice.

Legal, Policy, and Support functions are coordinated and promoted by the Executive Office.

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**

Our Nation's southern border has experienced a dramatic surge in cross-border crime and violence in recent years due to intense competition between Mexican drug cartels and criminal smuggling organizations. These criminal enterprises engage in drug trafficking, hijacking cargo shipments, human smuggling, money laundering, and violent crimes including murder. Arizona and Mexico need to cooperate in order to effectively combat these dangerous organized criminal enterprises. Both Arizona and Mexico need to continue to disrupt the funding for border criminal enterprises; enlist international businesses in eliminating money laundering; increase international crime fighting task forces; and help Mexico reform its law enforcement agencies and justice system. In an effort to address the dramatic surge in cross-border crimes, the Office of the Attorney General will take a pro-active role and dedicate resources to implement initiatives aimed at dismantling and prosecuting those engaged in these criminal enterprises.

GOAL 1: To disrupt criminal organizations that engage in cross border crime.

STRATEGIES:

- Coordinate efforts on border security with federal, state and local law enforcement in Arizona and with Mexican law enforcement.
- Provide technical assistance to other law enforcement agencies, specifically in the use of financial data, to develop evidence relating to underlying criminal activity.
- Provide federal and state law enforcement agencies with training on relevant legal issues and investigative techniques.
- Provide assistance in wiretap and undercover investigations, including the prosecution of multi defendant, highly complex drug trafficking organizations.
- Continue to develop and coordinate a Southwest Border Area information sharing network.
- Assist in the creation 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 civil racketeering remedies.
- Deprive criminal enterprises of property and profit that keep them in business and simultaneously fund future investigations and prosecutions of similar crimes through forfeiture proceedings.
- 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.

Strategic Issue #2:	To Protect Vulnerable Citizens Against Crime:
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The Attorney General's Office prioritizes the protection of Arizona's citizens. This includes children, seniors, and individuals with physical or mental impairments, who are more vulnerable to abuse, neglect and exploitation; victims of violent crimes; identity theft; healthcare fraud and abuse; consumer fraud; and other crimes.

In the context of children, the Attorney General's Office provides comprehensive legal representation to the Department of Child Safety (DCS) and the Department of Economic Security (DES) through diligent counsel and advice, as well as two very distinct subject areas requiring diligent case management. DCS has experienced a staggering increase in the number of children in care who are victims of abuse and/or neglect. As of March 2016, DCS had 18,906 children in care. This represents a 12.33% increase over Fiscal Year 2013, and continues to impact efforts to achieve safe and timely permanency for Arizona's children in foster care. With respect to Child Support Services, the Attorney General works to ensure the economic sufficiency of children through the establishment of paternity and pursuit of child support. This is of particular relevance where, as here in Arizona, 45% of children are born to un-wed parents and statistics show that parents who contribute financially are more involved in their children's lives.

Nearly 7,000 cases of vulnerable adult mistreatment are reported to the State annually. The typical victims in these cases are females over the age of 85. The over-eighty-five-year-old population is the fastest growing age group in the state and is estimated to increase 141% by the year 2020. It is critical that this population be defended against physical abuse, neglect and scammers who seek financial gains.

When a person is discriminated against based on his/her disability, race, color, religion, sex, familial status, age, or national origin, the Arizona Civil Rights Act has been violated. This type of discrimination may take place when individuals seek employment, attempt to exercise their right to vote, enjoy public accommodations, or seek housing. The AGO enforces anti-discrimination laws through investigation of complaints, alternative dispute resolution, and litigation, as well as education and outreach programs.

The AGO is also dedicated to ensuring justice to Arizona's victims. Victim Services Advocates provide support to victims in cases prosecuted by our office. Services offered by the Advocates include keeping victims informed about court dates, assisting them in finding counseling services, and providing information on how the criminal justice system works. The AGO is also devoted to achieving justice for victims as it works to uphold the convictions and sentences of criminal defendants when their convictions and sentences are appealed. Furthermore, the AGO ensures justice for victims and protection of their rights statewide through the provision of technical assistance, funding, training and complaint resolution.

The AGO has also spearheaded a statewide crime prevention and education initiative. The AGO's Community Outreach and Education group participates in community events statewide, which educate individuals on topics such as identity theft, consumer scams, life care planning issues, civil rights, and senior abuse. In addition, the Office of Victim Services provides statewide training to law enforcement

partners regarding victim's rights. In addition, this group provides written and web-based resources to community groups on a wide range of issues.

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, and 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.

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

STRATEGIES:

- Use the strengths, skills, and resources across AGO Divisions to ensure the success of the Taskforce Against Senior Abuse (TASA).
- 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.
- Utilize the Advisory Group, comprised of community, business, and governmental leaders, to keep abreast on matters concerning senior citizens in Arizona.
- 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.
- 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.

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.

- Recognize individuals in Arizona who made significant contributions to victims' rights and services through the Distinguished Service Awards.
- Investigate allegations of victims' rights violations statewide.
- 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
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Consumer fraud is a growing threat to Arizonans. Scammers are continually finding new and inventive ways to take advantage of consumers. Fraudulent loan schemes, dishonest repair shops, and new threats on the internet are only a few examples of fraud that result in injury to the consumer. Among other potential impacts, harmed consumers may suffer financial loss, may have their credit history tarnished, may have difficulties obtaining a mortgage loan modification, or may be using a prescription drug that could put their health in danger. The economic crisis, in particular, has created a number of vulnerable consumers who are often targeted for work-from-home scams. Similarly, with Arizona ranking among the states hardest hit by the nation's mortgage crisis, a surge in mortgage-rescue fraud has followed. These scams victimize people who are already in distress and who place their trust in dishonest people. Consumer scams of any nature are detrimental and the Attorney General's Office is dedicated to vigorously prosecuting these cases.

Antitrust laws affect the daily lives of all consumers, whether they are shopping for groceries, purchasing a car, or downloading new software from the Internet. These laws play an important role in ensuring that the consumer has the benefit of competitive prices and high quality goods and services. The antitrust laws foster competition in the marketplace and prevent anticompetitive mergers and business practices. The AGO enforces Arizona's antitrust laws by investigating and, when warranted, filing suit against businesses and individuals engaged in price fixing and bid rigging. Furthermore, the AGO takes legal action against businesses refusing to deal fairly with customers, suppliers or rivals. Also, businesses who allocate territories or customers, or who monopolize, or attempt to monopolize, a market are prosecuted by the AGO. The AGO is devoted to protecting the foundation of our economy that consists of free and open competitive markets for the benefit of Arizona's consumers.

GOAL 1: To deter fraudulent business practices as a means to protect consumers against fraud.

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.
- Take court action if companies do not live up to their earlier agreements to settle consumer fraud allegations.

GOAL 2: To protect and promote competition for the benefit of consumers through enforcement of antitrust laws.

STRATEGIES:

- Collaborate with other state and federal antitrust enforcers in investigating and prosecuting anticompetitive conduct.
- Advocate for competitive markets by filing amicus briefs and commenting on proposed state and federal legislation that will affect competitive markets, consumer choice and price.
- Meet with constituent individuals and businesses to discuss local markets, and take action where necessary to protect and restore competition to those markets.
- Increase outreach/public entity training in antitrust laws and state procurement laws.

Strategic Issue #4:	To Provide Legal Services For State Agencies, Boards and Commissions
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The AGO is the State’s full-service law firm, charged by statute to advise and represent most State officials, agencies, boards and commissions. The AGO represents our clients in litigation cases in all State and Federal courts and Administrative Tribunals. The AGO also advises its clients on a wide range of legal issues.

The AGO provides mediation services to the people of Arizona and state agencies. These services are available for a variety of matters and are delivered in a neutral, non-threatening environment. This mediation process saves time, as the disputing parties can often resolve their differences without lengthy and costly litigation. The AGO continues to work towards maintaining a satisfaction rate of participants above 90%.

As an agency that so heavily relies on the intellect and skills of its staff, the importance of retaining talent and experience cannot be overestimated. The AGO continues its efforts to hire and retain the highest quality professionals. In addition, the AGO continues to enhance its efforts in providing ongoing training to its staff. Training efforts focus on streamlining processes, sharing best practices, and ensuring that staff is fully utilizing technology and other resources that have been made available.

The AGO is devoted to providing the highest quality of legal services to best serve the State of Arizona and its citizens. In order to achieve this, all divisions are focused on identifying ways to deliver services more effectively and efficiently while maintaining excellence.

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 Solicitor General’s Office.
- Develop guidelines for AGO communications with members of the public to ensure consistency, integrity and fairness through services provided by the AGO. HR follows a detailed process for any Public Records Request. We also continue to work on process improvements to communicate both internally and externally.

Resource Assumptions Required to Support Strategic Plan					
	FY 2018 Appropriation	FY 2019 Budget Request	FY 2020 Estimate	FY2021 Estimate	FY 2022 Estimate
Full-time Equivalent (FTE) Positions	1,050.50	1,110.50	1,110.50	1,110.50	1,110.50
General Fund	\$26,334,200	\$31,195,800	\$31,195,800	\$31,195,800	\$31,195,800
Other Appropriated Funds	\$46,213,900	\$46,213,900	\$46,213,900	\$46,213,900	\$46,213,900
Non-Appropriated Funds	\$61,198,600	\$61,198,600	\$61,198,600	\$61,198,600	\$61,198,600
Federal Funds	\$7,587,300	\$7,587,300	\$7,587,300	\$7,587,300	\$7,587,300
Total Agency Funds	\$141,344,000	\$146,195,600	\$146,195,600	\$146,195,600	\$146,195,600