

LOUISIANA DEPARTMENT OF JUSTICE
PERFORMANCE STRATEGIC PLAN
FY 2014-2015 THROUGH FY 2018-2019

July 1, 2013

Record Retention

The Department of Justice has an internal electronic filing storage system that allows the agency to store greater volume of documentation that needs to be retained and protected. This system allows the agency to generate reports that are more reliable and standardized. The agency has the capability to store and retrieve information pertaining to legal documents, accounting documents, human resource files, contracts and performance measurements of the agency.

Over the years, this system has been revised as needed to ensure that the missions of the Department of Justice are met and the citizens of the state of Louisiana are properly represented.

Louisiana Department of Justice

VISION

Louisiana citizens will live in safe communities and a healthy environment where economic opportunities are available to pursue a better quality of life while natural resources are preserved for future generations.

MISSION

To protect the people and resources of the State of Louisiana by providing superior legal representation, and interpretation, professional and effective law enforcement, and public education programs.

PHILOSOPHY

While enforcing the laws and protecting the interests of the state, the Department of Justice will respect the citizens of Louisiana, and foster a sense of pride in its employees, and ensure employee productivity through a system of performance based management.

GOALS

- I. The Department of Justice will provide superior legal and professional services to Louisiana citizens, private sector organizations, and all governmental entities.
- II. The Department of Justice will improve the process of recovering monies owed the State of Louisiana and limit the liabilities of the state.
- III. The Department of Justice will develop and support programs that ensure a safe environment in Louisiana communities, schools, and workplaces.

PROGRAM: ADMINISTRATIVE

MISSION

The mission of the Administrative Services Program is to provide superior services to the citizens of Louisiana, management support and oversight to the Department of Justice, and support to other governmental entities in the federal, state, and local sectors.

PROGRAM ACTIVITIES

The Department has developed and implemented a work management program to provide input into a quality assurance system that will track and provide management with true accountability of the Administrative professionals work product. Improve skills and effectiveness of less experienced Administrative employees as the use of this program will encourage attention to detail. It will also provide an additional level of oversight and monitoring of work. The work management program will create and develop a system to track work processes and outputs of the Department's Administrative employees.

The Administrative Services Program includes the Executive Office of the Attorney General and the First Assistant Attorney General; provides leadership, policy development, and administrative services including management and finance functions, coordination of departmental planning, professional services contracts, mail distribution, human resource management and payroll, employee training and development, property control and telecommunications, information technology, and internal/external communications.

The Administrative Services Division is currently divided into eight sections: Finance; Human Resources/Payroll; Collections; Purchasing; Property Control, Central Receiving, Fleet Management, and Mail Operations; Management Information Systems / Telecommunications; Governmental; and Budget/Accountability.

Finance

This Section is responsible for receiving and classifying all revenues, processing vendor payments, employee reimbursements, and preparing fiscal reports in accordance with policies and procedures established by the Legislature, Division of Administration, etc.

Human Resources/ Payroll

This Section is responsible for the processing of all new and existing employees, and retired employees.

Collections

This Section represents 21 of Louisiana's public colleges, universities, technical and community colleges; the State Department of Education, the Board of Regents, and the Office of Student Financial Assistance, in the collection and litigation of defaulted educational loans/benefits. Over 10,000 accounts valued in excess of \$16 million are currently placed for collection. Additionally, the Collections Section represents 22 state agencies in the pursuant of debts owed the State of Louisiana for various reasons. This section is totally self-generated.

Purchasing

This Section is responsible for coordinating all purchases for the department.

Property Control/Central Receiving /Fleet Management/Mail Operation

This Section is responsible for maintaining inventory of all movable property purchased by the department; receiving all commodities delivered to the Livingston Building; handling fleet management and coordinating the distribution of mail for the department.

Management Information Systems/Telecommunications

This Section is responsible for coordinating all information technology services for the department. This includes assisting divisions in analyzing their computer equipment and technology needs, designing custom applications, training department employees in the use of hardware and software, responding to requests for computer service through the operation of a Help Desk, providing litigation support, maintaining a wide area network linking all computers in 10 buildings statewide, purchasing and coordinating the installation of all telecommunications equipment.

Governmental

This Section provides assistance to local officials and facilitates effective communication between public entities and the Department of Justice.

Budget/Accountability

This Section is responsible for maintaining and tracking the department's budget; it is also responsible for conceiving methods of accountability for all of the Department of Justice programs. In addition, this Section is responsible for developing, maintaining, and operating a performance based management system within the Department of Justice.

LOUISIANA VISION 2020

The goals of this program incorporate one goal of the Louisiana Vision 2020: Goal 1: To be a learning enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge.

DUPLICATION

No other state agency is charged with the administrative support for the Louisiana Department of Justice. Thus, there is no duplication of effort by any other state agency.

AUTHORIZATION FOR GOAL(S)

La. Constitution, Article IV, Section 8
La. Constitution, Article IV, Section 13
La. R.S. 36:704(b)

PROGRAM GOALS

- I. The Department of Justice will provide professional services to Louisiana citizens, private sector organizations, and all governmental entities.
- II. The Department of Justice will improve the process of recovering monies owed the State of Louisiana and limit the liabilities of the State.

PROGRAM: ADMINISTRATIVE

GOAL I

The Department of Justice will provide superior legal and professional services to Louisiana citizens, private sector organizations, and all governmental entities.

DEPARTMENT WIDE OBJECTIVES

COMMON

Sub-Goal > Provide quality technical support and training for the DOJ

Objective I.1: Ensure that 95% of new employees shall attend an administrative orientation within 60 days after hire each fiscal year by June 30, 2019.

Objective I.2: Respond to MIS Help Desk requests within an average of two hours from the time the requests were made each fiscal year by June 30, 2019.

Objective I.1: Ensure that 95% of new employees shall attend an administrative orientation within 60 days after hire each fiscal year by June 30, 2019.

Strategies

I.1.a: Update the administrative orientation program as office policies, procedures, and employee programs change.

I.1.b: Orientation programs shall be scheduled on a monthly basis by HR. New employees shall be notified during in-processing of their scheduled orientation date. Reminders will be sent by HR to new employee and supervisor.

Performance Indicators

INPUT

- # of new employees hired

OUTPUT

- # of new employees that have attended an administrative orientation

OUTCOME

- % of new employees hired that received orientation within 60 days of hire

Justification

Efficiency and productivity can only be achieved when employees are properly trained in their duties and responsibilities. The Department of Justice has changes and increased in size over the past several years. As a result, the Human Resource Section has had to accommodate the growth in employees while maintaining a static number of section employees. However, the continued objective of the Human Resource Section is to provide support services to all Department of Justice employees that include routine personnel services as well as employee and management training. Professional legal education is required for continued admission to practice law in Louisiana and serves to maintain competence of the legal staff and to develop maximum effectiveness. The Department of Justice can increase the skill and effectiveness of our attorneys and encourage the retention of career government attorneys by providing the required continuing legal education hours internally, while providing access to outside training to meet the specialized needs of attorneys practicing in specific areas.

Benchmarking

In our research of offices of other State Attorneys General, we found that training in the State of Texas and California is much more comprehensive than in Louisiana's. In particular, the Attorney General's Office of California conducts an extensive legal support-training program. A survey was conducted among the professional staff to determine weaknesses in the skill sets of their staff. They customized their training to address those needs and developed a comprehensive, high quality curriculum. As a result (for one example), their legal secretarial training is a two-week program consisting of modules covering every aspect of a secretary's job in their office and employment expectations of new state employees. Other benchmarking examples include: Central Louisiana State Hospital uses a three-month evaluation of new

employees to ensure they are being successful in their new positions. Leonard J. Chabert Medical Centers use a system that incorporates Performance Planning and Review (PPR) tickler notices, as well as series of reminder emails and telephone calls to monitor the performance of new employees and to make sure the supervisor plays an active role in helping the new employee learn and adjust to the new environment . If a PPR rating is not timely, a representative from HR completes a one-on-one remediation session with the supervisor on the PPR policy and confirms that the supervisor understand his/her role in the process. All new employees at the Department of Natural Resources receive website training as part of the new employee orientation. The website training provides DNR employees the knowledge to access DNR polices and procedures, civil service rules, job search options, and ISIS-HR employee self service options.

Primary Persons Benefiting

Primary persons that would benefit from this objective are the citizens of Louisiana, public officials, other state agencies, and the Department of Justice employees.

Objective I.2: Respond to MIS Help Desk requests within an average of two hours from the time the requests were made each fiscal year by June 30, 2019.

Strategies

I.2.a: MIS shall ensure the help desk is manned during all business hours.

I.2.b: MIS shall use an automated task management system to manage help desk response.

Performance Indicator

INPUT

- # of help desk requests received

OUTPUT

- # of hours help desk is manned

OUTCOME

- Average time to respond to help desk requests (in hours)

Justification

As customer expectations increase, it is imperative that internal service providers meet these expectations through excellent customer service.

Benchmarking

Emphasis on customer service is prevalent in many state agencies, throughout the information technology industry and Attorney General Office's across the country.

Primary Person Benefiting

All persons who rely on information provided by the Department of Justice including employees, citizens of Louisiana, public officials, and other state agencies.

GOAL II

The Department of Justice will improve the process of recovering monies owed the State of Louisiana and limit the liabilities of the State.

PROGRAM OBJECTIVES

Objective II.1: Collect at least \$4,000,000 in outstanding student loans and \$5,000,000 total collections each fiscal year by June 30, 2019.

Strategies

- II.1.a:** Improve the collector vs. account ratio in order for all accounts to be worked more effectively by increasing the number of collectors.
- II.1.b:** Work with MIS to convert current collections software to 1) automate manual processes where possible, 2) develop account tracking mechanism to prioritize work based on success probability, and 3) develop tracking mechanisms to identify strengths and weaknesses in collectors.
- II.1.c:** Identify training opportunities for collectors and collection attorneys and incorporate these into employee training plans.

Performance Indicator

INPUT

- Average number of accounts issued per year to number of collectors
- # of collectors

EFFICIENCY

- \$ Amount collected per collector

OUTCOME

- \$ Total collections from outstanding student loan cases
- \$ Total collections

Justification

By increasing the number of debts placed with the Collections Section, the section will continue to provide a service at no cost to the taxpayer, whereas when debts are placed with private collection agencies, they retain a portion of the funds recovered as a fee. Increasing the number of debts placed with the Collections Section insures that it will continue to provide a superior service to the State of Louisiana because every day debts are paid through this office and the number of accounts potentially decreases.

Benchmarking

There is only one other Attorney General's Office in the country that is doing (potentially) the same type of litigation/collection of defaulted education debts. We will be trying to find out more information on their operation in order to ascertain potential means of improvement. Additionally, we will be inquiring of other Attorney General's Office to find out if they perform a similar function.

Primary Person Benefiting

Our present clients and future clients, as well as the government of the State of Louisiana

MISSION

To provide competent and superior professional legal services in defense of the state's constitution and statutory laws, as well as advocate on behalf of the citizens and businesses of Louisiana against unfair trade practices and fraud.

PROGRAM ACTIVITIES

The Department intends to develop and implement a work management program to provide input into a quality assurance system that will track and provide management with true accountability of the legal professionals' work product. Improve skills and effectiveness of less experienced attorneys as the use of this program will encourage attention to detail. It will also provide an additional level of oversight and monitoring of work of less experienced trial attorneys. The work management program will create and develop a system to track work processes and outputs of the department's non-legal staff.

Specialization of attorneys within the Civil Program has always been encouraged and necessary. However, as the result of increased work load and/or separation of employees from the Program it has become apparent that cross-training among staff is critical. Thus, the Program intends to establish a policy where attorneys are required to learn the general job description and responsibilities of other attorneys within their section. Furthermore, it is required that Section Chiefs recognize and assign projects to attorneys within their Section which will give the attorneys additional legal experience, but which is not necessarily their everyday function and/or responsibility.

The Civil Division defends the Constitution and laws of the State of Louisiana; provides information and legal services (opinions, counsel, and representation) in the areas of general civil law, public finance and contract law, education law, environmental law, and land and natural resource law.

The Civil Division issues approximately 200 Legal Advisory Opinions per year to state and local entities and elected officials. Opinions are assigned to and authored by attorneys in each of the five (5) Civil Division Sections.

The Civil Division maintains an average of 1000 active litigation cases and averages 500 new cases per year. The Civil Division devotes an average of 6,000 hours per hour on litigation cases at a cost of approximately ¼ of the cost of outsourcing to private counsel.

The Civil Division represents 62 state boards or commissions and devotes an average of 8,000 hours of attorney time in this representation at approximately ¼ the cost of outsourcing to private counsel.

The Civil Division participates in the Attorney General Duty Call program which provides daily access to an attorney by the general public. The Civil Division averages 1,200 duty calls per year.

The Civil Division provides presentations to public entities and government member associations relating to the Louisiana Public Bid Law and Louisiana Open Meetings Law. Attorneys average 50 presentations per year to over 5,000 attendees.

The Civil Division reviews and approves all state agency and certain local political subdivision contracts to engage outside legal counsel. An average of 500 contracts are received, processed and considered by the Civil Division every year. In addition, the Civil Division receives for approval approximately 35 public bond resolutions.

The Civil Division also reviews and approves proposed settlement agreements between DEQ and private entities. In the fiscal year 11/12, 85 settlement agreements were reviewed and approved for a total of over \$3.3M.

Governmental Litigation Section

This section represents the state in constitutional challenges to state laws brought in both state and federal courts. This section also defends of state agencies and elected officials in civil claims where torts are not involved such as injunctions and mandamus actions. This section generally performs legal services for state and local officials in the form of rendering advisory opinions, telephone discussions and the defense and prosecution of civil litigation. Opinions rendered by this Section cover a broad spectrum of questions from open meetings, public records, dual office holding, elections and general governmental law. This Section assists other sections in litigation matters and represents a number of state boards and commissions, including the Board of Chiropractic Examiners, the Cemetery Board, and provides hearing officers for various entities. This Section handles reapportionment and election cases both independently and in conjunction with other state officials and submits state laws to the United States Justice Department for pre-clearance under Section 5 of the Voting Rights Act. This Section also provides legal representation, renders advice, and prepares educational publications for the state's 776 elected Justices of the Peace and Constables.

Lands & Natural Resources Section

This section advises and renders legal support to state agencies, levee boards, commissions, and other political subdivisions pertaining to lands, waterbottoms, boundaries, accretion and erosion, oil and gas, public rights of use and access, sale and acquisition of lands, expenditure of public funds, and related activities. It defends the title of the state and its political subdivisions to land and waterbottoms, and safeguards the interests of the state in lands and mineral transactions involving publicly-owned lands and waterbottoms. The agencies and political subdivisions served by this Section include several state departments, such as the Division of Administration, the State Mineral Board, the Department of Culture, Recreation and Tourism, the Department of Natural Resources, the Office of Public Works, as well as numerous school boards, police juries, all state universities, the Louisiana Department of Transportation and Development, the Louisiana Department of Wildlife and Fisheries, the Board of Trustees for state Colleges and Universities, the Louisiana Military Department, assessors, district attorneys, levee boards, and the Louisiana Offshore Oil Port.

Public Finance and Contracts Section

This section provides competent and professional representation to statewide elected officials such as the Treasurer, as well as other state boards and commissions, including the State Bond Commission, the Tobacco Settlement Financing Corporation, the Architects Selection Board, the Engineers Selection Board, and the Office Facilities Corporation. This Section has the responsibility for the preparation or review of all legal documents required for issuance of state general obligation bonds and state revenue anticipation notes. The attorneys in this section review revenue bond issues of the state including issues of the Transportation Trust Fund and the Office Facilities Corporation. This Section provides counsel to the State Bond Commission which entails reviewing all items brought before the Bond Commission and responding to questions and concerns of the members and staff on all areas of finance law. This section also provides legal assistance to the Division of Administration in connection with the acquisition of real estate and other state purchasing, as well as the review of lines of credit of non-state entities seeking funding through the Capital Outlay Act. Opinions rendered by this Section center around areas of taxation, public finance, public bid law, and contracts. The Section also prepares legal services contracts and representation agreements on behalf of the Department of Justice. In fiscal year 2011-2012, this Section reviewed and represented the state on approximately 33 multi-million bond issues totaling \$2.1 billion.

Environmental Section

In the Environmental area, the Section assists the Attorney General in the discharge of his duties under the Environmental Quality Act and in connection with the constitutional responsibility and power of the Attorney General as chief legal officer of the state to institute, prosecute, or intervene in any civil action in order to assert or protect a state natural resource interest. The Section prepares opinions, analyzes legislation, and advises officials and employees of the Department of Natural Resources, the Department of Environmental Quality, the Department of Public Safety, the Department of Wildlife and Fisheries, the Department of Culture, Recreation and Tourism, the Office of Public Works, the Department of Agriculture, the United States Corps of Engineers and other interested federal and state agencies or subdivisions. Staff personnel attend hearings throughout the state and visit problem sites and meet with representatives of both government and industry to seek resolution of environmental problems. Staff personnel also respond to inquiries and complaints from city-state coastal zone regulations in connection with offshore leasing by the U.S. Department of the Interior, and numerous administrative enforcement actions involving hundreds of thousands of dollars of assessed penalties against environmental violators in Louisiana.

Education/Interagency Transfer Section

This section represents the Board of Elementary and Secondary Education, the Board of Regents, the Department of Education, and various other public agencies on education related litigation. This section represents public officials in various litigation involving, for example, constitutionality of exit exams, administration of medication at schools, and various challenges to state aid for parochial schools. The Education Section responds to requests for attorney general opinions from the various State and local education boards on issues related to elementary, secondary and higher education, and represents the Board of Regents concerning higher education desegregation litigation.

The Interagency Transfer Section includes administration of up to seven attorneys in various state departments, including Work Force Commission, Insurance and Inspector General. The attorneys in this Section represent these agencies in a variety of capacities, including confidential assistant, general counsel, litigation defense, and the defense of statutory law alleged to be unconstitutional.

The Public Protection Division asserts and protects the State of Louisiana's interests by providing legal services in the general areas of consumer fraud protection, insurance receivership law, auto fraud law, fair housing law, tobacco regulations, and community education assistance programs.

Consumer Protection / Auto Fraud

The Consumer and Auto Fraud Protection Section was granted authority under the Unfair Trade Practices Act to conduct investigations as necessary when the Attorney General has reason to believe an unfair or deceptive trade practice has taken place, is taking place or is about to take place. In connection with its authority to investigate consumer related unfair trade practices, the Section has joined with local officials in the investigation of several chain distribution schemes, mail order schemes in violation of U.S. Postal Inspection Regulations and conducted investigations with the Used Motor Vehicle and Parts Commission on several used automobile businesses resulting in removal of license and attachment by the Internal Revenue Service. The Section has also successfully litigated several registration enforcement cases. The Section also conducts consumer and auto fraud awareness seminars throughout the state on subjects vitally important to the public, such as shoplifting, fraud, theft, and other deceptive trade practices. An important focus of the Section is mediation and investigation of consumer complaints and inquiries. This Section is also charged with the duty of enforcing the antitrust and related laws relative to the regulation of trade and commerce, including but not limited to, the protection of the welfare of small business interests and the interests of any persons injured by antitrust violations and conspiracies in restraint of trade and other patterns of organized business extortion and theft.

Equal Opportunity Section

This Section is responsible for the administration and enforcement of the Louisiana Equal Housing Opportunity Act. This Section is active in investigations, conciliations, and judicial enforcement. Staff personnel cooperate with the federal government in the enforcement of the Federal Fair Housing Act. This Section conducts outreach programs throughout the State of Louisiana to inform Louisiana citizens of their rights regarding the sale and or rental of dwellings under the Louisiana Equal Housing Opportunity Act and the Federal Fair Housing Act.

Community Education Assistance

This Section, through empowerment, community awareness, and education develops and supports collaborative initiatives that respond to the needs of citizens. Various programs include youth education and violence prevention in the areas of school violence, teen dating violence, gang abatement, internet safety, and underage drinking. In addition to youth initiatives, the Section houses the state's only statewide domestic violence in the workplace technical assistance and training program which works with employers in Louisiana and nationwide to develop policies and other appropriate responses to supportive to the special needs of battered working women.

Securities and Insurance Section

This Section has direct involvement and knowledge of insurance liquidations in Louisiana. This Section performs legal work, supervises contract counsel, and works with the Department of Insurance, the Louisiana Receivership Office, and the courts. Staff personnel conduct research in insolvency cases and maintain a proactive position in the area of insurance liquidation. This Section reviews legal bills of contract attorneys, incorporates terms of engagements and development with contract attorneys and the Department of Insurance to plan case management of liquidations. The Section relies totally upon self-generated revenues for its operation.

Tobacco Section

This section enforces the Tobacco Master Settlement Agreement (MSA) by investigating and litigating violations; performing site and event checks for violations; educating public officials and the public through presentations on the MSA; and collecting penalties for violations.

LOUISIANA VISION 2020

The goals of this program incorporate the two goals of the Louisiana Vision 2020: Goal 1: To be a learning enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge, and Goal 2, Objective 2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies.

DUPLICATION

No other state agency is charged with defense of the Constitution, the laws of the State of Louisiana, and protecting the State of Louisiana’s interests by providing legal services in the general area of consumer law. Thus, there is no duplication of effort by any other state agency.

AUTHORIZATION FOR GOAL(S):

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|----------------------------------------|------------------------|
| LA Constitution, Article IV, Section 8 | LA R.S. 51 :42-53 |
| LA R.S. 51:42-53 | LA R.S. 51: 361-363 |
| LA R.S. 36:701(D) | LA R.S. 51 :411-414 |
| LA R.S. 51:361-363 | LA R.S. 51:421 et seq. |
| LA. R.S. 36:704(D) | LA R.S. 51 :463 |
| LA R.S. 51:411-414 | LA R.S. 51:1420 |
| LA R.S. 36:704(C) | LA R.S. 51:1711 |
| LA R.S. 51:421 et seq. | LA R.S. 51:1721-1725 |
| LA R.S. 9:2711.1 | LA R.S. 51:1745-1 747 |
| LA R.S. 51:463 | LA R.S. 1575-1582 |
| | LA R.S. 1821-1824 |
| | LA R.S. 51:1901-1909.1 |
| | LA R.S. 51:1910-1916 |

LA R.S. 9:3361
LA R.S. 9:3301-3342
LA R.S. 45: 810-817; 45:821 et seq.
LA R.S. 46:2702
LA R.S. 47:843

LA R.S. 51:1420
LA R.S. 51:1711
LA R.S. 51:1721-1725
LA R.S. 51:1745-1747
LA R.S. 51:1575-1582
LA R.S. 51:1821-1824
LA R.S. 51:1901-1909.1
LA R.S. 51:1910-1916
LA R.S. 13:5061-5077

PROGRAM GOAL

- I. The Department of Justice will provide superior legal and professional services to Louisiana citizens, private sector organizations, and all governmental entities.
- II. The Department of Justice will develop and support programs that ensure a safe environment in Louisiana communities, schools, and workplaces.

GOAL I

The Department of Justice will provide superior legal and professional services to Louisiana citizens, private sector organizations, and all governmental entities.

CIVIL DIVISION OBJECTIVES

Sub-Goal > Provide superior and professional services on behalf of the state through the Civil Program

- Objective I.1: Maintain an average of 30-day response time for research and writing opinions by June 30, 2019.
- Objective I.2: Through the Civil Division, to retain in-house 98% of the litigation cases received each fiscal year by June 30, 2019.
- Objective I.3: Provide legal services to at least 50 state boards and commissions
- Objective I.4: Through the Public Finance and Contracts Section of the Civil Division, to continue to process contracts within an average of 10 days; resolutions within an average of 6 days, public bond approvals within an average of 6 days; and garnishments within an average of 6 days by June 30, 2019.
- Objective I.5: Provide and maintain a strong outreach program by providing public presentations on civil law programs and responding to constituent calls and inquiries.
- Objective I.6: To review for approval of 100% of DEQ penalty settlements strictly in compliance with time limits each fiscal year by June 30, 2019.

Objective I.1: Maintain an average of 30-day response time for research and writing opinions by June 30, 2019.

Strategies

I.1.a: Use opinion tracking system to manage opinion timelines.

Performance Indicator

INPUT

- # of opinions requested
- # of opinions withdrawn

OUTPUT

- # of opinions released

OUTCOME

- Average time for attorney to research and write an opinion (in days) (Count only opinions released.)
- Average time from receipt to release of an opinion (in days) (Count only opinions released.)

Justification

The Attorney General's Office is statutorily mandated to provide opinions upon request.

Benchmarking

This is a standard and will not need benchmarking.

Primary Person Benefiting

The citizens of the state of Louisiana.

Objective I.2: Through the Civil Division, to retain in-house 98% of the litigation cases received each fiscal year by June 30, 2019.

Strategies

I.2.a: Ensure sufficient range of knowledge and expertise to justify assignment of DOJ attorneys.

Performance Indicator

INPUT

- # of cases received
- # of cases being worked in-house

OUTPUT

- # of cases contracted to outside firms

OUTCOME

- % of cases handled in-house each fiscal year

Justification

Increased in-house legal representation will be more cost effective for the citizens of the state.

Benchmarking

Will contact NAAG and NAIC to determine percentage of in-house representation in other states.

Primary Person Benefiting

The general public and clients of the Department of Justice.

Objective I.3: Provide legal services to at least 50 state boards and commissions.

Strategies

- I.3.a:** Prioritize a list of boards and commissions for which we want to provide representation based on the appropriateness of skills and the ability of the boards and commissions to pay.

- I.3.b:** Develop a brief proposal that outlines the functions and capabilities of the Civil Division and a section chief will present a proposal to whoever makes decisions for the boards and commissions.

- I.3.c:** After consultation with the First Assistant, the appropriate section chief shall approach selected boards and commission decision makers about possible representation.

Performance Indicators

INPUT

- # of hours devoted to current Boards and Commissions
- # of hours devoted to boards and commissions last FY
- # of boards and commissions currently represented

OUTPUT

- # of new boards and commissions represented

Justification

Increasing the number of hours devoted to current Boards and Commissions by 5% per Fiscal Year will greatly benefit the Civil Division and the Department as a whole in terms of providing expert legal representation at a reduced rate (than private sector) to boards and commissions, who are not in a position to be able to afford private legal assistance, which in turn enables the boards and commissions to be more productive and to provide a better service to its clients/customers. Additionally, increasing this service will increase the specialized knowledge of the attorneys on staff within the Civil Division.

Benchmarking

By increasing the number of hours devoted to boards and commissions by the Attorney General's office, there will also be an increase in the number of boards and commissions represented. If necessary, additional attorneys may be needed to exclusively represent boards and commissions in various Civil Division sections. There is also a target to have specialization in this field. The attorneys who presently represent boards and commission have been doing so for 2-5 years and are gaining the experience and knowledge to apply same to specializing in this field of representation. They presently compare in knowledge to private practice attorneys who are in this line of work, but not in experience. Therefore, the target is for assistant attorneys general to gain more experience in this field so boards and commissions will seek our legal representation, rather than private counsel. We will continue to benchmark in the area of cost, so that a target can be set in the near future.

Primary Person Benefiting

The general public, particular boards and commissions, and the Louisiana Department of Justice.

Objective I.4: Through the Public Finance and Contracts Section of the Civil Division, to continue to process contracts within an average of 10 days; resolutions within an average of 6 days, public bond approvals within an average of 6 days; and garnishments within an average of 6 days by June 30, 2019.

Strategies

I.4.a: Use tracking system to manage timelines.

Performance Indicator

OUTCOME

- Average processing time for contracts¹
- Average processing time for resolutions¹
- Average processing time for public bond approvals (TEFRA)¹
- Average processing time for garnishment¹

Justification

To continue to provide competent and quality legal representation in an area of law which remains virtually uncharted in the State of Louisiana and the country.

Benchmarking

We have been informed by the Department of Insurance that because of the number of insurance companies placed in receivership in the State of Louisiana over the last several years, Louisiana may be leading the nation in the development and implementation of insurance receivership practices and laws. Therefore, it is very possible that Louisiana receivership management practices and legal analyses of related law may serve as a benchmark for other states.

Primary Persons Benefiting

The general public and the Department of Justice

¹ Count only those completed.

Objective I.5: Provide and maintain a strong outreach program by providing public presentations on civil law programs and responding to constituent calls and inquiries.

Strategies

I.5.a: Use constituent calls tracking system to determine the number of constituent calls received and answered.

Performance Indicator

INPUT

- Number of specialized inquiries received from state, local or private entities

OUTPUT

- Total number of presentations made to public and private entities
- Total Number of attendees at presentations made to public and private entities
- Total number of constituent services tickets
- Number of non-duty attorney tickets resolved
- Number of duty attorney tickets resolved
- Number of walk-ins resolved
- Number of private request letters resolved
- Number of responses to specialized inquiries

OUTCOME

- Total number of constituent tickets resolved
- Total number of constituent tickets unresolved

Justification

The Attorney General Office has an established policy to receive and respond to constituent calls.

Benchmarking

This is a standard and will not need benchmarking.

Primary Persons Benefiting

The general public and the Department of Justice

Objective I.6: To review for approval of 100% of DEQ penalty settlements strictly in compliance with time limits each fiscal year by June 30, 2016.

Strategies

I.5.a: Use tracking system to manage settlement timelines.

Performance Indicator

INPUT

- Total dollar amount of settlements approved

OUTPUT

- Number of settlements received for review
- Number of settlements approved
- Number of settlements approved within statutory time limits

OUTCOME

- Number of settlements disapproved

Justification

The Attorney General Office is mandated to receive and approve Department of Environmental Quality penalty assessments upon request.

Benchmarking

This is a standard and will not need benchmarking.

Primary Persons Benefiting

The general public and the Department of Justice

GOAL I

The Department of Justice will provide superior legal and professional services to Louisiana citizens, private sector organizations, and all governmental entities.

PUBLIC PROTECTION DIVISION OBJECTIVES**INSURANCE SECTION**

Sub-Goal > Ensure a high level of billing productivity in the Insurance Section

Objective I.7: In the Insurance Section, file 100% of motions of payment with the court and/or Louisiana Receivership Office, or its equivalent, within 10 days following the end of each monthly billing cycle by June 30, 2019.

TOBACCO

Sub-Goal > Ensure that the Tobacco Section exercises an appropriate level of due diligence in the enforcement of the MSA and other tobacco-related Louisiana laws against Participating Manufacturers and Non-Participating Manufacturers.

Objective I.8: Enforce the terms of the MSA against the Participating Manufacturers by conducting at least 200 inspections of tobacco retail establishments (at least 50 per quarter), notify violators of violations within 15 days, when applicable, and re-inspect within six months each fiscal year by June 30, 2019.

Objective I.9: Conduct at least six inspections of tobacco-sponsored events in order to identify and remedy violations of the MSA each fiscal year by June 30, 2019.

Objective I.10: Solicit a minimum of 24 statewide presentations to Louisiana citizens on the dangers of tobacco use and/or issues related to the MSA each fiscal year by June 30, 2019.

EQUAL OPPORTUNITY

Objective I.11: Qualify for full payment from HUD on 50% of processed fair housing complaints each fiscal year by June 30, 2019.

CONSUMER PROTECTION/AUTO FRAUD

Sub-Goal > Enforce laws that ensure a fair and safe commercial environment for LA Citizens.

Objective I.12: Respond to 100% of consumer complaints with informal resolution within 90 days each fiscal year by June 30, 2019.

Objective I.13: Bring 85% of unfair and deceptive trade practices investigations to resolution within 90 days by June 30, 2019.

Objective I.7: In the Insurance Section, file 100% of motions for payment with the court and/or Louisiana Receivership Office, or its equivalent, within 10 days following the end of each monthly billing cycle by June 30, 2019.

Strategies

I.7.a: Use Case Tracking/Work Management to ensure timely billing and payment.

Performance Indicator

OUTPUT

- # of motions filed
- # of motions filed within 10 days following the end of each monthly billing cycle

OUTCOME

- % of billing invoices submitted within 10 days following the end of each monthly billing cycle

Justification

To continue to provide competent and quality legal representation in an area of law.

Benchmarking

Louisiana is leading the nation in the development and implementation of insurance receivership practices and laws. Louisiana's receivership management practices and legal analyses of related law can serve as a benchmark for other states.

Primary Persons Benefiting

Creditors and policy holders of the insolvent insurance companies and citizens of the state.

Objective I.8: Through the Tobacco Section, enforce the terms of the Master Settlement Agreement² against the Participating Manufacturers³ by conducting at least 200 inspections of tobacco retail establishments (at least 50 per quarter), notify violators of violations within 15 days, when applicable, and re-inspect within six months each fiscal year by June 30, 2019.

Strategies

I.8.a: Hold weekly internal Tobacco Section meetings to monitor the progress of completing at least 50 inspections per quarter.

Performance Indicator

INPUT

- # of tobacco retail establishments in Louisiana
- # of random site checks (inspections) conducted at retail tobacco outlets each quarter

OUTPUT

- # of inspections finding a violation

QUALITY

- # of re-inspections within six months of the original inspection when a violation has occurred

² The Master Settlement Agreement:

Starting in 1994, several States sued the country's largest tobacco manufacturers to recover the costs incurred by the States in treating smoking-related diseases, and to address the manufacturers' marketing practices and other violations of consumer protection, antitrust and other State laws. On March 13, 1996, Louisiana filed its complaint, which was similar in substance to complaints filed by other States. (See Richard P. Ieyoub et al. vs. Philip Morris, Inc et. al., Fourteenth Judicial District Court, Parish of Calcasieu, State of Louisiana, Number 98-6473.) The state lawsuits were settled through execution of the MSA on November 23, 1998. The MSA was signed by 52 governmental jurisdictions (46 states, the District of Columbia, Puerto Rico, and four territories), which are defined by the MSA as the "Settling States." MSA § II(qq). (Four states – Florida, Minnesota, Mississippi and Texas – settled separately.) The defendants that executed the MSA on November 23, 1998 – Philip Morris, Lorillard, Brown & Williamson and R.J. Reynolds – are known as the "Original Participating Manufacturers" or "OPMs." MSA § II(hh).

³ Participating Manufacturer:

Means a Tobacco Product Manufacturer that is or becomes a signatory to this Agreement, provided that (1) in the case of a Tobacco Product Manufacturer that is not an Original Participating Manufacturer, such Tobacco Product Manufacturer is bound by this Agreement and the Consent Decree (or, in any Settling State that does not permit amendment of the Consent Decree, a consent decree containing terms identical to those set forth in the Consent Decree) in all Settling States in which this Agreement and the Consent Decree binds Original Participating Manufacturers (provided, however, that such Tobacco Product Manufacturer need only become bound by the Consent Decree in those Settling States in which the Settling State has filed a Released Claim against it), and (2) in the case of a Tobacco Product Manufacturer that signs this Agreement after the MSA Execution Date, such Tobacco Product Manufacturer, within a reasonable period of time after signing this Agreement, makes any payments (including interest thereon at the Prime Rate) that it would have been obligated to make in the intervening period had it been a signatory as of the MSA Execution Date. "Participating Manufacturer" shall also include the successor of a Participating Manufacturer. Except as expressly provided in this Agreement, once an entity becomes a Participating Manufacturer such entity shall permanently retain the status of Participating Manufacturer. Each Participating Manufacturer shall regularly report its shipments of Cigarettes in or to the fifty United States, the District of Columbia and Puerto Rico to Management Science Associates, Inc. (or a successor entity as set forth in subsection (mm)). Solely for purposes of calculations pursuant to subsection IX(d), a Tobacco Product Manufacturer that is not a signatory to this Agreement shall be deemed to be a "Participating Manufacturer" if the Original Participating Manufacturers unanimously consent in writing.

- % of re-inspections within 6 months of original inspection finding a violation

OUTCOME

- # of violation notices sent within fifteen days of an inspection finding a violation
- % of violation notices sent within 15 days of an inspection finding a violation

Justification

It is imperative that the Attorney General enforce the Master Settlement Agreement and related Louisiana laws, against tobacco product manufacturers in order to reduce youth exposure to tobacco products and ensure that the State of Louisiana continues to receive the appropriate amount of funds due under the Master Settlement Agreement.

Benchmarking

No other state agencies currently track the contents of this Objective; it is possible that other states track the contents of this Objective in their own states.

Primary Person Benefiting

The general public, the State of Louisiana, and state bond holders.

Objective I.9: Through the Tobacco Section, conduct statewide inspections of tobacco-sponsored events in order to identify and remedy violations of the Master Settlement Agreement each fiscal year by June 30, 2019.

Strategies

I.9a: Hold weekly internal Tobacco Section meetings to monitor the progress of conducting statewide inspections annually of tobacco-sponsored events in order to identify MSA violations.

Performance Indicator

INPUT

- # of tobacco sponsored events inspected resulting in a violation

OUTCOME

- # of inspections of tobacco-sponsored events performed

Justification

It is imperative that the Attorney General enforce the Master Settlement Agreement and related Louisiana laws, against tobacco product manufacturers in order to reduce youth exposure to tobacco products and ensure that the State of Louisiana continues to receive the appropriate amount of funds due under the Master Settlement Agreement.

Benchmarking

No other state agencies currently track the contents of this Objective; it is possible that other states track the contents of this Objective in their own states.

Primary Person Benefiting

The general public.

Objective I.10: Through the Tobacco Section, solicit a minimum of 24 presentations to Louisiana citizens in a variety of venues on the dangers of tobacco use and issues related to the Master Settlement Agreement each fiscal year by June 30, 2019.

Strategies

I.10.a: Actively solicit opportunities to make presentations by contacting a variety of non-profit entities.

Performance Indicator

OUTCOME

- # of Tobacco presentations solicited or offered by the Section during the fiscal year

Justification

Decrease number of consumers unknowingly defrauded.

Benchmarking

Search shows Arkansas Newsletter goes to all Attorneys General offices; Trial Lawyers Monthly Newsletter; press releases.

Primary Persons Benefiting

Citizens, consumers.

- Objective I.11.a:** Qualify for full payment from HUD on 50% of housing processed fair housing complaints each fiscal year by June 30, 2019.
- Objective I.11.b:** Close a minimum of 100 HUD fair housing complaints each fiscal year by June 30, 2019.
- Objective I.11.c:** The Section will conduct fair housing training seminars as needed and will also participate in a minimum of 12 outreach activities each fiscal year in a variety of venues to inform citizens, including first time home buyers, landlords, tenants, real estate agents, contractors, mortgage lenders, etc., about their rights and responsibilities pursuant to State and Federal fair housing laws.
- Objective I.11.a:** Qualify for full payment from HUD on 50% of processed fair housing complaints each fiscal year by June 30, 2019.

Strategies

- I.11.a.1:** Develop and improve computer applications to support consumer complaint processing and resolution.
- I.11.a.2:** Full review by supervisor of investigation of all complaints within 75 days of commencement of investigation.
- I.11.a.3:** Maintain narrative report log which can be furnished to HUD for consideration of full payment when HUD performance guidelines can not be met.
- I.11.a.4:** Detailed review by Section supervisor of each completed case record to ascertain that all HUD performance guidelines and quality standards are met before case is submitted to HUD for full payment.

Performance Indicator

INPUT

- # of fair housing complaints received
- # of fair housing complaints received last FY

OUTPUT

- # of cases closed
- # of cases closed within HUD performance guidelines
- # of cases closed which generated a “Letter of Exception”

- # of cases closed by conciliation

EFFICENCY

- # of cases open with no activity within 30 days

OUTCOME

- % of cases closed within HUD performance guidelines

Justification

The LDOJ is authorized by the U.S. Department of Housing and Urban Development (HUD) to enforce the federal Fair Housing Act and its substantial equivalent, the Louisiana Equal Housing Opportunity Act. The LDOJ receives funding from HUD each year pursuant to a Cooperative Agreement with HUD. As of Oct.1,2004, this funding is largely performance-based. HUD pays a maximum of \$2,600 for each fair housing complaint processed. This payment, however, is now based on a sliding scale which can reduce the amount of such payments if the fair housing complaints are not processed within timeframes established by HUD. The purpose of this indicator is to maximize the amount of money payable by HUD by ensuring the fair housing complaints are processed in a timely manner.

Benchmarking

The section is required to meet the performance measures and guidelines established by HUD in order to qualify for full payment on each fair housing complaint that the section processes. HUD reviews each fair housing complaint processed by the section prior to making any payment.

Primary Person Benefiting

The public benefits because HUD's performance-based system provides incentives for the timely processing of fair housing complaints. The LDOJ benefits because timely case processing results in greater amounts of funding from HUD.

Objective I.11.b.: Close a minimum of 100 HUD fair housing each fiscal year by June 30, 2019.

Strategies

- I.11.b.1:** Develop and improve computer applications to support consumer complaint processing and resolution.
- I.11.b.2:** Full review by supervisor of investigation of all complaints within 75 days of commencement of investigation.
- I.11.b.3:** Have housing related calls received by Constituent Services and Duty Attorneys referred to our Section for handling to increase intake of fair housing complaints. Each investigator will strive to intake 5 to 10 new HUD complaints each year to meet Section’s goal of handling a minimum of 100 HUD cases each year.
- I.11.b.4:** Maintain narrative report log showing the number of cases each investigator received through intake.

Performance Indicator

INPUT

- # of fair housing complaints received
- # of fair housing complaints received through intake

OUTPUT

- # of cases received each fiscal year
- # of cases each investigator received through intake.
- # of cases closed by each investigator each fiscal year
- # of cases closed by conciliation
- # of cases closed in which cause was found

EFFICENCY

- # of cases open with no activity within 30 days

OUTCOME

- % of cases closed within HUD performance guidelines

Justification

The LDOJ is authorized by the U.S. Department of Housing and Urban Development (HUD) to enforce the federal Fair Housing Act and its substantial equivalent, the Louisiana Equal Housing Opportunity Act. The LDOJ receives funding from HUD each year pursuant to a Cooperative Agreement with HUD. As of Oct.1,2004, this funding is largely performance-based. HUD currently pays a maximum of \$2,600 for each fair housing complaint processed. This payment, however, is now based on a sliding scale which can reduce the amount of such payments if the fair housing complaints are not processed within timeframes established by HUD. The purpose of this indicator is to maximize the amount of money payable by HUD by increasing the number of fair housing complaints received by the Section and by ensuring the fair housing complaints are processed in a timely manner.

Benchmarking

The section is required to meet the performance measures and guidelines established by HUD in order to qualify for full payment on each fair housing complaint that the section processes. HUD reviews each fair housing complaint processed by the section prior to making any payment.

Primary Person Benefiting

The public benefits because HUD's performance-based system provides incentives for the timely processing of fair housing complaints. The LDOJ benefits because timely case processing results in greater amounts of funding from HUD.

Objective I.11.c: Conduct a minimum of 12 outreach activities each fiscal year in a variety of venues to inform first time home buyers, landlords, tenants, real estate agents, contractors, mortgage lenders, and the general public about their rights and responsibilities pursuant to State and Federal fair housing laws. Distribute a minimum of 10000 fair housing law booklets and pamphlets to public citizens, libraries, housing fairs, home shows, etc.

Strategies

I.11.c.1: Provide fair housing training sessions for persons and/or employees of persons who have agreed to attend fair housing training as a condition of settling or conciliating a fair housing complaint brought against them.

I.11.c.2: Partner with HUD employees to present fair housing training to consumers and as well as to the business community about fair housing laws.

I.11.c.3: The Section will participate in a minimum of 12 outreach activities each year in a variety of venues such as libraries, housing fairs, home and garden shows, and consumer seminars to inform consumers and the business community about fair housing laws.

I.11.c.4: The Section will distribute a minimum of 10000 fair housing law booklets and pamphlets to public citizens, libraries, housing fairs, home shows, etc., during each fiscal year.

Performance Indicator

OUTPUT

- # of training and/or outreach sessions scheduled
- # of training and/or outreach sessions completed
- # of fair housing booklets and pamphlets printed and distributed

OUTCOME

- # of persons attending training and/or outreach sessions
- # of cities/parishes where fair housing booklets and pamphlets were distributed
- # of individuals who were sent a copy of fair housing booklets and pamphlets

Justification

The LDOJ is authorized by the U.S. Department of Housing and Urban Development (HUD) to enforce the federal Fair Housing Act and its substantial equivalent, the Louisiana Equal Housing Opportunity Act. The LDOJ receives funding from HUD each year pursuant to a Cooperative Agreement with HUD. The cooperative agreement with HUD requires LDOJ to provide fair housing training and outreach activities to advise consumers, the business community, and the general public about the provisions of State and Federal fair housing laws and their rights under such laws. The purpose of this indicator is to assure that HUD requirements for training and outreach activities are met.

Benchmarking

The section is required to meet training and outreach guidelines established by HUD in order to receive continued funding from HUD.

Primary Person Benefiting

The public benefits from knowing their rights and responsibilities under State and Federal fair housing laws.

Objective I.12: Respond to 100% of consumer complaints with informal resolution within 45 days each fiscal year by June 30, 2019.

Strategies

I.12.a: Maintain and monitor computer applications to support consumer complaint processing and resolution.

Performance Indicator

INPUT

- # of complaints received
- # of Auto Fraud complaints received
- # of Consumer complaints received

OUTPUT

- # of complaints responded to with an informal resolution within 45-days of receipt

OUTCOME

- % of complaints that are responded to with an informal resolution within 45 days of receipt

Justification

Improve the effectiveness of the mediation process.

Benchmarking

Improve, from prior fiscal years, the resolution of consumer complaints.

Primary Persons Benefiting

Citizens, consumer, and business owners.

Objective I.13: Bring 85% of unfair and deceptive trade practices investigations to resolution within 90 days by June 30, 2019.

Strategies

I.13.a: Section Chief will monitor cases to ensure prompt action.

I.13.b: Install dummy telephone line for making untraceable calls.

I.13.c: Obtain credit card and bank account numbers to be used in sting operations.

I.12.d: Hire Civil Investigators to assist with attorney investigations

I.12.e: Obtain access to investigative databases.

Performance Indicator

INPUT

- # of investigations initiated

OUTPUT

- # of investigations active over 60 days (backlog)

OUTCOME

- % of investigations initiated during the fiscal year that have been brought to resolution within 60 days⁴

Justification

Eliminate businesses operating in an unfair and/or illegal manner in Louisiana.

Benchmarking

Laws modeled after North Carolina and other states with effective consumer protection offices.

Primary Persons Benefiting

Citizens, consumers, and business owners.

⁴ Include only cases reaching their 60 day anniversary during the time period

GOAL II

The Department of Justice will develop and support programs that ensure a safe environment in Louisiana communities, schools, and workplaces.

PROGRAM OBJECTIVES

DOMESTIC AND DATING VIOLENCE

Subgoal > To develop an outreach initiative which provides training to law enforcement and workplace supervisors on responding to instances of violence, abuse, sexual harassment and stalking.

Objective II.1 To provide violence, abuse, and sexual harassment and stalking response in-service training to 1,500 law enforcement officers by June 30, 2019.

Objective II.2 To provide violence, abuse, sexual harassment and stalking awareness training to all DOJ supervisors and 1500 non-DOJ personnel by June 30, 2019.

JUVENILE CRIME PREVENTION

SubGoal > To provide quality professional juvenile crime prevention training to Louisiana School Districts and personnel Louisiana Youth, Law Enforcement professionals and Community Agencies in combatting juvenile crime.

Objective II.3: To provide Juvenile Crime Prevention Training and Technical Assistance to 500 school personnel, 250 Law Enforcement Officers and 250 Community Agencies by June 30, 2019.

Objective II.4: To distribute 5000 juvenile crime prevention awareness materials to students and community agencies by June 30, 2019.

HUMAN TRAFFICKING

SubGoal > To develop an outreach initiative which provides training to law enforcement personnel and community and government programs on the identification and recommended response to incidents of human trafficking.

Objective II.5 To provide in-service Human Trafficking trainings to 250 law enforcement personnel by June 30, 2019.

Objective II.6 To provide in-service training on Human Trafficking to 1000 community and government personnel by June 30, 2019.

Objective II.1. To provide violence, abuse, sexual harassment and stalking response in-service training to 1,500 law enforcement officers by June 30, 2019.

Strategies

II.1.a: Review and update training materials quarterly

II.1.b: Program Director shall contact law enforcement groups, schedule training sessions, and arrange for records to be maintained.

Performance Indicator

INPUT

- # of training requested

OUTPUT

- # of training sessions scheduled
- # of training sessions completed

OUTCOME

- # of law enforcement officers who received DOJ violence, abuse, and sexual harassment response in-service training

Justification

Louisiana Department of Justice has developed Louisiana's only Peace Officers Standards and Training (P.O.S.T.) certified training curriculum geared to law enforcement response in the area of domestic and dating violence taught by a team of subject matter experts. Because this is the only training available to law enforcement personnel at no cost, it is imperative that this work continue to assist with victim safety and offender accountability. Louisiana continues to rank in the top five states in the nation in women killed by men, mandating a more aggressive and uniform response to these crimes by the criminal justice system. The Attorney General's office is called upon daily to provide statistics, resources, training workshops, speeches, and presentations across the state on general violence prevention, domestic violence in workplace, and domestic and dating violence to both law enforcement agencies as well as community and government agencies.

Benchmarking

The Louisiana Department of Justice has developed Louisiana's only Peace Officers Standards and Training (P.O.S.T.) certified training curriculum geared to law enforcement response in the area of domestic and dating violence taught by a team of subject matter experts. Most recently, the Attorney General's Office developed Louisiana's first on-line training initiative for law enforcement in response to domestic violence and is available to all law enforcement personnel through the Louisiana POST website. In addition, the Attorney General's Office has created a domestic violence initiative to train employers and employees on how to properly address this epidemic in

the workplace. This is Louisiana's first effort to connect the public and employers against domestic violence as it relates to the workplace. The office has made several national presentations regarding the Louisiana Attorney General's Office efforts in the areas of domestic violence.

Primary Person Benefiting
Citizens of the State of Louisiana.

Objective II.2 To provide violence, abuse, and sexual harassment awareness training to all DOJ supervisors and 175 non-DOJ groups by June 30, 2019.

Strategies

- II.2.a:** Review and update training materials quarterly.
- II.2.b:** Program Director will contact governmental agencies, chambers of commerce, and medical facilities to arrange training sessions.
- II.2.c:** Coordinate DOJ training with HR Director training programs.

Performance Indicator

INPUT

- # of training requested
- # of presentations requested

OUTPUT

- # of training sessions scheduled
- # of training sessions completed

OUTCOME

- # of people that received DOJ violence, abuse, and sexual harassment awareness training
- % of DOJ supervisors receiving DOJ violence, abuse, and sexual harassment awareness training

Justification

Louisiana Department of Justice has been engaged in domestic and dating violence awareness in Louisiana for over 20 years. The department has the only domestic offers free of charge, information, technical assistance and resources for government and department is a collaborative partner with many state and local level initiatives geared to deter violence against women. The Attorney General's office is called upon daily to provide statistics, resources, training workshops, speeches, and presentations across the state on violence prevention and domestic violence in the workplace. It is imperative that this work continue as Louisiana ranks in the top 5 states in the nation in which women are killed by men, with many of those homicides occurring in the workplace.

Benchmarking

The Attorney General's Office has created a domestic violence initiative to train employers and employees on how to properly address this epidemic in the workforce. The office has made several national presentations regarding the Louisiana Attorney General's Office efforts in the area of domestic violence.

Primary Person Benefiting

Citizens of the State of Louisiana

Objective II.3 To provide Juvenile Crime Prevention Training and Technical Assistance to 500 school personnel, 250 Law Enforcement Officers and 250 Community agencies by June 30, 2019.

Strategies

II.3.a: Identify high risk areas of juvenile crime and contact officials to solicit interest and schedule initial presentations.

II.3.b: Respond to all referrals/requests for technical assistance, community organizations and delivery of materials.

Performance Indicator

INPUT

- # of requests for technical assistance or presentations from schools.
- # of requests for technical assistance or presentations from community organizations

OUTPUT

- # of presentations completed
- # of materials disseminated

OUTCOME

- # of individuals evaluating program as positive
- # of individuals receiving DOJ technical assistance or presentations

Justification

Louisiana Department of Justice has been engaged in alcohol, drug, tobacco and youth violence prevention through the U Drink...U Drive...U Walk Anti-Drinking and Driving Campaign, School Safety Resource Initiative, leadership training, in-service training for teachers, youth anti-drug presentations, DARE officer training, community team-building, development of resource clearinghouse, public service announcements, training manual development, technical assistance to state agencies, local agencies, schools, law enforcement, etc. The Attorney General's office is called upon daily to provide statistics, resources, training workshops, speeches, and presentations across the state on drug, alcohol, tobacco, school safety, conflict resolution, violence prevention, domestic violence in the workplace, and domestic violence law enforcement response training. It is imperative that this work continue through increased public awareness, education and mobilization. The Attorney General's Office has recently created Louisiana's first on-line training for School Resource Officers to enable them to identify and respond to juvenile crime on campus. In addition, the department has created a set of material to be distributed to both youth and community programs to assist in teaching Louisiana youth the consequences of juvenile crime.

Benchmarking

The Attorney General's U Drink...U Drive...U Walk program was nationally recognized as one of "23 Best Practices" for reducing underage drinking. Although funding did not

allow this program to continue, the department has consistently used this initiative as a benchmark to assist in overall juvenile crime prevention.

In addition, the Louisiana Attorney General's Office is known for its continuous work in the area of school safety and juvenile crime prevention. The department is recognized through national, state and local entities on its development and facilitation of several awareness campaigns to assist in keeping Louisiana youth safe and deterring juvenile crime.

Primary Person Benefiting

Citizens of the State of Louisiana

Objective II.4 To distribute 5000 juvenile crime prevention awareness materials to students and community agencies by June 30, 2019.

Strategies

II.4.a: Director shall contact school districts, law enforcement personnel and community agencies to schedule training sessions, and distribute materials.

II.4.b: Respond to all referrals/requests for training and technical assistance from school administrators, law enforcement personnel, community agencies and distribute materials.

Performance Indicator

INPUT

- # of materials requested

OUTPUT

- # of materials distributed

OUTCOME

- # of youth trained
- # of law enforcement officers trained
- # of community agency members trained

Justification

Louisiana Department of Justice has been engaged in alcohol, drug, tobacco and youth violence prevention through the U Drink..., U Drive..., U Walk Anti-Drinking and Driving Campaign, Safety School Resource Initiative, leadership training, in-service training for teachers, youth anti-drug presentations, DARE officer training, community team-building, development of resource clearing house, public service announcements, training manual development, technical assistance to state agencies, local agencies, schools, law enforcement, etc. The Attorney General's Office is called upon daily to provide statistics, resources, training workshops, speeches and presentations across the state on drug, alcohol, tobacco, school safety, conflict resolution, violence prevention, domestic violence in the workplace, and domestic violence law enforcement response training. It is imperative that this work continue through increased public awareness, education and mobilization. The Attorney General's office has recently created Louisiana's first on-line training for School Resource Officers to enable them to identify and respond to juvenile crime on campus. In addition, the department has created a set of material to be distributed to both youth and community programs to assist in teaching Louisiana youth the consequences of juvenile crime.

Benchmarking

The Attorney General's U Drink...U Drive...U Walk program was nationally recognized as one of "23 Best Practices" for reducing underage drinking. Although funding did not allow this program to continue, the department has consistently used this initiative as a benchmark to assist overall juvenile crime prevention.

In addition, the Louisiana Attorney General's Office is known for its continuous work in the area of school safety and juvenile crime prevention. The department is recognized through national, state and local entities on its development and facilitation of several

awareness campaigns to assist in keeping Louisiana's youth safe and deterring juvenile crime.

Primary Person Benefiting
Citizens of the State of Louisiana

Objective II.5

To provide in-service Human Trafficking trainings to 250 law enforcement personnel by June 30, 2019.

Strategies

- II.5.a:** To develop a comprehensive curriculum and training effort for Louisiana law enforcement personnel in response to Human Trafficking
- II.5.b:** To develop Louisiana's first Human Trafficking Response Training Team
- II.5.c:** Provide Human Trafficking training to law enforcement personnel
- II.5.d:** To develop a uniform Human Trafficking curriculum for community agency in-service training

Performance Indicator

INPUT

- # of trainings requested

OUTPUT

- # of curriculums developed
- # of request of in-service trainings received

OUTCOME

- # of in-service trainings performed to law enforcement
- # of in-service training to community agencies

Justification

In addition to alcohol, drug, tobacco and youth violence prevention as well as domestic and dating violence prevention, the Louisiana Department of Justice is the Head agency in the Western Human Trafficking task force in Louisiana. Through public service announcements, training manual development, technical assistance to state agencies, local agencies, schools, law enforcement, etc., the Attorney General's office is called upon daily to provide statistics, resources, training workshops, speeches, and presentations across the state on all of these issues including Human Trafficking. It stands to reason that with the expert and diligent personnel and collaborative partners that the department lead in its initiative to combat Human Trafficking in Louisiana increased public awareness, education and mobilization are necessary to respond to this horrific crime. The Attorney General's Office is currently working with Louisiana P.O.S.T. to ensure valuable training in this area is conducted.

Benchmarking

The Attorney General's Community Outreach initiatives have been the most aggressive and consistent in Louisiana and lends to notice that the department is significantly involved with issues of crime victimization and prevention.

Primary Person Benefiting

Citizens of the State of Louisiana

GOAL III

The Department of Justice will strive to protect the integrity of the insurance industry as well as to protect the State and its citizens from persons or businesses that engage in insurance fraud.

CIVIL INSURANCE FRAUD

SubGoal > Enforce laws that prohibit insurance fraud and provide for civil actions and monetary penalties.

Objective III.1 Investigate 100% of consumer and business complaints of insurance fraud with informal resolution within 60 days each fiscal year by June 30, 2019.

Objective III.2 Bring 85% of consumer and business complaints of insurance fraud to resolution within 90 days by June 30, 2019.

Objective III.1 Investigate 100% of consumer and business complaints of insurance fraud with informal resolution within 60 days each fiscal year by June 30, 2019.

Strategies

III.1.a: Maintain and monitor computer applications to support processing of reports of civil insurance fraud, resolution, and recovery of penalties and fines.

Performance Indicator

INPUT

- # of Civil Insurance Fraud complaints received
- # of Civil Insurance Fraud petitions filed

OUTPUT

- # of complaints responded to with an informal resolution within 60 days of receipt
- % of civil Insurance fraud petitions filed within 90 days by June 30, 2013.

OUTCOME

- # of complaints that are responded to with an informal resolution within 60 days of receipt
- % of Civil Insurance Fraud petitions filed within 90 days by June 30, 2013

- % of Civil Insurance Fraud petitions that result in monetary penalties and fines

Justification

Improve the investigation, adjudication, and recovery of civil fines and penalties related to civil insurance fraud.

Benchmarking

Improve, annually, the resolution and or monetary recovery of civil penalties and fines for civil insurance fraud cases.

Primary Persons Benefiting

Citizens, insurers, and policy holders

Objective III.2 Bring 85% of consumer and business complaints of insurance fraud to resolution within 90 days by June 30, 2019.

Strategies

- III.1.a:** Section chief will monitor cases to ensure prompt action and maximum recovery of penalties and fines when applicable.
- III.1.b:** Issue civil Investigative Demands and conduct undercover investigations.
- III.1.c:** Obtain financial records, including bank accounts data and asset holdings.
- III.1.d:** Hire Forensic Accountants/Analysts to assist with attorney investigations.
- III.1.e:** Obtain access to federal and state investigative databases.

Performance Indicator

INPUT

- # of investigations initiated
- # of Civil Insurance fraud petitions filed

OUTPUT

- # of complaints responded to with an informal resolution within 60 days of receipt
- # of Civil Insurance Fraud petitions filed
- # of investigations active over 90 days (backlog)

OUTCOME

- % of complaints that are responded to with an informal resolution within 60 days of receipt
- % of Civil Insurance Fraud petitions that result in monetary penalties and fines
- % of investigations initiated during the fiscal year that have been brought to resolution within 90 days

Justification

Eliminate businesses and individuals operating in violation of the Louisiana Insurance Fraud Prevention Act.

Benchmarking

Laws modeled after other states with effective, self-generated civil insurance fraud units.

Primary Persons Benefiting

Citizens, insurers, and policy holders

MISSION

The mission of the Criminal Program is two-fold (Criminal and Investigation):

To seek justice on behalf of the citizens of the State of Louisiana by providing prompt, professional and ethical services to the people of the state in the prosecution of criminal cases and other matters referred to this division of the Department of Justice; and; to investigate violations of criminal laws; to help maintain integrity in government; to serve all other investigative needs of the department, and to protect and serve the public.

PROGRAM ACTIVITIES

The Program has developed and implemented a work management program to provide input into a quality assurance system that tracks and provide management with true accountability of the legal professionals work product. Improving skills and effectiveness of less experienced trial attorneys with the use of this program will encourage attention to detail. The work management program provides management with reports to track work processes and outputs of the department's non legal staff.

The Criminal Program conducts or assists in criminal prosecutions; acts as advisor for district attorneys, legislature and law enforcement entities; provides legal services in the areas of extradition, appeals and habeas corpus proceedings; prepares attorney general opinions concerning criminal law; operates White Collar Crimes Section, Violent Crime and Drug Unit, Sexual Predator Apprehension Team, and Insurance Fraud Unit; investigates and prosecutes individuals and entities defrauding the Medicaid Program or abusing residents in health care facilities and initiates recovery of identified overpayments; and provides investigation services for the department.

The Criminal Division is currently divided into five sections.

General Prosecutions Section

The General Prosecution Section prosecutes violations of all types of criminal laws of the state by conducting or assisting in criminal prosecutions pursuant to the recusal or request of district attorneys. Prosecutions handled by this Section include, but are not limited to, cases involving white collar crime, public corruption, narcotics violations, violent crimes and violations of the state's environmental laws. This Section also serves as (1) advisor to the district attorneys, law enforcement

and the legislature, (2) a training agency for law enforcement, and (3) as liaison between various levels of law enforcement within the state.

Appeals and Special Services Section

The Appeals and Special Services Section provides legal services to the state in the areas of (1) extraditions, (2) federal habeas corpus and post conviction relief, (3) as amicus curiae in matters pending before the U.S. Supreme Court, and (4) by preparation of Attorney General Opinions concerning matters of criminal law.

Sexual Predator Apprehension Team

The Sexual Predator Apprehension Team coordinates with state and local investigative resources to apprehend sexual habitual offenders and persons required to register under R.S. 15:542 and 542.1 who violate the law or conditions of probation and parole. Per R.S. 15:552, this unit oversees the implementation and enforcement of sex offender and child predator registration and notification laws with regard to over 13,000 sex offenders.

Insurance Fraud Section

The Insurance Fraud Section provides legal services to the state in the area of insurance fraud by providing legal assistance to the Department of Insurance and Louisiana State Police in connection with crimes of this nature and by prosecuting all types of insurance fraud cases.

Medicaid Fraud Control Unit

In Louisiana, the responsibility to investigate and prosecute all types of fraud perpetrated by providers of medical services in the Medicaid program has been assigned to the Medicaid Fraud Control Section of the Department of Justice.

The Unit receives cases for investigation from the U.S. Department of Health and Human Services, from the Louisiana Department of Health and Hospitals, and from many other sources.

Regulations issued by the U. S. Department of Health and Human Services also require the Medicaid Fraud Control Unit to review complaints alleging abuse or neglect of Medicaid patients in health care facilities and to investigate those cases which indicate a substantial potential for criminal prosecution. The Medicaid Fraud Control Unit investigates and prosecutes individuals and entities defrauding the Medicaid Program or abusing residents in health care facilities. It also initiates recovery of identified overpayments.

The Investigation Division is currently divided into three sections.

Investigations Section - Trial/Special Assignments Section

The Investigations Section is responsible for the investigation of alleged violations of the criminal laws of this state, conducting of civil and special investigations including investigations of public corruption, institutional and insurance fraud. The Section also provides investigative services to the attorneys in the Criminal Division to include follow-up on cases, locating witnesses, providing security for witnesses, witness management at court proceedings, testifying on behalf of the state, and evidence management. This Section also responds to the numerous requests for investigative assistance from local, state or federal governmental agencies.

Investigations is also responsible for coordinating access, safety and security within the Department of Justice including executive security and coordinates with the State Office of Buildings and Grounds with regard to matters within the Livingston Building and offices in the State Capitol. This Section also includes the clerical support function, file room management, case tracking, analytical support, and the maintenance and operation of the Division's computer network, as well as fleet management. In addition, this Section includes investigators assigned to outside agency task forces, workers' compensation fraud investigations, and intelligence information.

Investigations Section – Fugitive Apprehension Section

This Section created in 2008, Attorney General Buddy Caldwell recognized the need to devote manpower and assets to the apprehension of fugitives from justice. The Louisiana Department of Justice Fugitive Apprehension Unit was created under the administration of Attorney General Buddy Caldwell for the purpose of assisting local law enforcement agencies in locating and apprehending fugitives from justice. The unit officially started on Monday, May 5, and less than 48 hours later they arrested a suspect wanted by the Hammond Police Department. The FAU is dedicated to assisting local law enforcement agencies in locating and arresting wanted individuals who either cannot be located by the local agency, or where the suspect is believed to be located in a jurisdiction other than where the arrest warrant is issued. The majority of the suspects are aware they are being sought by law enforcement and have taken measures to evade capture. Due to pending caseloads and other considerations, local law enforcement agencies may not have the time or resources available to locate them. Crossing jurisdictional lines can also be problematic for local law enforcement when searching for wanted individuals who reside in, or have fled to, a different city, parish, or state. The FAU has statewide jurisdiction and can dedicate all the time and resources necessary to bring these fugitives to justice. The FAU has also worked successfully with law enforcement in surrounding states in

locating and apprehending fugitives from Louisiana.

High Technology Crime Unit (ICAC and Forensic Lab)

The HTCUC is a specialized unit with attorneys, investigators, and computer forensic experts all trained in the specific field of cyber-crime investigation and prosecution. This specialized unit concentrates on combating crimes involving digital technology. The HTCUC includes the first state computer forensic center and provides forensic examinations of digital evidence to the department and other local, state, and federal government agencies. The Section includes the Louisiana Internet Crimes Against Children Task Force (ICAC), that investigates crimes relating to child exploitation and abuse on the Internet. ICAC investigators conduct proactive online undercover operations and investigate child exploitation cases referred to the department from other agencies, as well as the National Center for Missing and Exploited Children. The HTCUC also works cases involving online auction fraud, computer intrusion, death investigations, domestic violence, economic fraud including online fraud and counterfeiting, email threats, harassment and stalking, extortion, gaming, identity theft, narcotics, prostitution, software piracy, and telecommunications fraud. The unit also provides training to local law enforcement and gives public service lectures in regard to technology based crimes throughout the State of Louisiana.

LOUISIANA VISION 2020

The goals of this program incorporate one goal of the Louisiana Vision 2020: Goal 1: To be a learning enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge.

DUPLICATION

No other state agency is charged with defense of the Constitution, the laws of the State of Louisiana, and protecting the State of Louisiana’s interests by providing legal services in the general area of consumer law. Thus, there is no duplication of effort by any other state agency.

AUTHORIZATION FOR GOAL(S):

Louisiana Constitution Article 4, Section 8

LA R.S. 36:701	LA C.Cr.P. 66
LA R.S. 13:4862	LA C.Cr.P. 734
LA R.S. 13:5036	LA C.Cr.P. 264
LA R.S. 49:251	LA C.Cr.P. 61
42 CFR 1007.1-1007.21	LA C.Cr.P. 62
LA R.S. 36:702	LA C.Cr.P. 63
LA R.S. 36:703	LA C.Cr.P. 64
LA R.S. 36:706	LA C.Cr.P. 65
LA R.S. 36:704	

PROGRAM GOAL

- I. The Department of Justice will provide superior legal and professional services to Louisiana citizens, private sector organizations, and all governmental entities

GOAL I

The Department of Justice will provide superior legal and professional services to Louisiana citizens, private sector organizations, and all governmental entities.

CRIMINAL DIVISION OBJECTIVES

Sub-Goal > To provide superior legal and professional services and justice to the State of Louisiana in the area of criminal law in a just and ethical manner.

Objective I.1: Through the Criminal Division, to handle in-house 95% of all cases received through recusal.

INSURANCE FRAUD SUPPORT UNIT

Sub-Goal > To continue operating as a productive and essential part of the Louisiana Insurance Fraud Task Force.

Objective I. 2: Through the Insurance Fraud Support Unit of the Criminal Division, to provide legal support to law enforcement agencies investigating criminal insurance fraud referrals by responding to requests for legal consultation within two working days and attending 90% of monthly intelligence sharing meetings hosted by the Louisiana State Police Insurance Fraud Unit by June 30, 2019.

MEDICAIAD FRAUD

Sub-Goal > To effectively investigate and prosecute provider fraud, fraud in the administration of the program, the abuse of residents in Medicaid funded facilities, and recover any identified overpayments, penalties and prosecution costs where appropriate.

Objective I. 3: Through the Medicaid Fraud Control Unit of the Criminal Division, open 250 investigations of provider fraud and patient abuse annually by June 30, 2019.

Objective I.4: Through the Medicaid Fraud Control Unit of the Criminal Division, notify complainant in 90% of opened cases within 5 working days of complaint each fiscal year by June 30, 2019.

Objective I.1: Through the Criminal Division 95% of cases fully received shall be handled in-house by June 30, 2019.

Strategies

I.1.a: The Director shall review all cases received to determine if recusal is needed.

Performance Indicator

INPUT

- # of cases opened
- # of cases recused
- # of cases closed
- # of recusals received
- # of requests for assistance
- # of parishes served

EFFICIENCY

- Number of cases received handled in-house.

OUTCOME

- % of cases received that are recused

Justification

Timely response to cases received is necessary to show that the Attorney General's office is efficient and effective in handling cases for the State, furthering our stance that more cases should be handled in house to save money for the State.

Benchmarking

This is a standard and will not need benchmarking. The timely response cases received is part of the work product of the legal professional.

Primary Person Benefiting

The general public and the Louisiana Department of Justice.

Objective I.2: Through the Insurance Fraud Support Unit of the Criminal Division, provide legal support to law enforcement agencies investigating criminal insurance fraud referrals by responding to requests for legal consultation within two working days and attending 90% of monthly intelligence sharing meetings hosted by the Louisiana State Police Insurance Fraud Unit by June 30, 2019.

Strategies

I.2.a: Use management system to log and track requests for legal assistance.

I.2.b: Supervisor will assure attendance at all State Police Insurance Fraud meetings.

Performance Indicator

INPUT

- # of requests for legal consultation
- # of scheduled intelligence sharing meeting

OUTPUT

- # of requests for legal consultation responded to within 2 working days
- # of scheduled intelligence sharing meeting attended by DOJ

OUTCOME

- % of requests for legal consultation responded to within 2 working days
- % of scheduled intelligence sharing meeting attended by DOJ

Justification

Timely response to informal complaints is necessary to show that the Attorney General's office is efficient and effective in handling cases for the State, furthering our stance that more cases should be handled in house to save money for the State and increase staff knowledge and expertise.

Benchmarking

This is a standard and will not need benchmarking. The timely response to informal complaints is part of the work product of the legal professional.

Primary Persons Benefiting

Primary persons that would benefit from this objective are the citizens of Louisiana, public officials, other state agencies, and the Department of Justice employees.

Objective I.3: Through the Medicaid Fraud Control Unit of the Criminal Division, open 250 investigations of provider fraud and patient abuse annually by June 30, 2019.

Strategies

I.3.a: Outreach to law enforcement, healthcare providers, professional organizations and community organizations to encourage the reporting of provider fraud patient abuse.

Performance Indicator

OUTPUT

- # of cases opened
- Dollar amount of civil monetary penalty collected
- Dollar amount of civil monetary penalty ordered
- Dollar amount of investigation/prosecution costs collected
- Dollar amount of investigation/prosecution costs ordered
- Dollar amount of criminal restitution collected
- Dollar amount of criminal restitution ordered
- Dollar amount of restitution collected administratively
- Dollar amount of administrative restitution ordered
- Dollar amount of civil restitution collected
- Dollar amount of civil restitution ordered
- Dollar amount of civil and criminal fines collected
- Dollar amount of civil and criminal fines ordered
- Total dollar amount of collection – all sources
- Total judgments obtained during fiscal year – all sources
- Dollar amount of funds ordered

OUTCOME

- Number of outreach training programs provided by law enforcement, healthcare provides, professional organizations and community organizations.

Justification

The purpose is to maintain and/or improve performance of the Unit as a whole.

Benchmarking

The Department of Health and Human Services manages the compilation of data collected from the Medicaid Fraud Control Units throughout the country. All comparisons of performance will be to Units in other states.

Primary Persons Benefiting

Primary persons that would benefit from this objective are the citizens of Louisiana, public officials, other state agencies, and the Department of Justice employees.

Objective I.4: Through the Medicaid Fraud Control Unit of the Criminal Division, notify complainant in 90% of opened cases within 5 working days of acceptance of complaint each fiscal year by June 30, 2019.

Strategies

I.4.a: Section Chief shall review complainant response time of investigators using the modified case tracking/time management system.

Performance Indicator

INPUT

- # of complaints received

OUTPUT

- # of cases where complainant was notified within five days

OUTCOME

- % of opened cases where complainant was notified within five working days of acceptance of complaint

Justification

The purpose is to maintain and/or improve performance of the Unit as a whole.

Benchmarking

The Department of Health and Human Services manages the compilation of data collected from the Medicaid Fraud Control Units throughout the country. All comparisons of performance will be to Units in other states.

Primary Persons Benefiting

Primary persons that would benefit from this objective are the citizens of Louisiana, public officials, other state agencies, and the Department of Justice employees.

GOAL I

The Department of Justice will provide superior legal and professional services to Louisiana citizens, private sector organizations, and all governmental entities.

INVESTIGATION DIVISION OBJECTIVES

- Objective I.5: Generate 240 Internet Crimes Against Children cases by June 30, 2019.
- Objective I.6: Complete 1,500 Forensic Lab examinations by June 30, 2019.
- Objective I.7: Investigate 1,000 non-ICAC HTCUC complaints by June 30, 2019.
- Objective I.8: Initiate or assist in 500 investigations per fiscal year by June 30, 2019.
- Objective I.9: Initiate or assist in 50 fugitive apprehensions per fiscal year by June 30, 2019.

Objective I.5: Generate 240 Internet Crimes against Children cases by June 30, 2019.

Strategies

I.5.a: Engage in at least 300 hours proactive online investigation per fiscal year.

Performance Indicator

INPUT

- # of hours spent in proactive online investigation

OUTPUT

- # of ICAC cases opened generated from proactive online investigations per fiscal year
- # of ICAC cases opened that are initiated through complaints or information received

EFFICIENCY

- # of DOJ ICAC cases per 40 hours of DOJ proactive online investigation

OUTCOME

- Total High Tech arrests

Justification:

To provide protection to the citizens of the State of Louisiana and to provide competent and quality legal representation in an area of law which remains virtually uncharted in the State of Louisiana and the country.

Benchmarking

We are the model in the State of Louisiana. There is no other law enforcement agency currently investigating High Technology Crimes to this extent. The Internet Crimes Against Children task force operates with grant funding. The task forces operating under this grant report the information and progress but the numbers collected are, as a matter of security, not public information.

Primary Persons Benefiting

Primary persons that would benefit from this objective are the citizens of Louisiana, public officials, other state agencies, and the Department of Justice employees.

Objective I.6: Complete 1,500 Forensic Lab examinations by June 30, 2019.

Strategies

I.6.a: Implement and maintain evidence and task tracking system for forensic lab examinations

I.6.b: Ensure that all examiners obtain ENCASE certification

Performance Indicator

INPUT

- # of request for forensic lab examinations received from outside agencies
- # of forensic lab examinations requested for DOJ cases

OUTPUT

- Size (in gigabytes) of completed examinations

OUTCOME

- Total forensic examinations completed

Justification:

To provide protection to the citizens of the State of Louisiana and to provide competent and quality legal representation in an area of law which remains virtually uncharted in the State of Louisiana and the country.

Benchmarking

We are the model in the State of Louisiana. There is no other law enforcement agency currently investigating High Technology Crimes to this extent. The Interne Crimes Against Children task force operates with grant funding. The task forces operating under this grant report the information and progress but the numbers collected are, as a matter of security, not public information.

Primary Persons Benefiting

Primary persons that would benefit from this objective are the citizens of Louisiana, public officials, other state agencies, and the Department of Justice employees.

Objective I.7: Investigate 1,000 non-ICAC HTCUC complaints by June 30, 2019.

Strategies

I.7.a: High Tech Crime Unit supervisor shall prioritize and assign cases based on the seriousness and potential threat to the public.

Performance Indicator

INPUT

- # of non-ICAC HTCUC complaints received and reviewed

OUTPUT

- # of non-ICAC HTCUC complaints assigned for investigation

OUTCOME

- # of non-ICAC HTCUC complaints where investigation is completed
- # of cases opened as a result of a non-ICAC HTCUC complaint

Justification:

To provide protection to the citizens of the State of Louisiana and to provide competent and quality legal representation in an area of law which remains virtually uncharted in the State of Louisiana and the country.

Benchmarking

We are the model in the State of Louisiana. There is no other law enforcement agency currently investigating High Technology Crimes to this extent. The Internet Crimes Against Children task force operates with grant funding. The task forces operating under this grant report the information and progress but the numbers collected are, as a matter of security, not public information.

Primary Persons Benefiting

Primary persons that would benefit from this objective are the citizens of Louisiana, public officials, other state agencies, and the Department of Justice employees.

Objective I.8: Initiate or assist in 500 investigations per fiscal year by June 30, 2019.

Strategies

I.8.a: Carefully screen complaints and requests for investigation to identify potential criminal violations warranting investigation.

I.8.b: Assist in 100% of investigations in recusal cases upon request by Criminal Division.

Performance Indicator

INPUT

- # of requests for task force assistance from law enforcement agencies
- # of requests for assistance from non-law enforcement governmental agencies
- # of recusal requests
- # of new investigations opened
- # of open investigations per investigator

OUTPUT

- # of closed investigations per investigator
- # of total closed investigations

OUTCOME

- # of new investigations opened
- # of new investigations opened due to DOJ initiated
- # of new investigations opened due to requested assistance

Justification

Timely response to cases received is necessary to show that the Attorney General's office is efficient and effective in handling cases for the State, furthering our stance that more cases should be handled in house to save money for the State.

Benchmarking

This is a standard and will not need benchmarking. The timely response cases received is part of the work product of the legal professional.

Primary Persons Benefiting

Primary persons that would benefit from this objective are the citizens of Louisiana, public officials, other state agencies, and the Department of Justice employees.

Objective I.9: Initiate or assist in 50 fugitive apprehensions per fiscal year by June 30,2019.

Strategies

I.9.a: Carefully screen requests for assistance to identify all outstanding warrants per each target/fugitive.

I.9.b: The supervisor will review casework to make sure proper background searches are completed.

Performance Indicator

INPUT

- # of requests assistance from law enforcement agencies
- # of cases opened
- # of outstanding warrants

OUTPUT

- # of total closed investigations

OUTCOME

- # of arrests
- # of outstanding warrants cleared

Justification

Timely response to cases received is necessary to show that the Attorney General's office is efficient and effective in handling cases for the State, furthering our stance that more cases should be handled in house to save money for the State.

Benchmarking

This is a standard and will not need benchmarking. The timely response cases received is part of the work product of the legal professional.

Primary Persons Benefiting

Primary persons that would benefit from this objective are the citizens of Louisiana, public officials, other state agencies, and the Department of Justice employees.

PROGRAM:	LITIGATION
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MISSION

The mission of the Litigation Program is to provide legal representation for the Office of Risk Management, the Self-Insurance Fund, the State of Louisiana and its departments, agencies, boards and commissions and their officers, officials, employees and agents in all claims covered by the State Self-Insurance Fund, and in all tort claims whether covered by the Self-Insurance Fund.

The state's tort liability exposure is far greater than in the private sector, both in dollar amount and in variety of claims asserted; examples include: road hazard liability; public health care provider liability; legislative liability; regulatory liability; and alleged liability for illegal and/or intentionally wrongful actions of elected officials. Suits against the state may range from relatively minor worker's compensation claims to complex multi-district federal litigation involving hundreds of suits and/or parties and hundreds of millions of dollars of exposure. Estimated attorneys' fees range from less than \$500 to hundreds of thousands of dollars.

PROGRAM ACTIVITIES

The Program intends to develop and implement a work management program to provide input into a quality assurance system that will track and provide management with true accountability of the legal professionals work product. Improve skills and effectiveness of less experienced trial attorneys as the use of this program will encourage attention to detail. It will also provide an additional level of oversight and monitoring of work of less experienced trial attorneys. The work management program will create and develop systems to track work processes and outputs of the department's non legal staff.

The Litigation Program provides legal representation for the state in all claims covered by the self-insurance fund and in all tort claims; operates regional offices in Alexandria, Lafayette, New Orleans, and Shreveport.

The Litigation Program is subdivided into seven sections: Administration, Civil Rights, General Liability, Medical Malpractice, Road Hazards, Special Litigation and Workers' Compensation. The five substantive law sections specialize in litigation matters filed against the State. The Administration section oversees personnel and operational matters as they pertain to the Litigation Program. The Program has five Regional Offices that support the sections geographically in various matters of litigation filed. Additionally, there are substantive matters that are deemed to

require special litigation and are assigned to the Special Litigation Counsel.

Civil Rights Section

The Civil Rights Section generally represents state officials, employees, state agencies, and the “state” in litigation seeking monetary damages brought under 42 U.S.C. 1983, as well as virtually all other federal statutory schemes relating to employment, state statutes dealing with employment discrimination (such as La. R.S. 23:321, et seq.) and prisoner suits brought pursuant to La. R.S. 15:1171 et seq., both under judicial review and for tort damages under the Pope decision. The Section is active nationally with the National Association of Attorneys General in making decisions on participating in the presentation of *Amicus Curiae* briefs in the United States Supreme Court, consulting with NAAG on prison litigation issues and participates yearly in the NAAG Prison Litigation Seminar.

General Liability Section

The General Liability Section provides legal defense to the state, state agencies and employees, etc. against tort litigation in regard to claims of personal injuries and/or property damages which allegedly occurred on state property or was caused by a state employee or officer.

Medical Malpractice Section

The Medical Malpractice Section is primarily responsible for handling malpractice cases against public health care providers as defined by La. R.S. 40:1299.39.

Road Hazards Section

The Road Hazards Section provides legal defense to the Louisiana Department of Transportation and Development in all lawsuits for personal injury, property damage, wrongful death and business losses attendant to DOTD operations and/or conditions of DOTD roads, bridges, or other property. The section typically handles lawsuits involving maintenance, design, construction, and operations of DOTD's roads and bridges.

Special Litigation Section

The Special Litigation Section represents the Louisiana judiciary and the Louisiana Chief Disciplinary Counsel. Additionally, the Section assists the other sections and divisions as requested and handles other substantive matters that are deemed to require special handling by the Program Director or the Attorney General.

Workers' Compensation Section

The Workers' Compensation Section is responsible for representation in workers' compensation suits filed by state employees against their respective agencies and departments, as well as subrogation matters and Jones Act/maritime suits from Risk Management.

REGIONAL OFFICES

Alexandria Office

The Alexandria Office was opened in September, 1995. The personnel assigned to the office have a clear definition of the mission of the office and gained a working knowledge of the procedures to be utilized as employees of a satellite/regional office under the direction and supervision of the Director, Deputy Director and Section Chiefs located in Baton Rouge and in conjunction with the adjusters in the Office of Risk Management. Its function is to serve the litigation needs of the state in the following parishes: Avoyelles, Rapides, Natchitoches, Grant, Winn, Sabine, La Salle, Catahoula, Vernon, and Concordia. Additionally the office provides litigation needs to the Monroe area parishes.

Lafayette Office

The Lafayette Office was opened in March, 1996. Its function is to serve the civil litigation needs of the state in thirteen parishes: Lafayette, Vermilion, St. Martin, St. Mary, Iberia, St. Landry, Evangeline, Acadia.

Lake Charles Office

The Lake Charles Office was opened in FY 1994-95. The office provides legal analysis, legal research, draft pleadings, conduct discovery, appears for court hearings, trials and arguments for the litigation needs of the state. Its function is to serve the litigation needs of the state in five parishes: Allen, Beauregard, Calcasieu, Cameron, and Jefferson Davis.

Monroe Office

The Monroe Office was opened in October, 2007 to serve the civil litigation needs of the State in six parishes: East Carroll, Madison, Morehouse, Quachita, Richland and West Carroll.

New Orleans Office

The New Orleans Office was opened in January, 1995. A partial sectionalization in this office has been accomplished particularly in the Medical Malpractice defense litigation, followed to a lesser extent as it pertains to Civil Rights, General Liability, Road Hazards and Worker's Compensation. Its function is to serve the litigation needs of the state in the following parishes: Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John the Baptist, St. Tammany, Tangipahoa, Terrebonne, Lafourche, Assumption, and Washington.

Shreveport Office

The Shreveport Office was opened in August, 1994. The office is responsible for the defense of tort and tort-related litigation against the state for the following parish area, which includes Caddo, Bossier, Webster, Claiborne, Jackson, Bienville, DeSoto, Lincoln, Union, Winn, and Red River.

LOUISIANA VISION 2020

The goals of this program incorporate the two goals of the Louisiana Vision 2020: Goal 1: To be a learning enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge; and Goal 2, Objective 2.8: To have an equitable tax structure, regulatory climate, and civil justice system conducive to business retention and the creation and growth of innovative companies.

DUPLICATION

No other state agency is charged with defense of the Constitution, the laws of the State of Louisiana, and protecting the State of Louisiana's interests by providing legal services in the area of tort litigation. Thus, there is no duplication of effort by any other state agency.

CHILDREN'S BUDGET LINK

N/A

AUTHORIZATION FOR GOALS(S):

Created by 1988 Acts 448;
LSA-R.S. 36:701D; 36:704F
LSA-R.S. 39:1533B

PROGRAM GOAL

- I. The Department of Justice will provide superior legal and professional services to Louisiana citizens, private sector organizations, and all governmental entities.

PROGRAM: LITIGATION

GOAL I

The Department of Justice will provide superior legal and professional services to Louisiana citizens, private sector organizations, and all governmental entities.

PROGRAM OBJECTIVES

Sub-Goal > Provide legal and professional services to the Office of Risk Management in the most cost effective manner.

Objective I.1: Through the Litigation Program, to better utilize the funds available to the Office of Risk Management for legal expense by handling in-house at least 85% of new risk litigation cases opened each fiscal year by June 30, 2019.

Objective I.1: Through the Litigation Program, to handle in-house at least 85% of new risk litigation cases opened each fiscal year by June 30, 2019.

Strategies

- I.1.a:** Management shall review case assignment reports on a monthly basis.
- I.1.b:** Management shall, in it's hiring practices, attempt to ensure as wide a range of specialization and experience as possible.
- I.1.c:** Management shall monitor attorney workload and progress to ensure that cases are handled efficiently

INPUT

- # of new cases assigned

OUTPUT

- # of open cases
- # of open cases handled by contract attorneys
- # of open cases handled by in-house attorneys
- # of new cases assigned to contract attorneys
- # of new cases assigned to in-house attorneys
- % of open cases handled to in-house attorneys
- % of open cases handled to contract attorneys

EFFICIENCY

- Average # of days open for open contract attorney cases
- Average # of days open for open in-house attorney cases

OUTCOME

- % of new risk litigation cases handled in-house

Justification

This results in a measure of case activity by attorneys on the Litigation Division staff rather than by private attorneys.

Benchmarking

We will look at the handling of cases and the cost of handling cases by other public sector offices in other states handling similar risk litigation cases.

Primary Persons Benefiting

The Office of Risk Management will be the primary beneficiary. The benefit will result from spending less money on the defense of tort claims filed against the state of Louisiana. Ultimately, the benefit will inure to the Louisiana taxpayers whose taxes in part fund the operation of the Office of Risk Management

MISSION

The mission of the Gaming Program is to create a regulatory atmosphere for licensed gaming which instills public confidence and trust that gaming activities are conducted honestly and are free from criminal and corrupt elements, to insure the integrity of individual gaming entities by the regulation of persons, practices, associations and activities within the gaming industry, and to anticipate and support necessary corrective rulemaking and legislation.

PROGRAM ACTIVITIES

The Gaming Program is statutorily mandated to provide legal advice and representation to the Louisiana Gaming Control Board, Louisiana State Police, Louisiana Lottery Corporation, Louisiana State Racing Commission, and the Department of Revenue, Office of Charitable Gaming. Additionally, the Gaming Program provides advice and counsel to numerous state agencies as to all Indian Gaming matters, including, without limitation, the Governor's Office, the Indian Gaming Unit of State Police, and the Louisiana Gaming Control Board.

Louisiana Gaming Control Board

The Gaming Program provides legal representation, advice, and counsel to the Louisiana Gaming Control Board in areas of land-based casino, riverboat, video poker gaming and slot machine gaming at racetracks and gaming on Indian lands. The Gaming Program represents the Board in judicial appeals of administrative actions and defends the Board in all civil litigation relating to gaming. The Gaming Program negotiates on behalf of, represents, and provides counsel to the Board regarding the Casino Operating Contract and matters of exclusivity relating to the land-based casino, as well as handles all rulemaking.

Louisiana State Police

The Gaming Program provides legal advice and counsel to the Louisiana State Police in all areas of gaming regulation, including licensing, enforcement, and rulemaking. The Gaming Program provides legal representation to State Police in all gaming matters before the Administrative Hearing Office, as well as all appeals to the Louisiana Gaming Control Board, Nineteenth Judicial District Court, First Circuit Court of Appeals, Louisiana Supreme Court, and litigates gaming issues before the federal bankruptcy courts.

Louisiana Lottery Corporation

The Gaming Program provides legal advice and counsel to the Louisiana Lottery Corporation on gaming matters, including, without limitation, Lottery contracts with vendors and lessors, Requests for Proposals, and invoices. The Gaming Program provides legal representation to the Lottery in administrative proceedings and vendors' bankruptcy proceedings and litigates suits filed against the Lottery.

Louisiana State Racing Commission

The Gaming Program provides legal representation and counsel to the Racing Commission in all matters regarding the regulation of the horse racing industry, pari-mutuel wagering and off-track wagering. The Gaming Division also litigates administrative actions on behalf of the Commission and defends the Commission in all civil litigation to which it is a party.

Office of Charitable Gaming

The Gaming Program provides legal advice and representation to the Department of Revenue in all areas of charitable gaming regulation, including licensing, enforcement, and rulemaking, as well as litigating administrative actions, including denials of applications, suspensions, revocations, and civil penalties. The Gaming Program assists in the review of files and applications, represents the Department of Revenue in judicial appeals of administrative actions, and defends the Department of Revenue in other civil litigation related to gaming.

Indian Gaming

The Gaming Program provides legal representation to the Louisiana State Police Indian Gaming Unit in regard to the denial, suspension and revocation of state certifications to work for or do business with Indian casinos. The Gaming Program advises the Governor's Office on matters of Indian Gaming and Indian Law, as well as assists with drafting the compacts that control Indian gaming in Louisiana. The Gaming Program also serves as a resource for members of the legislature, local officials, and governmental agencies regarding matters of Indian Gaming, the compacts, and general Indian law.

LOUISIANA VISION 2020

The goals of this program incorporate the first goal of the Louisiana Vision 2020: To be a learning enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge.

DUPLICATION

No other state agency provides legal advice and representation for Gaming matters in the State of Louisiana. The Louisiana Legislative Auditor cited duplication of efforts in connection with four entities; the Louisiana Lottery Corporation, the Louisiana Racing Commission, the Office of Charitable Gaming, and the Louisiana Gaming Control Board in chapter 9 (Gaming Regulation). The Department of Justice was mentioned as a legal representative to the four previous entities but was not included in the auditors' list of agencies involved in duplication of efforts.

AUTHORIZATION FOR GOAL(S)

La. R.S. 27:1 *et seq.* grants regulatory authority to the Louisiana Gaming Control Board, as successor in authority to the Louisiana Economic Development and Gaming Corporation and the Riverboat Gaming Commission, and the Riverboat Gaming Enforcement Division and Video Gaming Program of the Louisiana State Police. *See* Act 7 of the First Extraordinary Session of 1996. The Board further has all regulatory, enforcement and supervisory authority which exists in the state as to gaming on Indian lands as provided in Act 888 of 1990 and Act 817 of 1993.

La. R.S. 4:141 *et seq.* establishes the regulatory authority of the Louisiana State Racing Commission.

La. R.S. 33:4861.1 *et seq.* bestows certain regulatory authority upon the Division of Charitable Gaming Control, Office of State Police.

LA R.S. 47:9001 *et seq.* governs The Louisiana Lottery Corporation.

PROGRAM GOAL

- I. The Department of Justice will provide superior legal and professional services to Louisiana citizens, private sector organizations, and all governmental entities.

PROGRAM:	GAMING
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GOAL I

The Department of Justice will provide superior legal and professional services to Louisiana citizens, private sector organizations, and all governmental entities.

PROGRAM OBJECTIVES

Sub-Goal > Improve service to gaming regulatory clients, law enforcement agencies, the industry, and general public.

Objective I.1: Forward 95% of video gaming and casino gaming approval files to the Louisiana Gaming Control Board within 20 business days of assignment by June 30, 2019.

Objective I.2: Forward 95% of video gaming administrative action and denial files to the Louisiana Gaming Control Board within 60 business days of assignment by June 30, 2019.

Objective I.3: Forward 95% of casino gaming administrative action and denial files to the Louisiana Gaming Control Board within 30 business days of assignment by June 30, 2019.

Objective I.1: Forward 95% of video gaming and casino gaming approval files to the Louisiana Gaming Control Board within 20 business days of assignment by June 30, 2019⁵

Strategies

I.1.a: Licensing and Compliance Section Chief shall use case tracking system to manage timeliness of file processing.

Performance Indicator

INPUT

- Number of casino gaming approval files received from State Police
- Number of video gaming approval files received from State Police

OUTPUT

- Number of casino gaming approval files processed by Licensing and Compliance
- Number of video gaming approval files processed by Licensing and Compliance
- Number of casino gaming approval files returned to State Police
- Number of video gaming approval files returned to State Police

EFFICIENCY

- Average number of business days from assignment of casino gaming approval files until forwarded to Louisiana Gaming Control Board
- Average number of business days from assignment of video gaming approval files until forwarded to Louisiana Gaming Control Board
- Number of casino gaming approval files processed within 20 business days of assignment
- Number of video gaming approval files processed within 20 business days of assignment

OUTCOME

- Percent of casino gaming approval files processed within 20 business days of assignment
- Percent of video gaming approval files processed within 20 business days of assignment

⁵ Less any time the file is returned to State Police or held pending response from State Police or Section Chief of Licensing and Compliance

Justification

The delivery of video and casino gaming approval files to the Louisiana Gaming Control Board within 20 business days is critical to the success of the Louisiana Gaming industry, as well as the client seeking approval for such a license.

Benchmarking

Research other gaming jurisdictions' procedures and develop standards as applicable.

Primary Person Benefiting

The primary person benefiting from this indicator is the Louisiana Gaming Control Board.

Objective I.2: Forward 95% of video gaming administrative action and denial files to the Louisiana Gaming Control Board within 60 business days of assignment by June 30, 2019.⁶

Strategies

I.2.a: Licensing and Compliance Section Chief shall use case tracking system to manage timeliness of file processing.

Performance Indicator

INPUT

- Number of video gaming administrative action and denial files received from State Police

OUTPUT

- Number of video gaming administrative action and denial files processed by Licensing and Compliance

EFFICIENCY

- Average number of business days from assignment of video gaming administrative action and denial files until forwarded to the Louisiana Gaming Control Board
- Number of video gaming administrative action and denial files processed within 60 business days of assignment

OUTCOME

- Percent of video gaming administrative action and denial files processed within 60 business days of assignment
- Number of complex video gaming administrative action and denial files processed in more than 60 business days of assignment

Justification

A typical Gaming file will be reviewed by several regulatory agencies before being finalized. To ensure that Gaming clients are receiving the outmost in service and efficiency a processing time of 60 days has been established for video gaming administrative action and denial files.

Benchmarking

Research other gaming jurisdictions' procedures and develop standards as applicable.

Primary Person Benefiting

The primary person benefiting will be the Gaming client.

⁶ Less any time the file is returned to State Police, in compliance conference status, or held pending response from State Police or Section Chief of Licensing and Compliance

Objective I.3: Forward 95% of casino gaming administrative action and denial files to the Louisiana Gaming Control Board within 30 business days of assignment by June 30, 2019.⁷

Strategies

I.3.a: Licensing and Compliance Section Chief shall use case tracking system to manage timeliness of file processing.

Performance Indicator

INPUT

- Number of casino gaming administrative action and denial files received from State Police

OUTPUT

- Number of casino gaming administration action and denial files processed by Licensing and Compliance
- Number of casino gaming administrative action and denial files returned to State Police

EFFICIENCY

- Average number of business days from assignment of casino gaming administrative action and denial files until forwarded to the Louisiana Gaming Control Board
- Number of casino gaming administrative action and denial files processed within 30 business days of assignment

OUTCOME

- Percent of casino gaming administrative action and denial files processed within 30 business days of assignment
- Number of complex casino gaming administrative action and denial files processed in more than 30 business days of assignment

Justification

A typical Gaming file will be reviewed by several regulatory agencies before being finalized. To ensure that Gaming clients are receiving the outmost in service and efficiency a processing time of 30 days has been established for casino gaming action and denial files.

Benchmarking

Research other gaming jurisdictions' procedures and develop standards as applicable.

Primary Person Benefiting

The primary person benefiting will be the Gaming client.

⁷ Less any time the file is returned to State Police or held pending response from State Police or Section Chief of Licensing and Compliance