

LOUISIANA DEPARTMENT OF JUSTICE
PERFORMANCE STRATEGIC PLAN
FY 2020-2021 THROUGH FY 2024-2025

July 1, 2019

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.

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/Deputy Chief 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 management of new, existing and retired employees at the Department of Justice. Core responsibilities include personnel recruitment and hiring, application management,

training and development, safety, employee relations, benefits administration and compliance with labor and employment laws.

Collections

This Section represents 25 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 47,000 educational accounts valued in excess of \$76 million are currently placed for collection. Additionally, the Collections Section represents 28 state agencies, including the Louisiana Department of Revenue, in the pursuit 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.
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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.

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, 2025.

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, 2025.

Objective I.1: Ensure that 95% of new full-time employees shall attend an administrative orientation within 60 days after hire each fiscal year by June 30, 2025.

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 full-time employees hired

OUTPUT

- # of new full-time employees that have attended an administrative orientation

OUTCOME

- % of new full-time 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 changed and increased in size over the past several years. As a result, the Human Resources Section has had to accommodate the growth in employees while maintaining a static number of section employees. However, the continued objective of the Human Resources Section is to provide support services to all Department of Justice employees that include routine personnel services as well as employee and management training. New Hire Orientation guarantees all new employees are given the same information with respect to policy, procedures and expectations, which ensure consistency and accuracy. It also provides new employees the opportunity to meet one another and share in the onboarding experience.

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 understands 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 policies 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, 2025.

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, 2025.

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 defend the State of Louisiana by providing competent and superior professional legal services while defending the State's constitution and its duly enacted laws, as well as to provide legal representation, counsel and assistance to fulfill the needs of the State of Louisiana.

PROGRAM ACTIVITIES

The Civil Division intends to develop and implement a new case management system, which will provide a quality assurance system that will track and provide oversight with true accountability of the legal professionals' work product. This new system will improve skills and effectiveness of less experienced attorneys as the use of this program will encourage attention to detail and allow for monitoring of work of less experienced trial attorneys. The new system also will create and develop a mechanism to track work processes and outputs of the division's non-legal staff.

The Civil Division provides training necessary for lawyers within the division to develop specialization in the areas of law in which they work. However, cross-training among staff is critical, and the division fosters a policy where attorneys are required to learn the general job description and responsibilities of other attorneys within their section and division.

The Civil Division defends the constitution and laws of the State of Louisiana; defends actions and proceedings on behalf of the State; and 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 receives from state and local entities and elected officials approximately 200 requests for formal attorney general opinions each year. These requests are assigned to, authored by, and reviewed by attorneys in the Civil Division.

The Civil Division maintains an average of 700 active litigation cases and averages 400 new cases per year. The Civil Division devotes an average of 10,000 hours per year on litigation cases at a rate of approximately ¼ of the cost of outsourcing to private counsel.

The Civil Division represents 67 state boards or commissions and devotes an average of 4,000 hours of attorney time in this representation each year. Many boards and commissions are small and cannot afford their own legal department or full-time attorney. Therefore, these boards and

commissions rely on the Attorney General's office for legal representation. Attorneys from the Civil Division serve in varying capacities for the boards and commissions as needed. These attorneys may act as "general counsel"; prepare and prosecute allegations against licensees accused of violating the various practice acts; or serve as hearing officer over administrative proceedings.

The Civil Division participates in the Attorney General Duty Call program which provides daily access to an attorney for the general public. The Department averages 5,000 duty calls per year. Approximately 1,200 are handled by the Civil Division. The Civil Division also handles, on average, an additional 3,000 specialized inquiries.

The Civil Division provides presentations and trainings to public entities, employees, officials, and government member associations on topics such as the following: Louisiana Public Bid Law, Louisiana Public Records Law, Louisiana Open Meetings Law, Attorney General Opinions, and Administrative Law issues. Attorneys average 60 presentations per year that reach over 5,000 attendees.

The Civil Division reviews and approves all state agency and certain local political subdivision contracts and/or resolutions related to procuring professional legal services. An average of 500 contracts and/or resolutions are received, processed and considered by the Civil Division every year. In addition, the Civil Division receives for approval approximately 30 public bond resolutions each year.

The Civil Division also reviews and approves proposed settlement agreements between DEQ and private entities.

Governmental Litigation Section

The Governmental Section defends the State of Louisiana in constitutional challenges to state laws brought in both state and federal courts. This section also defends state agencies and elected officials in injunctive proceedings, declaratory judgment actions, mandamus actions, and petitions for judicial review.

This section generally performs legal services for state and local officials in the form of rendering advisory opinions, and/or serving as statutory legal counsel to the state's justices of the peace, constables, parish board of election supervisors, and registrars of voters.

Attorney general 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 represents and/or assists a number of state boards and commissions, including but are not limited to the following: Chiropractor Examiners Board, Social Work Board, Psychology Board, Professional Counselor's Board, Private Investigator's Board, Massage Therapy Board, and Auctioneer's Board.

This Section handles reapportionment and election cases both independently and in conjunction with other state officials

This Section also provides legal representation, renders advice, and prepares educational publications and training for the state's 776 elected Justices of the Peace and Constables.

This Section approves forms used by the Secretary of State.

Lands & Natural Resources Section

This section advises and renders legal support to state agencies, levee boards, commissions, and other political subdivisions pertaining to lands, water bottoms, 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. In addition, this section administers the Department of Justice's responsibilities for disaster response matters related to cemeteries as well as representing the state on matters such as grave desecration and human remains theft.

This section represents numerous state agencies on bankruptcy matters related to oil and gas, state lands, and wildlife matters. Large components of the section's litigation are consumed by takings claims against the State arising from public works and coastal protection projects, including levee servitudes, flowage easements, and large-scale constructions.

In addition, this section represents the State in numerous licensing proceedings throughout the year to ensure that the cemeteries of this State are being operated pursuant to law. Part of this work also includes the recovery of, often, hundreds of thousands of dollars a year in cemetery trust fund underpayments or mismanagement that directly benefit consumers.

This section defends the title of the state and its political subdivisions to land and water bottoms, and safeguards the interests of the state in lands and mineral transactions involving publicly-owned lands and water bottoms. Increasingly, this section has led efforts to recover funds from various entities for the plugging and abandonment of oil and gas wells.

The section brings actions against mineral companies that owe the state for royalty underpayments.

The Lands & Natural Resources Section defends the constitutionality of statutes within its sphere of expertise.

The Lands & Natural Resources Section also authors Attorney General opinions on topics including lands, natural resources, cemeteries, coroners, and water bottoms.

The agencies and political subdivisions served by this Section include several state departments, such as the Division of Administration, the State Mineral & Energy Board, the Department of Culture, Recreation and Tourism, Louisiana Coastal Protection and Restoration Agency, the Department of Natural Resources, 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, the Governor's Office of Homeland Security and Emergency Preparedness, the Department of Health, the Louisiana Cemetery Board, the Louisiana Division of Archaeology, as well as numerous school boards, police juries, all state universities, assessors, district attorneys, and levee boards.

In addition to its legal representation, the section's personnel serve as members of the Louisiana Geographic Information Systems Council, the Statewide Cemetery Response Task Force, and the Slavery Ancestral Burial Grounds Preservation Commission.

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, the Office of State Procurement, 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.

This section reviews 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 initiates legal proceedings necessary for appointment of a fiscal administrator for political subdivisions.

This section provides an attorney general representative to the procurement support team.

This section reviews and approves hospital acquisitions.

Opinions rendered by this Section center around areas of taxation, violations of La Const. art. VII, §14, public finance, public bid law, and contracts.

Environmental Section

The Environmental 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 Environmental Section represents the Coastal Protection and Restoration Authority, State Land Office, 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 Capital Area Groundwater Conservation District, the Louisiana Professional Engineering and Land Surveying Board, Louisiana State Board of Embalmers and Funeral Directors, and other interested state agencies or subdivisions. Representation not only includes litigation counsel, but also includes general counsel, regulatory counsel (i.e. drafting and promulgating regulations), and service as hearing officer for professional regulatory boards. Further, this Section prepares opinions, analyzes legislation, and advises officials and employees of these same State agencies and other governmental entities.

The Environmental Section includes members of the Public Access Task Force and the Surface Water Sales Study Group. Staff personnel also assist the Solicitor General in preparing comments to draft federal rules and regulations and defend the interests of the State and its residents relating to federal overreach in the environmental or natural resources realm. Examples include comments or letters relating to the Clean Water Act, Clean Air Act, Endangered Species Act, and fisheries management.

This Environmental 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. The Environmental Section plays an important role in the administration of the Red River Compact and Sabine River Compact and protection of the State's water by providing legal counsel to the State's delegates

The Environmental Section attends 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 education law. 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.

The Interagency Transfer Section includes administration of attorneys in other state departments, including Work Force Commission. 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.

AUTHORIZATION FOR GOAL(S):

LA Constitution, Article	LA R.S. 18:64
IV, Section 8	LA R.S. 18:423
LA R.S. 8:69	LA R.S. 18:1300.2
LA R.S. 8:663	LA R.S. 18:1472
LA R.S. 13:2593	LA R.S. 25:349
LA R.S. 13:4448	LA R.S. 25:938
LA R.S. 13:5107	LA R.S. 25:955
LA R.S. 13:5108.1	LA R.S. 30:132
LA R.S. 13:5108.4	LA R.S. 30:2015
LA R.S. 17:41	LA R.S. 30:2525
LA R.S. 17:1818	LA R.S. 30:2033
LA R.S. 18:18	LA R.S. 2050.7

LA R.S. 30:2458	LA R.S. 39:1672.2
LA R.S. 33:1181	LA R.S. 39:2165.1
LA .RS 36:701	LA R.S. 40:2019
LA R.S. 36:702	LA R.S. 40:2115.13
LA R.S. 37:154	LA R.S. 41:1701.1
LA R.S. 37:711.24	LA R.S. 42:65
LA R.S. 37:2153	LA R.S. 42:262
LA R.S. 37:2663	LA R.S. 44:31.2
LA R.S. 37:2717	LA R.S. 46:439.3
LA R.S. 37:3721	LA R.S. 49:251
LA R.S. 38:2193	LA R.S. 49:251.1
LA R.S. 38:2838	LA R.S. 49:253
LA R.S. 38:2083	LA R.S. 49:254
LA R.S. 38:3087.83	LA. R.S. 49:255
LA R.S. 39:98.4	LA. R.S. 49:256
LA R.S. 39:1352	LA R.S. 49:257
LA R.S. 39:1401	LA R.S. 49:258
La. R.S. 39:1496	LA R.S. 49:259
LA R.S. 39:1565	LA R.S. 49:314
LA R.S. 39:1626	

PROGRAM GOAL

- I. The Department of Justice will provide superior legal and professional services to the State of Louisiana and its citizens. As necessary for the assertion or protection of any right or interest of the state, this division will institute, prosecute, or intervene in any civil action or proceeding.

GOAL I

- II. **The Department of Justice will provide superior legal and professional services to the State of Louisiana and its citizens.** As necessary for the assertion or protection of any right or interest of the state, the Civil Division will institute, prosecute, or intervene in any civil action or proceeding.

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 60-day response time for research and writing opinions by June 30, 2025.
- Objective I.2: Through the Civil Division, to retain in-house 98% of the litigation cases received each fiscal year by June 30, 2025.
- 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, 2025.
- 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, 2025.

Objective I.1: Maintain an average of 60-day response time for research and writing opinions by June 30, 2025.

Strategies

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

Performance Indicator

INPUT

- # of opinions requested
- # of opinions withdrawn
- # of hours devoted to opinions

OUTPUT

- # of opinions released

OUTCOME

- Average response 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, 2025.

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 handled in-house
- # of hours devoted to litigation

OUTPUT

- # of cases contracted to outside firms

OUTCOME

- % of cases handled in-house each fiscal year

Justification

The Attorney General's Office is statutorily mandated to provide legal representation in many of the cases handled by this division and has the power and authority to handle other litigation. 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

The Attorney General's Office is statutorily mandated to represent some of these boards and commissions. Other boards and commissions choose to procure attorneys with the Attorney General's office due to our expertise in this area of the law. There are not that many private sector attorneys that specialize in this area of the law. 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. 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, 2025.

Strategies

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

Performance Indicator

INPUT

- # of contracts processed
- # of resolutions processed
- # of public bond approvals (TEFRAs) processed

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. The Attorney General's Office is statutorily mandated to approve contracts, resolutions for professional legal services.

Benchmarking

This is a standard and will not need benchmarking.

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, 2025.

Strategies

I.6.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, within 15 days following the end of each monthly billing cycle by June 30, 2025.

TOBACCO SECTION

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, notify violators of violations within 15 days, when applicable, and re-inspect within 6 months each fiscal year by June 30, 2025.

Objective I.9: 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, 2025.

EQUAL HOUSING OPPORTUNITY SECTION

Objective I.10: Qualify for full payment from HUD on 50% of processed fair housing complaints each fiscal year by June 30, 2025.

CONSUMER PROTECTION SECTION

Sub-Goal > Ensure a fair and safe commercial environment for LA citizens, consumers, and businesses.

Objective I.11: Respond to 100% of verified consumer disputes within 15 days of receipt by June 30, 2025.

Objective I.12: Close 85% of verified consumer complaints within 90 days of receipt by June 30, 2025.

GOAL II

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

DOMESTIC VIOLENCE

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

Objective II.1: To provide violence, abuse, and sexual harassment in-service training to 1,500 law enforcement officers by June 30, 2025.

Objective II.2: To provide violence, abuse, and sexual harassment training to 1500 non-DOJ personnel by June 30, 2025.

Objective II.3: To distribute 5000 juvenile crime prevention awareness materials to students and community agencies by June 30, 2025.

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.4: To provide in-service Human Trafficking trainings to 250 law enforcement personnel by June 30, 2025.

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.

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 , notify violators of violations within 15 days, when applicable, and re-inspect within 6 months each fiscal year by June 30, 2025.

Strategy I.8.a: Hold quarterly 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 6 months of the

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.

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

OUTCOME

- # of violation notices sent within 15 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 bondholders.

Objective I.9: Through the Tobacco Section, the DOJ shall solicit and/or perform 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, 2025.

Strategies

I.9.a: Actively solicit opportunities to make presentations by contacting a variety of non-profit entities, including schools and other agencies.

Performance Indicator

OUTCOME

- # of tobacco presentations solicited and/or performed by the DOJ

Justification

One of the public health goals and overall purposes of the Master Settlement Agreement is the reduction of youth smoking and exposure to tobacco products.

Benchmarking

Other state agencies may track the contents of this Objective; however, the goals of the Master Settlement Agreement are unique to the purposes of the Tobacco Section.

Primary Persons Benefiting

State of Louisiana, the general public, and tobacco industry.

Objective I.10.a: Commence complaint proceedings, complete investigations, issue determinations, and make final administrative dispositions in a timely manner as required by HUD.

Strategies

I.10.a.1: Process Fair Housing complaints within 5 days of completion of inquiry and have notification letters sent to all parties.

I.10.a.2: Investigation completed within 100 days from date of receipt. If impractical to do so, 100-day letters sent out to all parties indicating the reason for the delay and reason noted in HEMS.

I.10.a.3: Complete cause and no cause cases within 100 days. If impractical to do so, 100-day letters sent out to all parties indicating the reason for the delay and reason noted in HEMS.

I.10.a.4: Prepare final investigative reports for all complaints.

I.10.a.5: If a cause determination is made, a suit shall be filed within 60 days of the case closure date in the parish in which the action occurred.

Performance Indicator

INPUT

- # of fair housing complaints received

OUTPUT

- # of cases processed and notification letters sent within 5 days of completion of inquiry
- # of investigation completed 100 days or 100-day letters sent to all parties with reason for delay noted in HEMS
- # of cases of cause and no cause cases completed within 100 days or 100-day letters sent to all parties with reason for delay noted in HEMS
- # of final investigative reports prepared
- # of suits filed within 60 days of a cause case closure date

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 Louisiana Equal Housing Opportunity Act. The LDOJ receives funding from HUD each year pursuant to a Cooperative Agreement with HUD. As of

March 25,2019, this funding is largely performance-based. 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 case closure that the LDOJ processes. HUD reviews each Fair Housing case closure processed by the LDOJ 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.10.b.: Close a minimum of 50 Fair Housing complaints each fiscal year by June 30.

Strategies

I.10.b.1: Follow the LDOJ Fair Housing Equal Opportunity Action Plan to ensure timely case processing.

I.10.b.2: Compliance Officers shall complete weekly self-assessments to monitor progress of investigations. The self-assessments will be reviewed with the Section Chief in the weekly individual Compliance Officer meeting.

Performance Indicator

INPUT

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

OUTPUT

- #of cases closed administratively
- # of cases closed by conciliation
- # of cases closed in which cause or no cause

EFFICENCY

- # of cases open with no activity within 10 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 Louisiana Equal Housing Opportunity Act. The LDOJ receives funding from HUD each year pursuant to a Cooperative Agreement with HUD. As of March 25,2019, this funding is largely performance-based. HUD currently pays per

closure type: \$3,200 conciliations; \$3,000 cause or no cause; and \$1,500 administrative closures.

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 case closer that the LDOJ processes. HUD reviews each Fair Housing case closure by the LDOJ prior to making any payment.

Primary Person Benefiting

The public benefits if the LDOJ correctly completes the HUD requirements for a Fair Housing case closure which results in higher number of case closure payments. The LDOJ benefits the more HUD approved Fair Housing case closures because it results in greater amounts of funding from HUD.

Objective I.10.c: Provide Fair Housing education and outreach efforts as well as provide Fair Housing outreach materials as required by HUD.

Strategies

- I.10.c.1:** Conduct a minimum of 4 2-hour Fair Housing Trainings each fiscal year at the Office of the LDOJ for individuals to receive Fair Housing Certifications.
- I.10.c.2:** Provide a 2-hour Fair Housing Training Webinar. The Webinar will be available on the LADOJ website 24-hours a day for all individuals to receive Fair Housing Certifications.
- I.10.c.3:** Distribute Fair Housing booklets and pamphlets during training and upon request.

Performance Indicator

OUTPUT

- # of Fair Housing Trainings scheduled
- # of Fair Housing Training Webinar taken
- # of Fair Housing booklets and pamphlets printed

OUTCOME

- # of persons attending Fair Housing Training
- # of persons completing the Fair Housing Training Webinar
- # of Fair Housing booklets and pamphlets distributed

Justification

The LDOJ is authorized by the U.S. Department of Housing and Urban Development (HUD) to enforce 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 education and outreach activities to advise consumers, the business community, and the general public

about the provisions of Fair Housing law and their rights under such law. The purpose of this indicator is to assure that HUD requirements for education and outreach activities are met.

Benchmarking

The section is required to meet education 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 the State Fair Housing law.

Objective I.11: Respond to 100% of verified consumer disputes within 15 days of receipt by June 30, 2025.

Strategies

I.11.a: Maintain and monitor computer applications to support consumer dispute processing and resolution.

Performance Indicator

INPUT

- # of verified consumer disputes received

OUTPUT

- # of verified consumer disputes responded to within 15 days of receipt

OUTCOME

- % of verified consumer disputes that are responded to within 15 days of receipt

Justification

Improve the efficiency and effectiveness of the consumer dispute process.

Primary Persons Benefiting

Citizens, consumers, and businesses.

Objective I.12: Close 85% of verified consumer complaints within 90 days of receipt by June 30, 2025.

Strategies

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

Performance Indicator

INPUT

- # of verified consumer complaints received

OUTPUT

- # of verified consumer complaints closed within 90 days of receipt

OUTCOME

- % of verified consumer complaints that are closed within 90 days of receipt⁴

Justification

Improve the efficiency and effectiveness of the complaint process.

Primary Persons Benefiting

Citizens, consumers, and businesses.

⁴ Include only cases from the previous quarter(s) that have reached their 90 day anniversaries.

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 in-service training to 1,500 law enforcement officers by June 30, 2025.

Objective II.2 To provide violence, abuse, and sexual harassment awareness training to 1500 non-DOJ personnel by June 30, 2025.

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, 2025.

Objective II.1 To provide violence, abuse, and sexual harassment in-service training to 1,500 law enforcement officers by June 30, 2025.

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 and abuse 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 training to 1500 non-DOJ personnel by June 30, 2025.

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.

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.5

To provide in-service Human Trafficking trainings to 250 law enforcement personnel by June 30, 2025.

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, 2025.

Objective III.2 Bring 85% of consumer and business complaints of insurance fraud to resolution within 90 days by June 30, 2025.

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, 2025.

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 60 days by June 30, 2025.

OUTCOME

- % 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, 2025.

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

PROGRAM: CRIMINAL DIVISION

MISSION

The Criminal Division of the Louisiana Department of Justice safeguards the rights of the citizens of the State of Louisiana by providing prompt, professional, and ethical prosecutions of criminal matters referred to this division. The Criminal Division also investigates violations of criminal laws, maintains governmental integrity, assists and advises local district attorneys in the analysis and prosecution of criminal cases, and protects and serves the public.

PROGRAM ACTIVITIES

The Criminal Division fulfills the following duties:

1. Conducts or assists in criminal prosecutions;
2. Acts as an advisor to district attorneys, the legislature, and law enforcement entities;
3. Processes extraditions;
4. Represents the State of Louisiana in appellate cases;
5. Defends federal *habeas corpus* proceedings;
6. Defends criminal's post-conviction challenges;
7. Defends constitutional challenges;
8. Processes expungements;
9. Files *amicus curiae* on behalf of the state of Louisiana on issues of state-wide importance; and
10. Prepares attorney general opinions concerning criminal law;

Additionally, the Criminal Division is comprised of the following sections and unit:

1. General Prosecution;
2. Appeals and Special Services;
3. Sexual Predator Apprehension Team;
4. Insurance Fraud Support Unit;
5. Medicaid Fraud Control Unit.

General Prosecutions Section

The General Prosecution Section prosecutes violations of all criminal laws of the state by conducting or assisting in criminal prosecutions pursuant to the recusal or request of district attorneys. This section prosecutes cases, including but not limited to, 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) a liaison between all 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, (4) constitutional challenges, and (5) Attorney General opinions in matters of criminal law.

Sexual Predator Apprehension Team

The Sexual Predator Apprehension Team (SPAT) supervises the statewide implementation and enforcement of Louisiana's sex offender and child predator registration and notification laws applicable to over 13,000 registered sex offenders and child predators. SPAT works with federal, state, and local investigative resources, and the public, ensuring that offenders meet their registration requirements, or imposing the criminal consequences for failure to adhere to the statutory mandate. In addition, SPAT is responsible for ensuring substantial compliance with the federal Adam Walsh Act by advising the legislature when changes are proposed to Louisiana's registration and notification laws and reporting any changes to the U.S. Department of Justice. Furthermore, SPAT provides trainings and consultations to law enforcement, prosecutors, and other state and federal agencies related to sex offender and child predator registration and notification requirements. Lastly, SPAT manages all litigation related to the application of sex offender registration and notification laws and calculates official registration end dates for particular offenders who are not required to register for a lifetime.

The authorities and duties of SPAT are set forth in LSA –R.S. 15:544(E), 15:544.1, and 15:544.2, and 15:552.

Insurance Fraud Support Unit

The Insurance Fraud Support Unit fulfills three primary responsibilities: providing legal advice and consultation to the other two task force agencies (the Louisiana State Police and the Louisiana Department of Insurance) in insurance fraud matters; prosecuting individuals charged with insurance fraud; and presenting insurance fraud information and training to the insurance industry, as well as other state and federal agencies.

The primary objective of the Assistant Attorneys General (in the Criminal Division of the) Louisiana Department of Justice's Insurance Fraud

Support Unit is to provide superior legal representation to the Louisiana Department of Insurance and the Louisiana State Police in insurance fraud investigations and prosecutions. Attorneys assigned to the Insurance Fraud Support Unit (in the Criminal Division of the Louisiana Department of Justice) prosecute violations of Louisiana's criminal laws under Titles 14, 22, 23, and 47, by conducting, or assisting in, criminal prosecutions, upon the refusal or request for assistance by local district attorneys, and providing legal support to law enforcement agencies investigating criminal insurance fraud.

Medicaid Fraud Control Unit

In Louisiana, the responsibility to investigate and prosecute provider fraud is assigned to the Medicaid Fraud Control Unit of the Department of Justice.

The U.S. Department of Health and Human Services, the Louisiana Department of Health and Hospitals, the Medicaid Fraud Tip Hotline, and other sources serve as the initial entry point for Medicaid fraud complaints.

The U. S. Department of Health and Human issues regulations requiring 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.

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 defending 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 criminal 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.

The Investigation Division (LBI) is currently divided into four sections.

Investigation Section - Special Investigation Unit

The Special Investigation Unit is responsible for the investigation of alleged violations of the criminal laws of this state. The Special Investigation Unit conducts criminal investigations involving public corruption, institutional fraud, Medicaid recipient fraud, and the violation of various other criminal laws. This Unit also responds to the numerous requests for investigative assistance from local, state or federal governmental agencies.

The Special Investigation Unit 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.

Investigation Section - Trial Unit

The Trial Unit provides investigative services to the attorneys in the Criminal Division to include follow-up and support on criminal prosecution cases, locating witnesses, providing security for witnesses, witness management at court proceedings, testifying on behalf of the state, and trial evidence management.

Investigation Section – Fugitive Apprehension Unit

The Fugitive Apprehension Unit was created as the LADOJ 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 for the purpose of assisting local law enforcement agencies in locating and apprehending fugitives from justice. 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.

Cyber Crime Unit (ICAC and Forensic Lab)

The CCU 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 CCU includes the first state computer forensic center and provides forensic examinations of digital evidence to the LADOJ, as well as 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 CCU Forensic Lab also works cases involving online auction fraud, death investigations, domestic violence, economic fraud including online fraud and counterfeiting, email threats, harassment and stalking, extortion, identity theft, narcotics, prostitution, human trafficking, software piracy, and telecommunications fraud. CCU also provides training to local law enforcement and gives public service presentations in regard to technology based crimes and internet safety throughout the State of Louisiana.

Although evidence is received and processed for all criminal matters from within the Investigation Division and outside law enforcement agencies, the evidence room is managed and supervised by the CCU Forensic Lab manager. All evidence is documented and stored in secure evidence rooms located within the LADOJ, adhering to strict internal policies and procedures. As part of the internal controls, the evidence room is audited on a yearly basis.

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: The Criminal Division will prosecute, in-house, 95% of cases received through recusal by June 30, 2025.

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: The Insurance Fraud Support Unit of the Criminal Division will 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, 2025.

MEDICAID 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: The Medicaid Fraud Control Unit of the Criminal Division will open 250 investigations of provider fraud and patient abuse annually by June 30, 2025.

Objective I.4: The Medicaid Fraud Control Unit of the Criminal Division will notify complainants in 90% of opened cases within 5 working days of complaint.

each fiscal year by June 30, 2025.

SEXUAL PREDATOR APPREHENSION TEAM

Sub-Goal > *To oversee the statewide implementation and enforcement of Louisiana's sex offender and child predator registration and notification laws.*

Objective I.5: The Sexual Predator Apprehension Team of the Criminal Division will provide written notice to offenders within 30 days from the date on which the Department of Justice posts its determination of the registration and notification period end date to the offender's file in the Sex Offender and Child Predator Registry by June 30, 2025.

Objective I.6: The Sexual Predator Apprehension Team of the Criminal Division will respond to 95% of petitions filed by offenders seeking relief from registration within 30 days of receipt of the petition by June 30, 2025.

Objective I.7: The Sexual Predator Apprehension Team of the Criminal Division will provide in-service trainings to law enforcement and other agencies possessing a role in sex offender and child predator registration within 60 days of a request for training by June 30, 2025.

Objective I.8: The Sexual Predator Apprehension Team of the Criminal Division will respond to requests for consultation within 45 days of receipt of the request or receipt of all information necessary to respond to the request, whichever is later by June 30, 2025.

Objective I.1: The Criminal Division will prosecute 95% of cases received through recusal by June 30, 2025.

Strategies

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

Performance Indicator

INPUT

- Number of cases opened
- Number of cases refused due to conflict
- Number of cases closed
- Number of recusals received
- Number of requests for assistance
- Number of parishes served

EFFICIENCY

- Number of cases received by recusal and retained and handled in-house.

OUTCOME

- Percentage of new cases received by recusal that are retained and handled in-house

Justification

Timely response to cases received is necessary to show the Attorney General's office is efficient and effective in prosecuting cases for the State of Louisiana, furthering our stance of running a thriving governmental entity by prosecuting cases in-house and only referring cases to outside agencies when ethically bound to do so.

Benchmarking

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

Primary Person Benefiting

Louisiana citizens, the general public, and the Louisiana Department of Justice are beneficiaries.

Objective I.2: The Insurance Fraud Support Unit of the Criminal Division will provide legal support to law enforcement agencies investigating criminal insurance fraud referrals by responding to requests for legal consultation within two working days. Furthermore the Insurance Fraud Support Unit will attend the Louisiana State Police Insurance Fraud Unit monthly intelligence sharing meeting 90% of the time by June 30, 2025.

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

- Number of requests for legal consultation
- Number of scheduled intelligence sharing meetings

OUTPUT

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

OUTCOME

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

Justification

Timely response to informal complaints is necessary to show the Attorney General's Office is efficient and effective in handling cases for the State of Louisiana, furthering our stance that more cases should be handled in-house to save money 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

The citizens of Louisiana, public officials, other state agencies, and the Department of Justice employees will benefit from this objective.

Objective I.3: The Medicaid Fraud Control Unit of the Criminal Division will open 250 investigations of provider fraud and patient abuse annually by June 30, 2025.

Strategies

I.3.a: The Medicaid Fraud Control Unit will perform outreach to law enforcement, healthcare providers, professional organizations and community organizations to encourage reporting of provider fraud and patient abuse.

Performance Indicator

OUTPUT

- Number of cases opened
- Number of arrests
- Number of convictions
- Number of civil cases settled
- Total amount of restitution ordered for the Medicaid Program
- Total amount of restitution collected for the Medicaid Program
- Total other amounts ordered
- Total other amounts collected

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. Comparisons of performance are based on collected data from other similarly situated units in other states.

Primary Persons Benefiting

The citizens of Louisiana, public officials, other state agencies, and the Department of Justice employees are beneficiaries of this goal.

Objective I.5: The Sexual Predator Apprehension Team of the Criminal Division will provide written notice to offenders within 30 days from the date on which the Department of Justice posts its determination of the registration and notification period end date to the offender’s file in the Sex Offender and Child Predator Registry by June 30, 2025.

Strategies

I.5.a: Use Sex Offender and Child Predatory Registry to determine registration and notification end dates.

I.5.b: Use management system to track written notices.

Performance Indicator

INPUT

- Number of offenders reviewed.

OUTPUT

- Number of written notices sent.

OUTCOME

- Number of written notices provided by the Department of Justice within 30 days from date the determination is posted.

Justification

Timely providing offenders with written notice is required by LSA—R.S. 15:544.2 and is necessary for enforcement of the statutes related to registration of sex offenders and child predators. It is also necessary to show that the Attorney General’s Office effectively administers and monitors the registration of and notification by sex offenders and child predators.

Benchmarking

We are the model in the State of Louisiana. No other agency reviews offenders’ criminal histories and registration histories and posts a prospective registration and notification period end date.

Primary Person Benefiting

The citizens of Louisiana, public officials, other state agencies and the Louisiana Department of Justice are beneficiaries of this goal.

Objective I.6: The Sexual Predator Apprehension Team of the Criminal Division will respond to 95% of offenders’ petitions seeking relief from registration within 30 days of receipt by June 30, 2025.

Strategies

I.6.a: Use management system to log notice of petition and response.

Performance Indicator

INPUT

- Number of petitions received.

OUTPUT

- Number of responses to petitions.

OUTCOME

- Percentage of petitions for relief responded to by the Department of Justice within 30 days of receipt.

Justification

Responding to these petitions is required by statute. See LSA—R.S. 15:544(E), R.S. 15:544.1 and R.S. 15:544.2 require a response to these petitions.

Benchmarking

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

Primary Person Benefiting

The citizens of Louisiana, public officials, other state agencies, and the Louisiana Department of Justice are beneficiaries of this goal.

Objective I.7: The Sexual Predator Apprehension Team of the Criminal Division will provide in-service trainings to law enforcement and other agencies having a role in sex offender and child predator registration within 60 days of a request for training by June 30, 2025.

Strategies

I.7.a: Use management system to log requests for trainings and dates of trainings.

Performance Indicator

INPUT

- Number of requests for trainings received.

OUTPUT

- Number of trainings provided.

OUTCOME

- Number of trainings provided by the Department of Justice within 60 days of request.

Justification

LSA—R.S. 15:552 requires SPAT to provide trainings to law enforcement and other agencies having a role in sex offender and child predator registration. This action is necessary to protect the citizens of the State of Louisiana by ensuring all required agencies are knowledgeable of the requirements of the law and any yearly updates.

Benchmarking

This is a standard and will not need benchmarking. Providing trainings to law enforcement and other agencies having a role in sex offender and child predator registration is vital to implementation and enforcement of the law.

Primary Person Benefiting

The citizens of Louisiana, public officials, other state agencies, and the Louisiana Department of Justice are beneficiaries.

Objective I.8: The Sexual Predator Apprehension Team of the Criminal Division will respond to requests for consultation within 45 days of receipt of the request or receipt of all information necessary to respond to the request, whichever is later, by June 30, 2025.

Strategies

I.8.a: Use management system to log requests for consultation and responses to requests.

Performance Indicator

INPUT

- Number of requests for consultation received.

OUTPUT

- Number of responses to requests for consultation.

OUTCOME

- Number of responses made to requests for consultation within 45 days of the request or receipt of all information necessary to respond to the request, whichever is later.

Justification

Timely response to requests for consultation is necessary to show the Attorney General's Office is efficient and effective in providing assistance in the enforcement of our registration and notification laws as required by LSA—R.S. 15:552(3).

Benchmarking

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

Primary Person Benefiting

The citizens of Louisiana, public officials, other state agencies, and the Louisiana Department of Justice are beneficiaries.

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, 2025.
- Objective I.6: Complete 1,500 Forensic Lab examinations by June 30, 2025.
- Objective I.7: Investigate 1,000 non-ICAC CCU complaints by June 30, 2025.
- Objective I.8: Initiate or assist in 500 investigations per fiscal year by June 30, 2025.
- Objective I.9: Initiate or assist in 50 fugitive apprehensions per fiscal year by June 30, 2025.

Objective I.5: Generate 240 Internet Crimes against Children cases by June 30, 2025.

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 CCU 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 Cyber 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, 2025.

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 investigations and representation in an area of law enforcement which remains virtually uncharted in the State of Louisiana.

Benchmarking

We are the model in the State of Louisiana. There is no other law enforcement agency currently investigating Cyber 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.7: Investigate 1,000 non-ICAC CCU complaints by June 30, 2025.

Strategies

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

Performance Indicator

INPUT

- # of non-ICAC CCU complaints received and reviewed

OUTPUT

- # of non-ICAC CCU complaints assigned for investigation

OUTCOME

- # of non-ICAC CCU complaints where investigation is completed
- # of cases opened as a result of a non-ICAC CCU 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 Cyber 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.8: Initiate or assist in 500 investigations per fiscal year by June 30, 2025.

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 assistance from other 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 LADOJ 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 30,2025.

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 for fugitive apprehension assistance from law enforcement agencies
- # of cases opened

OUTPUT

- # of total closed investigations

OUTCOME

- # of fugitive apprehension arrests
- # of outstanding warrants cleared
- # of outstanding warrants

Justification

Timely response to cases received is necessary to show that the LADOJ 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.

MISSION

The mission of the Litigation Program is to provide legal representation to the State of Louisiana through the Office of Risk Management (ORM), and universities which are exempted from ORM coverage, in accordance with LSA-R.S. 17:3139.5. The Litigation Program defends its departments, agencies, boards and commissions along with their officers, officials, employees and agents in all claims covered by the State Self-Insurance Fund, including all tort claims, whether or not covered by the Self-Insurance Fund.

The state's tort liability exposure is far greater than that in the private sector, both in dollar amount, and in the variety of claims asserted, examples of which 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 minor worker's compensation claims, to complex multi-district federal litigation which could involve hundreds of suits and/or parties leading to hundreds of millions of dollars of exposure. The estimated attorneys' fees claims alone range from less than five hundred dollars up to hundreds of thousands of dollars.

PROGRAM ACTIVITIES

The Litigation Program provides legal and professional services for the state in all claims through the Office of Risk Management (ORM), and to universities exempted from ORM coverage as outlined in LSA-R.S. 17:3139.5, including all tort claims filed against the state.

The Litigation Program is headquartered in Baton Rouge. The Baton Rouge Office is subdivided into ten (10) designated sections, which are: Executive, Executive Administration, Case Administration, Appeals, Civil Rights, General Liability, Medical Malpractice, Road Hazards, Transportation and Workers' Compensation. The Litigation Division maintains five (5) regional offices in Alexandria, Lafayette, Monroe, New Orleans and Shreveport.

BATON ROUGE OFFICE:

Executive Section

The Executive Section consists of the Director, three Deputy Directors, an Associate Deputy Director, Special Litigation Counsel, two Administrative Assistants and one Executive Secretary. The Director is responsible for the overall daily operations of the entire division, and long term planning and goals for the division. The Director is also responsible for providing up to date information to the Attorney General and to the Chief Deputy Attorney General on behalf of the Litigation Division, keeping them apprised of all critical matters within the division. The Director works in conjunction with the Administrative Division in managing employee and personnel matters within the Litigation Division.

All sections and regional offices report to the Director using the agency's established chain of command, which flows from the sections and regional office chiefs to the Deputy Directors, and ultimately, to the Director. The Executive Section, under the direction and guidance of the Director, leads the regional offices with respect to office management, procedures and protocol. The three Deputy Directors, the Special Litigation Counsel and the Associate Deputy Director, report to the Litigation Division Director. They provide managerial and case leadership, and lend support, on a daily basis, to their designated sections and regional offices throughout the Division.

Special Litigation Counsel defends the State's Judiciary, the Disciplinary Counsel, Judiciary Commission, and other complex litigation. Special Litigation Counsel defends cases involving specialized litigation issues while working with other divisions and contract counsel. The Special Litigation Counsel additionally handles special projects at the request of the Attorney General, the Chief Deputy Attorney General and the Director.

Executive Administration Section

The Executive Administration Section consists of the Associate Deputy Director, the Property Manager, the Assistant Property Manager, the Baton Rouge Office Receptionist and the Student Workers assigned to the Baton Rouge office of the Litigation Division.

The Associate Deputy Director is responsible for the overall daily operations of the Executive Administration Section. The Associate Deputy Director oversees the the day-to-day handling and maintenance of

the Division's property and inventory, in addition to lending assistance and guidance to the Property Manager. The Associate Deputy Director is also responsible for the supervision of the Receptionist in the Baton Rouge Office as well as managing the Student Workers assigned to the Baton Rouge Litigation Division. The Associate Deputy Director supervises the Case Administration Section and works with the Section's attorney relative to determining risk analysis and La R.S. 13:5108.1 determinations for each case within the Litigation Division.

Case Administration

The Case Administration Section processes all incoming cases into the Litigation Division. All case data is maintained in an electronic tracking system, in which pertinent case information is logged and monitored during the litigation process, up until the conclusion of each case. The Case Manager works with the Section's support staff and monitors the day-to-day operations and data entry into Litigation Division's case tracking system. A new electronic tracking system was implemented to make this process more reliable as well as to ensure accountability. The Case Administration attorneys focus specifically on case intake tasks which include risk analysis research and La. R.S. 13:5108.1 determinations for each new case received by the Litigation Division.

Appeals Section

In Fiscal year 2018-19 the Appeals Section was created to handle the appellate work for all in-house cases throughout the Litigation Division. The Appeals Section specializes in litigation as it pertains to the appellate process, including filing Writs and appeals on behalf of State defendants. The Appeals Section manages all aspects of appellate work, including, research, preparation of briefs and oral arguments and trial preparation. The Section is staffed by designated employees throughout the Litigation Division and as such, the Division will benefit by each of our offices having their own in-house appellate specialist, who is familiar with the regional area in which they practice, as well as being able to easily share case information. This new section is in the early stages of implementation, but by the end of 2019, we expect to have all of the Division's in-house Appeals and Writs handled within the Appeals Section.

Civil Rights Section

The Civil Rights Section provides legal representation to the state, state agencies, state officials and state employees in litigation seeking monetary damages brought under virtually all state and/or federal statutory schemes relating to employment and employment discrimination. This includes,

but is not limited to, claims brought pursuant to Title VII, the Americans with Disabilities Act, the Age Discrimination in Employment Act, and the parallel state statutes contained in Title 23 of the Revised Statutes. The Section also provides legal representation to the Louisiana Department of Corrections, its officials and employees in civil rights actions brought by prisoners under 42 U.S.C. § 1983 and the Religious Land Use and Institutionalized Persons Act, as well as other claims brought pursuant to state law. Assistant Attorneys General within this section defend claims against the State that are framed as violations of both the United States and Louisiana Constitutions. The Assistant Attorneys General within the Section monitor and defend claims for attorney fees under 42 U.S.C. § 1988 and other parallel statutes.

Civil Rights attorneys participate with the National Association of Attorneys General (NAAG) in providing and discussing civil rights issues prevalent across the country.

General Liability Section

The General Liability Section defends all State agencies and their employees sued for monetary damages arising from all types of incidents which do not come under the purview of any other section in the Litigation Division.⁵ The types of claims are as varied as the agencies involved, such as falls on state property, prisoner claims based on state law, veterinary malpractice claims against the LSU School of Veterinary Medicine, suits against the Department of Child and Family Services as well as injuries which occur on state owned vessels.

General Liability attorneys work closely with risk managers, general counsel and in-house counsel at departments, universities and agencies throughout the state.

Medical Malpractice Section

The Medical Malpractice Section defends the interests of the State and all State health care providers as defined by *La. R.S. 40:1237.1* against claims of alleged medical malpractice. Lawyers from this section defend the State through the Medical Review Panel process. In the event the suit is subsequently filed in District Court, the attorneys defend through the entire litigation process including hearings, trials and appeals. The

⁵ Due to the vast amount of General Liability cases handled on behalf of the State, it was necessary to create another unit to specifically handle general liability cases arising from automobile accidents in which state employees are involved. In Fiscal Year 2018-19 the Transportation Section was created to handle these cases. See *Transportation Section* paragraph on page 72 of this document.

Alternative Dispute Resolution process is used to mediate or negotiate favorable settlements in appropriate cases.

The Medical Malpractice Section, represented by Assistant Attorneys General throughout the State, offers lectures to Louisiana State University Health Sciences Center staff and residents. These educational events familiarize the States' doctors and doctors-in-training with the legal system and how best to minimize potential liability.

Road Hazard Section

The Road Hazard Section defends the interests of the Department of Transportation and Development (DOTD) in tort claims where a condition of the roadway is considered to have caused or contributed to an accident. This Section also defends the DOTD when a roadway condition is alleged to have caused real property damage, i.e., flood damage. Additionally, the section defends issues concerning the Railroad Safety Program under 23 U.S.C. 130 and 23 U.S.C. 409 with respect to both on-system and off-system railroad crossings.

Our attorneys provide updated training and education to DOTD employees who are called upon to assist in preparing cases for trial and to testify in depositions and at trial court appearances. This same training is offered to any new DOTD employees to ensure that they are educated on current DOTD policy. Our attorneys also provide training and education to the Railroad Police Association on topics such as how the law relates to Louisiana Police as well as providing legislative updates.

The section has maintained and expanded a databank of expert witnesses for accident reconstruction, engineers for highway safety, maintenance, construction, and traffic operations; and experts in impairment of motorists by drugs and alcohol.

Transportation Section

In Fiscal year 2018-19 the Transportation Section was created as a new section within the Litigation Division. As previously stated, (see footnote no.5), cases relative to automobile accidents were separated from the General Liability Section and transferred to the newly created Transportation Section which allows for specialized representation of state covered defendants involved in automobile related actions. These types of claims are as varied as the agencies involved, such as vehicle accidents involving state employees in the course of employment. The Transportation Section attorneys also work closely with risk managers, general counsel and in-house counsel at departments, universities and agencies throughout the state.

Workers' Compensation Section

The Workers' Compensation Section defends and protects the interests of the State of Louisiana and all of its agencies in workers' compensation, subrogation, and Second Injury Board litigation. This Section represents the State in suits filed by injured State employees against their respective State agencies as a result of issues related to benefits payable under the Workers' Compensation Act.

The Section also pursues subrogation actions in various district courts on behalf of the State of Louisiana. Some are matters seeking to recover workers' compensation benefits paid to employees where the injury to the employee was caused by the negligence of a third party.

Additionally, the Workers' Compensation Section pursues reversal of Second Injury Board denials of reimbursement for workers' compensation benefits paid by the State to injured State employees. Generally, under the provisions of R.S. 23:1371, et. seq. and/or R.S. 23:1377, et. seq., employers who are required to pay workers' compensation benefits to an employee who, prior to the work injury, had a pre-existing condition/disability, may be entitled to reimbursement of those workers' compensation payments from the Second Injury Fund if certain criteria are met.

The Workers' Compensation Section Chief is the Attorney General's designee for the Pinecrest Workplace Violence and Employee Injury Task Force which was set forth in SCR 112 of the 2018 Regular Session of the Legislature. The Section Chief also frequently gives lectures at the Louisiana Workforce Commission educational conferences.

REGIONAL OFFICES

The Litigation Division has five (5) regional offices which are located in Alexandria, Lafayette, Monroe, New Orleans and Shreveport which provide legal representation for the State of Louisiana through the Office of Risk Management (ORM), and universities which are exempted from ORM coverage, in accordance with LSA-R.S. 17:3139.5. All Regional Offices are headed by a Regional Office Chief.

Alexandria Office

The Alexandria Regional Office covers eleven (11) parishes across North and Central Louisiana including: Avoyelles, Catahoula, Concordia, Grant, LaSalle, Natchitoches, Rapides, Sabine, Vernon, Beauregard and Allen. The Service area includes two (2) DOTD Districts, three (3) major hospitals, and two (2) four-year universities, as well as numerous parish

health units and clinics, community colleges, and other agencies. This office handles every aspect of suits filed by and against the State of Louisiana, its Departments, Divisions, Boards, and employees, in State and Federal courts, involving the areas of Road Hazards, General Liability, Transportation, Workers' Compensation, Civil Rights, Medical Malpractice, Subrogation, and Intervention.

Lafayette Office

The Regional Litigation Office in Lafayette serves eleven (11) parishes in southwest Louisiana: Lafayette, Calcasieu, Evangeline, St. Landry, St. Martin, Acadia, St. Mary, Iberia, Vermilion, Cameron, and Jefferson Davis Parish. This office handles every aspect of suits filed by and against the State of Louisiana, its Departments, Divisions, Boards, and employees, in State and Federal courts, involving the areas of Road Hazards, General Liability, Transportation, Workers' Compensation, Civil Rights, and Medical Malpractice.

The attorneys in this regional office regularly defend the following agencies: Louisiana State Police (Troop D and Troop I), University of Louisiana at Lafayette, Louisiana State University at Eunice, McNeese State University, Louisiana Department of Wildlife and Fisheries, Louisiana Department of Social Services, Louisiana Department of Corrections, Louisiana Department of Transportation and Development (Districts 3 and 7), Louisiana Department of Culture, Recreation and Tourism, Louisiana Department of Children and Family Services, Louisiana Department of Education, University Health and its clinics in Lafayette and W.O. Moss Memorial Health Clinic in Lake Charles.

Monroe Office

The Monroe Regional Office services the civil litigation needs of the State of Louisiana, its departments, agencies, offices and employees situated in Northeast Louisiana. The Monroe Service Area includes the Northeastern Parishes of: Caldwell, East Carroll, Franklin, Lincoln, Madison, Morehouse, Ouachita, Richland, Union, Tensas and West Carroll. Major state facilities in the Monroe service area include, University of Louisiana at Monroe (ULM), Louisiana Technical College (Tech.), Delta Community College and several vo-tech college locations, E. A. Conway Medical Center, Northeast Louisiana War Veteran's Home, Grambling State University, Louisiana State Police-Troop-F, Swanson Center for Youth, and the Department of Transportation and Development Districts 5 (Monroe) and 58 (Chase). This office handles every aspect of suits filed by and against the State of Louisiana, its Departments, Divisions, Boards, and employees, in State and Federal courts, involving the areas of Road

Hazards, General Liability, Transportation, Workers' Compensation, Civil Rights, Medical Malpractice, Subrogation, and Intervention.

New Orleans Office

The New Orleans Regional Office serves ten (10) parishes in Southeast Louisiana, specifically: Orleans, Jefferson, St. Bernard, St. Tammany, Washington, Terrebonne, Plaquemines, Lafourche, St. John, and St. Charles. The state agencies defended include, LSU Health Science Center, New Orleans City Park, the Superdome, the Smoothie King Center, three state prisons, and five state universities.

In Fiscal Year 2018-19, the New Orleans Office was restructured to follow the specific section allocations which are in place in our Baton Rouge office. Creating these specialized sections, within the New Orleans Office, specifically, the Civil Rights Section, General Liability Section, Medical Malpractice Section, Road Hazard Section, Transportation Section and Workers' Compensation Section. The New Orleans Office is second in highest number of cases per office and creating specialized sections has proven to be successful in the defense of handling claims on behalf of the State.

The office defends the State and its agencies and is enhancing its reputation of being aggressive, confident, and fair. This office handles every aspect of suits filed by and against the State of Louisiana, its Departments, Divisions, Boards, and employees, in State and Federal courts, involving the areas of Road Hazards, General Liability, Transportation, Workers' Compensation, Civil Rights, Medical Malpractice, Subrogation, and Intervention.

Shreveport Office

The Shreveport Regional Office of the Litigation Division serves nine (9) parishes in northwest and north central Louisiana including: Caddo, Bossier, Webster, Claiborne, Bienville, Jackson, De Soto, Red River and Winn parishes. The office defends Civil Rights, General Liability, Medical Malpractice, Road Hazard, Transportation and Workers' Compensation actions brought against the State of Louisiana, its agencies, and employees, as well as prosecution of subrogation matters.

Among its client agencies are: regional health care institutions such as Louisiana State University Health Sciences Center-Shreveport, incorporating the medical school, its faculty attending physicians and its residents; five academic colleges including: Louisiana State University-Shreveport, Southern University of Shreveport-Bossier, Northwestern State University School of Nursing, and Bossier Parish Community College, two correctional facilities, the Department of Transportation and

Development (DOTD) and numerous other regional agencies and facilities.

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):

Louisiana R.S. § 36:701(D)

Louisiana R.S. § 36:704(G)

Louisiana R.S. § 36:704(I)

Louisiana R.S. § 49:257(A)

Louisiana R.S. § 39:1533(B)

Louisiana R.S. § 40:1237.1

Louisiana R.S. § 13:5108.1

Louisiana R.S. § 13:1905

PROGRAM GOAL

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 (ORM,) and universities exempt from ORM coverage by LSA-R.S. 17:3139.5, 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 and exempt institutions for legal expense by handling in-house at least 85% of new risk litigation cases opened each fiscal year by June 30, 2025.

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, 2025.

Strategies

I.1.a: Management shall review case assignment reports on a monthly basis.

I.1.b: Management shall, in its 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 received by the Litigation Program in the fiscal year

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 by in-house attorneys
- % of open cases handled by 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 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

An economic analysis of case activity coupled with a temporal analysis of the life of cases assigned to in-house and private counsel.

Primary Persons Benefiting

The State of Louisiana, public fisc, the Office of Risk Management, and universities exempt from ORM coverage by LSA-R.S. 17:3139.5 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.

MISSION

The mission of the Gaming Division 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 Division 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 Division provides advice and counsel to numerous state agencies as to all Indian Gaming matters, including, without limitation, the Governor's Office and the Indian Gaming Unit of State Police.

Louisiana Gaming Control Board

The Gaming Division provides legal representation, advice, and counsel to the Louisiana Gaming Control Board in areas of land-based casino, riverboat, video draw poker gaming, fantasy sports contests, slot machine gaming at racetracks, and gaming on Indian lands. The Gaming Division represents the Board in judicial appeals of administrative actions and defends the Board in all civil litigation relating to gaming. The Gaming Division 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, Gaming Enforcement Division

The Gaming Division provides legal advice and counsel to the Louisiana State Police, Gaming Enforcement Division in all areas of gaming regulation, including licensing, enforcement, and rulemaking. The Gaming Division provides legal representation to the Gaming Enforcement Division 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, and Louisiana Supreme Court.

Louisiana Lottery Corporation

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

Louisiana State Racing Commission

The Gaming Division provides legal representation and counsel to the Louisiana State 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 Racing Commission and defends the Racing Commission in all civil litigation to which it is a party.

Louisiana Department of Revenue, Office of Charitable Gaming

The Gaming Division provides legal advice and representation to the Louisiana Department of Revenue, Office of Charitable Gaming 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 Division assists in the review of files and applications, represents the Office of Charitable Gaming in judicial appeals of administrative actions, and defends the Office of Charitable Gaming in other civil litigation related to gaming.

Louisiana State Police, Indian Gaming Unit

The Gaming Division 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 Division 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 Division 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.

DUPLICATION

No other state agency 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. Thus, there is no duplication of effort by any other state agency.

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 Division 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 that 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. 4:701 *et seq.* establishes the regulatory authority of the Louisiana Department of Revenue, Office of Charitable Gaming.

La R.S. 47:9000 *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, 2025.

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, 2025.

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, 2025.

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, 2025.⁶

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
- Number of complex casino gaming approval files processed in more than 20 business days of assignment

⁶ Less any time the file is returned to State Police or held pending response from State Police or Section Chief of Licensing and Compliance.

- Number of complex video gaming approval files processed in more than 20 business days of assignment

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, 2025.⁷

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
- Number of video gaming administrative action and denial files returned to State Police

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 efficient service, 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 clients.

⁷ 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, 2025.⁸

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 efficient service, 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 clients.

⁸ Less any time the file is returned to State Police or held pending response from State Police or Section Chief of Licensing and Compliance.