



OFFICE OF THE ATTORNEY GENERAL

Five-Year Strategic Plan

Fiscal Years 2021-2025

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
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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).
- 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
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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 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 2021 Budget	FY 2022 Budget Request	FY 2023 Estimate	FY2024 Estimate	FY 2025 Estimate
Full-time Equivalent (FTE) Positions	1,048.4	1,055.4	1,055.4	1,055.4	1,055.4
General Fund	25,411,000	25,411,000	25,411,000	25,411,000	25,411,000
Other Appropriated Funds	51,932,200	58,177,200	54,677,200	54,677,200	54,677,200
Non-Appropriated Funds	60,505,700	59,105,700	59,105,700	59,105,700	59,105,700
Federal Funds	8,376,700	8,376,700	8,376,700	8,376,700	8,376,700
Total Agency Funds	146,225,600	151,070,600	147,570,600	147,570,600	147,570,600

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 time limited reconsideration 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 2020 Obj: Increase compliance with anti-discrimination laws
 2021 Obj: Increase compliance with anti-discrimination laws
 2022 Obj: Increase compliance with anti-discrimination laws

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of cases investigated	1,373	1,300	1,435	1,300	1,300
				CRD investigated more cases partially due to the EEOC being shut down for part of the year and the COVID pandemic.					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Number of cases resolved	900	850	861	850	850
3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	OC	Percentage of cases resolved using voluntary settlement agreements	17	15	12	15	15
				Parties were less willing to negotiate in mediations compared to previous years, which resulted in less settlements.					

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

Objectives: 1 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
 2022 Obj: Identify major litigation and to obtain monetary relief and significant remedial relief as appropriate

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of lawsuits	3	5	1	3	3
				CRD had more cases settle pre and post cause finding than expected which decreased the number of lawsuits filed.					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Number of lawsuits resolved	4	5	2	2	2
				CRD had less lawsuits due to the larger number of settlements pre and post cause finding.					
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Percentage of litigation cases resolved using voluntary settlement agreements	57	40	50	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 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
 2022 Obj: Provide the people of Arizona and its governmental entities effective dispute resolution services

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of cases referred to mediation	875	800	830	800	800
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of Civil Rights discrimination cases mediated	170	150	179	140	140
				Our mediation team has increased mediation scheduling allowing parties to settle before investigation.					
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Percentage of Civil Rights mediations in which agreement was reached	54	55	52	55	55

				FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	
				Actual	Estimate	Actual	Estimate	Estimate	
	ML	Budget	Type						
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Maintain satisfaction rate of participants above 90 percent	94	95	96	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	2020 Obj: Increase public awareness of the State's laws against discrimination				
					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.				
					2022 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:									
				FY 2019	FY 2020	FY 2020	FY 2021	FY 2022	
				Actual	Estimate	Actual	Estimate	Estimate	
	ML	Budget	Type						
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Number of training presentations and outreach events	20	20	9	10	10
					The shift is a result of the Covid-19 pandemic the second half of FY2020. Fewer outreaches were requested and scheduled ones were canceled.				

SUBPROGRAM SUMMARY

Program: AGA 1.2 CRIMINAL DIVISION
Contact: John Johnson, Division Chief Counsel
Phone: Criminal Division (602) 542-7909
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:

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 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): 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, 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 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 not only to deprive organized crime of the property and profit that keep it in business, but also 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, fraud, and drug trafficking; facilitates the seizure of property; manages the seized property; prosecutes lawsuits seeking forfeiture of the seized property; liquidates forfeited property; and distributes the proceeds to victims of racketeering crime and to law enforcement agencies for additional investigations and prosecutions of 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.

Southern Arizona White Collar & Criminal Enterprise Section (SAWCCE): The Southern Arizona White Collar & Criminal Enterprise Section 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, 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 Section (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 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.

2022 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 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Death penalty cases open	116	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	100	95	100	95	95

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

Objectives: 1 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

2022 Obj: Defend the State of Arizona in all non-capital appellate cases

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 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.	642	650	643	640	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.	25	26	23	25	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 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

2022 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 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Cases open (SAWCCE & DRG Section Totals) Decrease in FY20 cases open was due to a decrease in case submittals during the COVID19 pandemic along with a high turnover of attorneys in the Drug Section. For FY21, we expect our law enforcement partners to submit many currently pending cases.	1016	1100	803	900	950

ML Budget Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
2	<input checked="" type="checkbox"/> <input type="checkbox"/> OP	456	500	295	500	550
Opened cases resolved within the year (SAWCCE & DRG Section Totals) For FY20, decrease in number of resolved cases was due to the decreased number of defendants charged because of the COVID19 pandemic and the grand jury being suspended. In addition, charged defendants are awaiting sentencing and final disposition.						
3	<input checked="" type="checkbox"/> <input type="checkbox"/> OP	655	750	412	600	650
Number of defendants charged (SAWCCE & DRG Section Totals) For FY20, decrease in number of defendants charged was again due to the decreased number of cases submitted by law enforcement agencies because of the COVID19 pandemic and the grand jury being suspended from March 16, 2020 through August 7, 2020. It should be noted that during the time of the COVID19 pandemic, 14 cases and 23 defendants cannot be counted in FY20 numbers and thus gives some reason for the decline in this measurement. The grand jury will be hearing cases again starting August 17, 2020. In addition, the higher number of defendants charged in FY19 was due to the finalization and charging of numerous multi-defendant cases during that time.						
4	<input checked="" type="checkbox"/> <input type="checkbox"/> IP	11	5	5	5	5
Number of child abuse victims (SAWCCE & DRG Section Totals) For FY19, increase in the number of child abuse victims was due to the previous FY18 case involving 10 children.						
◆ 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	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				
		2022 Obj: Investigate and prosecute complex financial fraud crimes and high technology crimes throughout the State of Arizona				

Performance Measures:

ML Budget Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
1	<input checked="" type="checkbox"/> <input type="checkbox"/> IP	1,972	2,000	2,095	2,100	2,200
Cases open (SAWCCE, FSP & HCF Section Totals) For FY19 and FY20, CRM prosecutions sections continued to develop good relationships with law enforcement agencies and task forces that we previously had not worked with. Those agencies are continuing to bring many new cases to the Office. 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 and the ICAC 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	852	650	761	750	800
Opened cases resolved within the year (SAWCCE, FSP & HCF Section Totals) For FY19, due to the increased caseloads, more cases were resolved and closed. For FY20, decrease in number of resolved cases was due to the decreased number of defendants charged because of the COVID19 pandemic and the grand jury being suspended from March 16, 2020 through August 7, 2020. It should be noted that during the time of the COVID19 pandemic, 123 cases and 196 defendants cannot be counted in FY20 numbers and thus gives reason for the decline in this measurement. The grand jury will be hearing cases again starting August 17, 2020. In addition, charged defendants are awaiting sentencing and final disposition.						
3	<input checked="" type="checkbox"/> <input type="checkbox"/> IP	258	100	264	100	100
Matters reviewed but not opened (SAWCCE, FSP & HCF Section Totals)						
4	<input checked="" type="checkbox"/> <input type="checkbox"/> OC	128.1	130	99.6	110	120
Total victim losses (\$ millions) (SAWCCE, FSP & HCF Section Totals) Increase in FY19 was due to the increased number of cases submitted for prosecution which involved numerous victim losses and the number of victims. For FY20, decrease in number of victim losses, number of victims and restitution ordered was again due to the decreased cases submitted or charged during the COVID19 pandemic, along with the court's inability to sentence defendants who had previously taken a plea during this time. Therefore, FY21's measurements in these categories will be higher.						
5	<input checked="" type="checkbox"/> <input type="checkbox"/> IP	4,331	4,000	4,166	4,200	4,300
Total number of victims (SAWCCE, FSP & HCF Section Totals) Increase in FY19 was due to the increased number of cases submitted for prosecution which involved numerous victim losses and the number of victims. For FY20, decrease in number of victim losses, number of victims and restitution ordered was again due to the timeframe during the COVID19 pandemic when cases were not opened and/or charged, along with the court's inability to sentence defendants who had previously taken a plea during this time. Therefore, FY21's measurements in these categories will be higher.						
6	<input checked="" type="checkbox"/> <input type="checkbox"/> OC	10.8	10	7.9	9	10
Restitution ordered by the courts (\$ millions) (SAWCCE, FSP & HCF Section Totals) For FY20, decrease in number of restitution ordered was again due to the decreased number of defendants being sentenced.						
◆ Goal:	5	To assist prosecutorial offices throughout the state by prosecuting matters that are referred due to conflicts of interest.				
Objectives:	1	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
 2022 Obj: Assist prosecutorial offices throughout the state by prosecuting matters that are referred due to conflicts of interest

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	County Attorney conflict of interest referrals (SAWCCE, DRG, FSP & HCF Section Totals)	36	30	38	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 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
 2022 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 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	New Forfeiture cases opened	1,086	1,050	622	700	750

Decrease in FY20 cases opened was due to fewer case submittals from law enforcement agencies. The decrease is attributable to the COVID19 pandemic and restrictions on law enforcement operations in the last four months of the fiscal year. Legislative restrictions in 2017 also attributed to the decrease in case submittals. FRS also experienced temporary decreases in attorney staff in the second half of FY20. FY21 and FY22 estimates assume a continuing trend in a reduced number of cases submittals.

2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Opened cases resolved within the year	708	675	1,112	750	800
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Decrease in FY19 resolved cases was due to the reduced number of case submittals. The decrease in FY19 was also attributable to attorney and staff vacancies. FY21 and FY22 estimates assume a continuing trend in reduced number of case submittals. The decrease in cases resolved; however, does not necessarily correlate to a decrease in the number of in rem assets and in personam defendants. Increase in FY20 cases resolved was due to the resolution of several cases with a high number of assets. FY21 and FY22 estimates are derived by identified continuing trends in reduced new forfeiture cases opened.

3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of defendants (in rem/in personam)	2,754	2,200	1,193	1,000	1,100
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Decrease in FY20 number of defendants does not necessarily correlate to a similar decrease in new cases opened or opened cases resolved because individual cases resolve at different rates and can have a very high or very low Number of in rem assets or in personam defendants.

4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Amount forfeited to State (\$ millions)	16.7	14	8.5	9	9.5
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Increase in FY19 amount forfeited 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. Decrease in FY20 amount forfeited was due to the decreased number of defendants, a resulting decreased value recovered, and a reduced number of new cases opened.

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

Objectives: 1 2020 Obj: Support statewide prosecution and forfeiture efforts
 2021 Obj: Support statewide prosecution and forfeiture efforts
 2022 Obj: Support statewide prosecution and forfeiture efforts

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Law enforcement training seminars	55	20	21	10	15

Increase in FY19 trainings was due to additional training provided by the Arizona Financial Crimes Task Force along with the members of the Financial Remedies Section. Decrease in FY20 trainings was due to cancelled trainings because of COVID19 shutdowns and restrictions.

2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Financial inquiry assists	3,542	3,000	2,756	2,500	3,000
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Increase in FY19 financial inquiries was due to the number of complex investigations, interstate human sex trafficking and investigations involving complicit money remitter services as well as the introduction of additional interest in pursuing financial cases at the federal, state and local level law enforcement agencies. Decrease in FY20 financial inquiries was due to the Transaction Record Analysis Center (TRAC) agency users being more experienced with the database system and required less assistance from TRAC analysts. Increases are anticipated for future fiscal years due to potential expansion of TRAC users.

◆ **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 2020 Obj: Improve the treatment of crime victims in Arizona
 2021 Obj: Improve the treatment of crime victims in Arizona

2022 Obj: Improve the treatment of crime victims in Arizona

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of victim service network events participated in	147	130	110	130	130
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Total awards disbursed (\$ millions)	2.2	2.2	2.2	2.2	2.2
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	QL	Percent of VRP recipients in compliance with mandates	98	100	100	100	100
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of trainings and presentations given Decrease in FY20 number of trainings and presentations was due to the COVID19 pandemic and inability to conduct on-site trainings	79	75	62	75	75
5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of attendees at trainings and presentations Increase in FY19 was due to increased awareness of the AGO's Victims' Rights education availability to conduct trainings. Decrease in FY20 was due to decreased number of trainings for attendees to participate in.	1,887	1,700	1,363	1,350	1,350
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	94	90	100	90	90
8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of agencies audited Decrease in FY20 agencies audited was due to the COVID19 pandemic and inability to travel to agency offices to conduct audits.	6	8	5	8	8

◆ **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 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
 2022 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 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of victims served	10,127	9,500	10,301	10,000	10,000
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of mandated services provided Increase in FY19 mandated services was due to increased training of advocates to ensure mandated services are provided. Decrease in FY20 mandated services was due to the decrease in mandated services because of fewer large volume victim related cases opened.	43,178	20,000	32,734	30,000	30,000
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of non-mandated services provided Increase in FY19 non-mandated services was due to increased training of advocates to ensure non-mandated services are provided.	86,126	75,000	88,561	75,000	75,000
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Open restitution cases	411	350	425	350	350
5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Compliance checks of restitution orders conducted While there was a slight decrease in compliance checks of restitution orders FY19 and FY20, the service numbers in this area fluctuate yearly and are dependent on the number of cases in OVS, victim needs and defendant compliance.	1,687	1,750	1,661	1,770	1,770

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

Objectives: 1 2020 Obj: Provide competent and timely investigations of criminal conduct
 2021 Obj: Provide competent and timely investigations of criminal conduct
 2022 Obj: Provide competent and timely investigations of criminal conduct

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Open cases Although FY20 open cases increased, Special Agents had 179 matters (open/close) that were reviewed, but not opened as the matters did not meet the standards for a criminal investigation. It should be noted that many open cases in FY20 have been related to more complex fraud schemes which requires long term investigations and, often times, additional manpower on each case.	465	475	529	550	600

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Law enforcement assists	73	75	65	75	85
				Decrease in FY20 assists was related to a number of agencies directly referring SIS cases to open rather than assisting their agency. In addition, due to the COVID19 pandemic, requests for assists have declined.					
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Matters reviewed but not opened by Duty Agent	3,780	3,800	3,674	3,800	3,800

SUBPROGRAM SUMMARY

Program: AGA 1.3 CHILD AND FAMILY PROTECTION DIVISION
Contact: Virginia Gonzales, Division Chief Counsel
Phone: Child and Family Protection Division (602) 542-9942
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 2020 Obj: Assist the DCS in protecting children from abuse and neglect
2021 Obj: Assist the DCS in protecting children from abuse and neglect
2022 Obj: Assist the DCS in protecting children from abuse and neglect

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 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	5,286	4,700	5,499	5,700	5,700
				There has been an increase in the number of actual children in care. Also, due to Covid-19, and children home with parents this trend is anticipated to grow. This will result in an increase in 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)	4,737	4,700	4,782	5,000	5,000
				In an effort to slow the increase of dependency petitions, the DCS has reinstated prevention programs and implemented safety plans to reduce the number of children removed.					

◆ **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 2020 Obj: Assist the DCS in establishing permanent living situations for children
2021 Obj: Assist the DCS in establishing permanent living situations for children
2022 Obj: Assist the DCS in establishing permanent living situations for children

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Number of hearings held to establish a permanent plan within 12 months	6,673	6,600	7,203	7,500	7,500
				Since the number of dependency petitions and children in care has increased, so has the number of Permanent Hearings.					

ML Budget Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate		
		Also, due to this number of filings increasing and Covid-19, we anticipate this number to continue to rise.						
2	<input checked="" type="checkbox"/> <input type="checkbox"/>	OC	Number of reunifications achieved (child back with parents)	2,847	2,800	2,962	3,000	3,000
		The Department's objective and emphasis remains in achieving a timely and safe reunification with a parent. This includes providing a wide range of services and implementation of safety plans. These efforts combined with an increase in the number of children in care has led to a higher number of children reunified with a parent. Due to Covid-19 these efforts were increased.						
3	<input checked="" type="checkbox"/> <input type="checkbox"/>	OC	Number of guardianships achieved (child placed with guardian)	615	600	616	650	650
		The DCS has reassessed their permanency plans and is attempting to utilize more guardianships as case plans. This has resulted in an increase in guardianships.						
4	<input checked="" type="checkbox"/> <input type="checkbox"/>	OC	Number of terminations achieved (child removed from parents)	2,846	2,800	2,233	2,900	2,900
		The DCS continues to focus on providing a wide range of services and safety plans in an effort to help parents achieve reunification. As a result, the number of terminations has decreased.						
◆ 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	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.						
		2022 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 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate		
1	<input checked="" type="checkbox"/> <input type="checkbox"/>	OC	Number of children with paternity established	999	1,000	626	1,000	1,000
		The number of children for whom a paternity order was established through court action decreased this year because of the COVID-19. In April and May, certain counties, including Maricopa County and Pima County continued all Title IV-D hearings. Due to COVID-19, from April through June 30, DCSS did not ask the court to enter default Paternity orders.						
◆ Goal:	4	To provide legal representation in DES and DCS litigation and to prosecute and deter fraud.						
Objectives:	1	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						
		2022 Obj: Provide legal representation in DES and DCS litigation and to prosecute and deter fraud						
Performance Measures:								
ML Budget Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate		
1	<input checked="" type="checkbox"/> <input type="checkbox"/>	OP	Administrative, Civil and Appellate litigation resolved (cases closed)	1,074	900	1,113	900	1,000
		The number of cases closed is dependent on the number of cases referred to us by our client agencies, which fluctuates from fiscal year to fiscal year. In addition, it is not unusual for cases referred to our office in the latter half of one fiscal year to be set for hearing in the following fiscal year per the normal procedural course of these cases or for a hearing to take place in one fiscal year with a decision issued in the following fiscal year. An appeal may also be filed by the appellant in the following fiscal year. These factors will cause increases or decreases beyond what can be anticipated when calculating estimates for future fiscal years.						
2	<input checked="" type="checkbox"/> <input type="checkbox"/>	OP	Civil Collection litigation resolved (Judgments)	532	475	303	475	475
		The decrease below estimate is due to a slight decrease in case referrals and due to requests for default judgments filed in the second half of FY20 that are still pending. Due to DES staffing increases and the increase in unemployment insurance claims due to COVID-19, we expect increases going forward.						
3	<input checked="" type="checkbox"/> <input type="checkbox"/>	OP	Criminal prosecutions completed successfully (sentenced)	287	230	288	350	350
		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. Due to DES staffing increases and the increase in unemployment insurance claims due to COVID-19, we expect increases in the number of criminal prosecution referrals going forward.						
◆ Goal:	5	To generate funds for the State via criminal restitution and civil judgments.						
Objectives:	1	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						
		2022 Obj: Generate funds for the State via criminal restitution and civil judgments						
Performance Measures:								
ML Budget Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate		

				FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
ML	Budget	Type		Actual	Estimate	Actual	Estimate	Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP Civil judgments (\$)	1,538,499	1,200,000	913,186	1,100,000	1,200,000
			The decrease below estimate is due to a slight decrease in case referrals and due to requests for default judgments filed in the second half of FY20 that are still pending. Due to DES staffing increases and the increase in unemployment insurance claims due to COVID-19, we expect increases going forward.					
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP Garnishment funds received (\$)	681,795	550,000	821,623	600,000	600,000
			The increase over estimate is due to a larger than expected increase in the number of garnishment cases related to unemployment insurance benefits, an increase in the dollar amount garnished in cases related to unemployment insurance benefits, and an overall increase in garnishment cases.					
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP Criminal restitution ordered (\$)	689,536	625,000	755,008	750,000	850,000
			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. Also, it is important to note that criminal restitution ordered, which occurs at sentencing, and criminal restitution received prior to sentencing (next line item), represent the total restitution paid by defendants. It is the defendants who choose whether to pay any restitution prior to sentencing.					
4	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP Criminal restitution received prior to sentencing (\$)	788,577	775,000	686,808	750,000	850,000
			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. Also, it is important to note that criminal restitution ordered (prior line item), which occurs at sentencing, and criminal restitution received prior to sentencing, represent the total restitution paid by defendants. It is the defendants who choose whether to pay any restitution prior to sentencing.					

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

- Objectives:**
- 1 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
 - 2022 Obj: Provide comprehensive legal advice to the Department of Economic Security and Department of Child Safety

Performance Measures:

				FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
ML	Budget	Type		Actual	Estimate	Actual	Estimate	Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP Hours of counsel and advice	32,329	32,000	29,143	31,000	32,000
			Although there has not been a decrease in providing legal advice as requested, the counsel and advice hours are lower than estimated due to unexpected attorney turnover throughout the fiscal year.					

SUBPROGRAM SUMMARY

Program: AGA 1 . 4 CIVIL DIVISION
Contact: Joe Sciarrotta (CLD) & Dawn Northup (SGD), 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.

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. Travel state-wide providing prevention education on a variety of topics and interact with the public through trainings and hosting public events.

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 responsibilities of the Division's civil sections include managing the State's civil appellate matters, and handling matters to protect the state's sovereignty from federal overreach including litigating complex cases involving significant constitutional and statutory interpretation, or institutional issues. The civil section also supervises the production of formal Attorney General opinions, as well as defending state statutes from legal challenges, handling election enforcement matters on behalf of the office, taking civil enforcement actions for improper expenditure of public monies, and handling legislative requests for investigation pursuant to SB 1487. The civil section also serves as a clearinghouse for lawyers throughout the Attorney General's Office on a variety of special projects, and providing policy support in the specific areas of ethics, specialized litigation, and key programs as prioritized by the Attorney General.

The Division's major duties are to enforce the consumer protection, state debt collection, 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.

Community Outreach and Education (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 others. 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. Outreach staff 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 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 2020 Obj: Provide legal strategy, advice, and advocacy that secures and augments the value of the State Land Trust and contributes to 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.
 2022 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 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Amounts recovered, generated, and/or saved (in millions of dollars)	108	100	52	150	100

The amounts are a calculation of revenues received by the State Land Department from successful litigation, 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 2020 figure reflects the postponement of a major transaction until Fall 2020. Based on matters for which NRS is currently providing assistance, the FY 2020 estimate is substantially higher because of two very large transactions scheduled for Fall 2020, plus the results of litigation for which success is anticipated.

◆ **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 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)
 2022 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 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average months in suit: per tort lawsuit - AGO	25	25	23	25	25

				FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average months in suit: per tort lawsuit - OSC	40	35	35	35
				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.				
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average billable hours: per tort lawsuit - AGO	281	225	319	300
				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	190	200	203	200
5	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average billable hourly rate: per tort lawsuit - AGO	100	100	97	100
6	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average billable hourly rate: per tort lawsuit - OSC	245	230	246	245
				In reviewing data from previous years, our estimates for FY 2020 were too low.				
7	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average months in suit: per employment lawsuit - AGO	19	20	23	20
				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.				
8	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average billable hours: per employment lawsuit - AGO	239	250	342	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	137	125	138	138
				In reviewing data from previous years, our estimates for FY 2020 were too low.				
10	<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average billable hourly rate: per workers compensation matter: AGO	161	140	166	160
				In reviewing data from previous years, our estimates for FY 2020 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 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
 - 2022 Obj: Provide the highest quality legal advice, representation, and training to the various agencies, boards, and commissions

Performance Measures:

				FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Advice matters and files opened	726	650	579	600
				Some client agencies that were assigned to ACS were transferred to another section.				
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Civil litigation files opened	372	375	264	275
				Slow down in regulatory activities for the agencies and reduced procurement protests. Cases are more complex and require more time. Some client agencies that were assigned to ACS were transferred to another section.				
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Cases resolved within the year	167	200	380	300
				Cases that were more complex and required more time from the previous year were resolved this year. Increased diligence in closing cases that have been completed.				
◆ 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 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
 - 2022 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 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Meetings with client agency directors and/or commissioners	236	100	382	375
				Increased attendance at commission/board meetings.				
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Training sessions with clients	6	10	16	10
				Increased requests from client agencies for training on various subjects.				

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

Objectives: 1 2020 Obj: Timely issue formal legal opinions
2021 Obj: Timely issue formal legal opinions
2022 Obj: Timely issue formal legal opinions

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF	Days to respond to a request for a legal opinion	55	120	77	120	120

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

Objectives: 1 2020 Obj: Be responsive to public concerns about consumer fraud
2021 Obj: Be responsive to public concerns about consumer fraud
2022 Obj: Be responsive to public concerns about consumer fraud

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Complaints Opened	12,622	13,500	13,437	13,500	13,500
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Complaints closed	12,790	13,500	13,767	13,500	13,500
3	<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Telephone calls received from the public Outreach events and press releases resulted in more phone calls to the office.	40,900	35,000	37,500	35,000	35,000

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

Objectives: 1 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
2022 Obj: Deter fraudulent business practices as a means to protect consumers from fraud

Performance Measures:

ML	Budget	Type		FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Judgments CPA has focused its efforts on larger settlements affecting more consumers throughout the State. As such, while the number of judgments is fewer than estimated, restitution awarded to Arizona consumers exceeds the estimate.	31	25	15	15	15
2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Consumer Restitution Awarded (\$ thousands) 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.	31,743	8,000	25,882	10,000	10,000

◆ **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 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
2022 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 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Youth compliance checks conducted	2,157	2,500	2,434	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.

Objectives: 1 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
2022 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 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate	
1	<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Restitution ordered for Arizona consumers and costs recovered in antitrust cases (\$ dollars) The office recovered \$44,440.76 in restitution for Arizona government and not-for-profit entities from the UBS LIBOR settlement. The office also received \$122,980.20 in costs and fees from the Antitrust Unit's work during the LIBOR	2,549,096	75,000	167,421	75,000	75,000

ML Budget Type

FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
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investigation and resulting four settlements.

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

Objectives: 1 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
 2022 Obj: Collect debts owed to the State of Arizona efficiently, expeditiously and fairly

Performance Measures:

ML Budget Type	FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
1 <input checked="" type="checkbox"/> <input type="checkbox"/> OP Revenue Increase Over Prior Year. FY18, FY19, FY20 (\$ thousands)	14,379	10,000	10,800	8,000	8,000

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 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 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
 2022 Obj: Optimize the use of State funds in fulfilling the mission of the Attorney General's Office

Performance Measures:

ML Budget Type	FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
1 <input checked="" type="checkbox"/> <input type="checkbox"/> EF Administrative costs as a % of total costs	4.3	4.9	4.6	5.2	5.1

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

Objectives: 1 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
 2022 Obj: Provide a superior level of legal services to our client agencies

Performance Measures:

ML Budget Type	FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 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)	7.40	7.40	7.42	7.40	7.40

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

Objectives: 1 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
 2022 Obj: Retain professional, experienced staff whose skills serve both state residents and client agencies

Performance Measures:

ML Budget Type	FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
1 <input checked="" type="checkbox"/> <input type="checkbox"/> OC Percent of agency staff turnover	21.1	18	19.7	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

	FY2023 Estimate	FY2024 Estimate	FY2025 Estimate
Full-Time Equivalent Positions	1,050.3	1,050.3	1,050.3
General Fund	25,411,000.0	25,411,000.0	25,411,000.0
Other Appropriated Funds	54,677,200.0	54,677,200.0	54,677,200.0
Non-Appropriated Funds	59,105,700.0	59,105,700.0	59,105,700.0
Federal Funds	8,376,700.0	8,376,700.0	8,376,700.0