



## **Office of the Attorney General OAG (CBO)**

---

### **MISSION**

The mission of the Office of the Attorney General (OAG) is to enforce the laws of the District of Columbia and to provide legal services to the District of Columbia government.

### **SUMMARY OF SERVICES**

OAG is charged with conducting the District's legal business. OAG represents the District in virtually all civil litigation, prosecutes certain criminal offenses on the District's behalf and represents the District in a variety of administrative hearings and other proceedings. In addition, OAG is responsible for advising the Executive Office of the Mayor, the D.C. Council, the D.C. Courts, various Boards and Commissions, for reviewing legislation and regulations, and for supervising lawyers working in the general counsel offices of 28 agencies. All told, the Attorney General supervises the legal work of about 350 attorneys and an additional 350 administrative/professional staff.

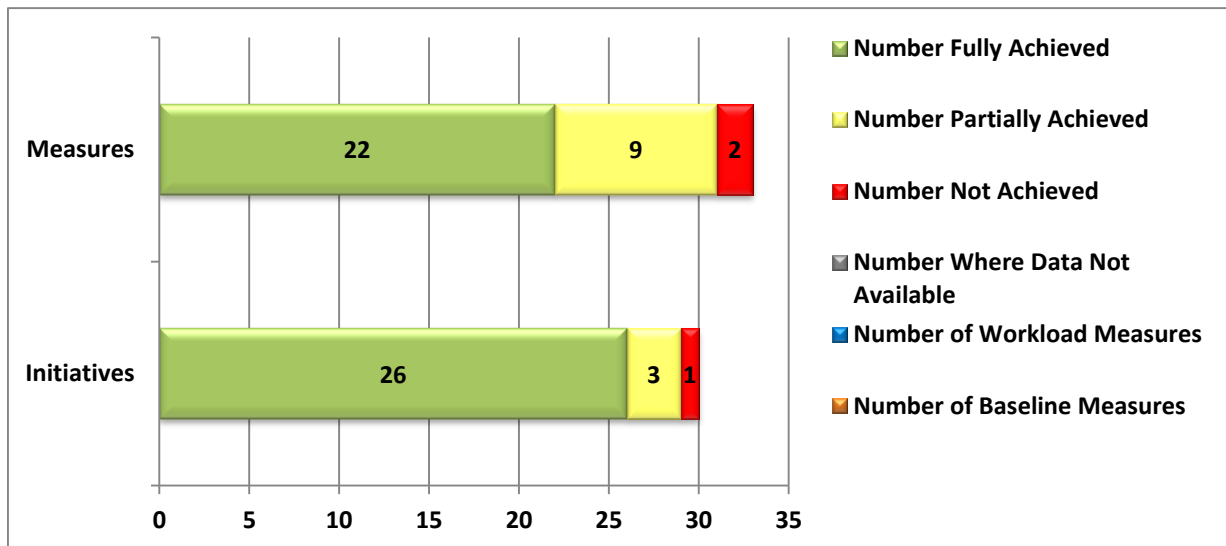
### **ACCOMPLISHMENTS**

- ✓ Provided advice to keep the Government open during budget shutdown;
- ✓ Obtained a judgment for the Mayor and CFO's position against implementing the budget autonomy law;
- ✓ Obtained a \$1 million settlement against a contractor for false claims

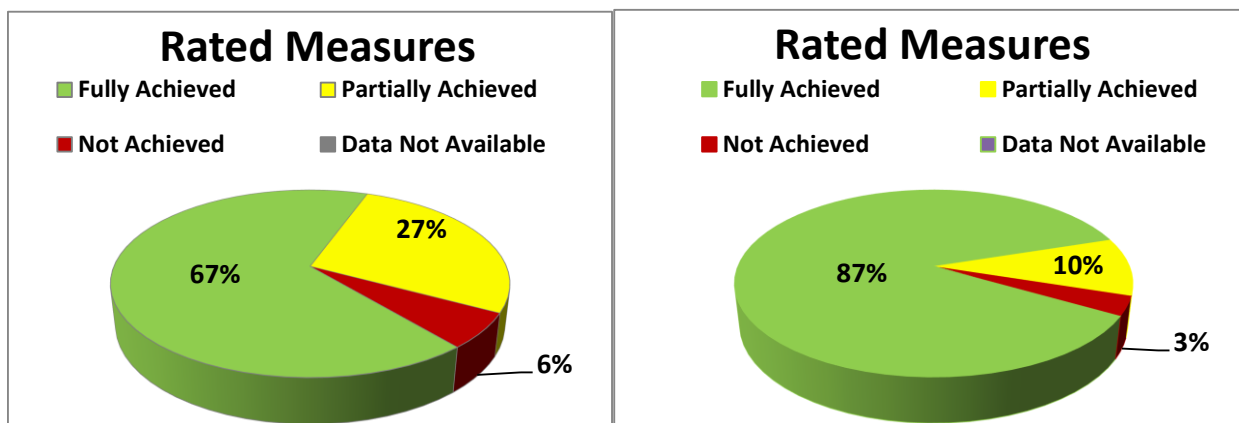


**OVERVIEW AGENCY PERFORMANCE**

**TOTAL MEASURES AND INITIATIVES**



**RATED MEASURES AND INITIATIVES**




**Note:** Workload and Baseline Measurements are not included

Default KPI Rating:	
>= 100%	Fully Achieved
75 - 99.99%	Partially Achieved
< 75%	Not Achieved



## Key Performance Indicators – Details

### Performance Assessment Key:

-  Fully achieved     Partially achieved     Not achieved     Data not reported

## Agency Management

**OBJECTIVE 1: The objective of the Agency Management Division is to guide and support the legal divisions of the office.**

### **INITIATIVE 1.1: Oversight initiative**

- **Fully achieved.** Meetings were more than three times more than required by the Key Performance Measure, and the agency was successful in meeting its goals on 94% of its goals.

### **INITIATIVE 1.2: Modify system for processing United States mail received to more efficiently respond to inquiries**

- **Fully achieved.** The Customer Servicer Section achieved 100% of its 2014 Initiative by modifying its mail processing. The Customer Service Section refined its mail log system, scans a portion of the mail and emails the mail to the appropriate recipient. All of the mail is processed and forwarded to the appropriate recipient on the same day that the mail is received from the carrier.

### **INITIATIVE 1.3: Implement process to increase number of subpoenas and summonses served on difficult or complex matters**

- **Fully achieved.** The Office of Investigation Section used Peace Model Interviewing Strategies and Perspectives to serve Uncooperative Witnesses. The Office of Investigation continues to use Public Social Media and cutting-edge technology, to include current advancement in cell phone operations, and other investigative sources.

**OBJECTIVE 2: Provide child support services to enhance the lives of all District children.**

### **INITIATIVE 2.1: Implement a pilot project to assess whether noncustodial parents [NCPs] have ability to pay past due (arrear) child/medical support obligations**

- **Fully achieved.** On July 7, 2014, three Enforcement Unit staff members were assigned 645 cases that met the criteria for the mayoral initiative. The cases in this sample resulted in at least one of the following actions being taken; NCP contact letters requesting payment, registration of support orders, pending closure request, intergovernmental transmittals sent to out of state agencies requesting enforcement, Motion for Contempt's generated, asset data reviewed, employment history, criminal data, wage withholdings initiated, and death verifications are still on-going. The results of the sample case analysis will be included in the first quarter of the Federal Fiscal Year 2015 report. Based on the Annual Data Report (157) for Federal Fiscal Year 2014, the District arrears collection performance is (15,695 cases paying) or 55.17% and increase of 2.55% over Federal Fiscal Year 2013 (15,313 cases paying) or (52.62%).

### **INITIATIVE 2.2: Design, Develop, Test, and Implement an iPad Wireless Application to assist each Litigation team in court while seeking to establish, enforce, and or modify child support orders**

- **Fully achieved.** CSSD successfully completed this initiative in quarter 2. CSSD continues to gather requirements such as: adding the TANF benefits information, integrating other CSSD Tools into the iPad application such as UBS and InfoLinks. Currently attorneys have to switch to these applications externally from the iPad application. There is evidence that the new iPad initiative assisted CSSD



Attorneys in meeting and exceeding its new court orders establishment goal. The FY2014 court order establishment goal was 1900 and CSSD achieved 2026 thus resulting in a 7% increase. Due to the success of this initiative, the court is considering implementing an electronic court order that will support a more green environment and efficient process of court order establishment.

**INITIATIVE 2.3: Implement and Distribute an Electronic Newsletter for all Primary Stake holders that provide services to CSSD's customers**

● **Fully achieved.** CSSD successfully completed the design, development, and distribution of the Electronic Newsletter for all Primary Stakeholders that provides services to CSSD's customers. CSSD distributed 3 quarterly newsletters in this fiscal year and is on target to produce newsletters for the each future quarter. The newsletters are distributed to each participating partner, stakeholders, and at all outreach events.

**INITIATIVE 2.4: Implement a Data Base of all partnered programs that provide services to customers**

● **Fully achieved.** CSSD successfully completed the design, development, and implementation of the Community Based Partners database. The database has been uploaded with the 66 established partners. In the upcoming FY2015, CSSD plans to design, develop, and implement a web-based application that connects to the Community based partners database for easy access and shared responsibility. All the community based partners will be trained and required to maintain their case related information for the CSSD customers they serve. All information will be secured and web accessible by the partner's designated staff and CSSD.

**OBJECTIVE 3: Defend the District of Columbia, its agencies, and employees in civil actions.**

**INITIATIVE 3.1: Implement a system of additional targeted review of high profile/high exposure civil cases to consider further strategy for proceeding**

● **Fully achieved.** During FY 2014, the Civil Litigation Division (CLD) conducted a targeted review of high profile and/or high exposure cases using CLD supervisors and senior managers and trial team members on cases identified as having a significant monetary exposure. The initiative provided an assessment of these significant cases to determine whether other strategies would be useful in improving the District's position in litigation or settlement. This review occurred at various times in the significant cases. Some reviews occurred prior to the filing of an answer or dispositive motion. In other cases, the reviews occurred at key milestones in the case, such as the close of discovery and in preparation for mediation. For cases that proceeded to either pretrial or trial, all of these cases were included in the Division's targeted review to provide an independent assessment of the risks of taking the case to trial. This review will also assist the Division in preparing the agency's annual Contingent Liability Report, an extensive report that OAG prepares for its auditors, in which the Division must identify cases in which there is a reasonable likelihood of exposure in excess of \$200,000. During the 4th quarter, 50% of CLD's high profile/high exposure cases had been provided the targeted review contemplated in this initiative.

**INITIATIVE 3.2: Implement a brief bank for collection of sample CLD filings in the Superior Court and the District of Columbia Superior Court**

● **Partially achieved.** The Division has prepared a Litigation Manual that contains sample briefs on all key recurring legal issues. The Manual allows attorneys and paralegals to search by topic and locate the documents by use of hyperlinks. The Division has succeeded in creating a useable format for locating briefs on key issues. 40% of CLD's briefs on the key issues have been identified for hyperlinking. In addition, all CLD briefs are available in electronic format. The final placement of the



briefs for access using one of OAG's shared drives has been delayed until after the IT contractor completes the shared drive modification and upgrades. This work addresses the limited file space available on OAG's shared drives that can be accessed by all of the CLD attorneys, and an additional IT problem arising from the upgrade of the agency's Concordance litigation support program, Prolaw (the agency's litigation case management system) and the agency's shared drives. The interphase problem between Concordance and Prolaw has been resolved. However, the IT modifications to provide space for expanded programs on the shared drives will be completed by the middle of November, 2014.

**INITIATIVE 3.3: Implement a database of deposition transcripts of expert witnesses and Rule 30(b)(6) witnesses (designated District representatives)**

**Partially achieved.** All of the expert deposition transcripts ordered by CLD attorneys in FY 2014 are now in electronic format. The division has significantly exceeded its goal on this program component. However, the division assigns a "partially achieved" overall score to the initiative because of the ongoing upgrades to the OAG shared drives, the upgrade to Prolaw and interphase problems between the new Prolaw program (the agency's litigation management system) and Concordance (the agency's desk top document management system). The interphase problems with the upgraded Prolaw program and Concordance have been addressed. And, the Division is expecting to complete the creation of the electronic data banks once the IT consultant completes the work on the shared drives to give additional space to the litigation division for permanent placement of information on the shared drives. However, unlike Initiative 3.2 (the brief bank for Division briefs), there is no hyperlink set up for the electronic transcripts of the depositions of experts and 30(b)(6) witnesses. Therefore, the division must assign a "partially achieved" score to this initiative.

**OBJECTIVE 4: Provide legal advice and litigation support in the areas of tax collection, real property and other commercial transactions, economic development, and municipal finance.**

**INITIATIVE 4.1: Provide Training to the Zoning Commission and the Board of Zoning Adjustment**

**Fully achieved.** Training was provided by the Commercial Division's Land Use & Public Works Section, in conjunction with the Office of Zoning, to the members of the Zoning Commission and the Board of Zoning Adjustment on the areas specified above. All members of the Commission and the Board were in attendance at the training.

**INITIATIVE 4.2: Acquire more properties through tax sales for the Department of Housing and Community Development to develop and return to the tax rolls**

**Partially achieved.** As noted in the description of the Initiative, increased tax sale foreclosure actions on bid-off properties required that DHCD commit to fund the acquisition of such tax delinquent properties. In furtherance of this Initiative, the Commercial Division's Land Acquisition & Bankruptcy Section developed a target property acquisition list of 30 properties by collecting data from the tax sale bid-off list, Superior Court records of prior tax sale litigation, OTR tax assessments, District zoning maps, and records of current owners in order to narrow the list to meet DHCD's requirements. DHCD responded enthusiastically to the Section's efforts on this project, but unfortunately did not move quickly enough in FY 2014 to commit the funds needed in order for the Section to file new tax sale foreclosure actions to achieve this Initiative as defined. Toward the end of the fiscal year, however, DHCD did request that the Section take steps to acquire eight of the identified target properties as soon as practicable, and it is anticipated that further annual target property research by the Section, and future DHCD commitment of increased funding, will result in this Initiative's being fully achieved in the next and subsequent fiscal years.



**INITIATIVE 4.3: Provide litigation training to OTR Real Property Tax Administration and DCRA Vacant Property personnel**

- **Fully achieved.** During Fiscal Year 2014, a Superior Court Rule of Civil Procedure Rule 30(b)(6) deposition training manual was created to train potential client-agency 30(b)(6) witnesses for upcoming tax assessment trials in the Tax Division. Four training sessions were provided by the Commercial Division's Tax & Finance Section covering both deposition and trial testimony for 30(b)(6) and expert witnesses. This initiative was 100% successful since four training sessions were provided and more than 75% of the prospective client-agency 30(b)(6) and expert witnesses received training.

**OBJECTIVE 5: Reduce the risk of harm and protect the rights of: children at risk for abuse and neglect; domestic violence victims; and incapacitated adults who are being abused or who are self-neglecting.**

**INITIATIVE 5.1: Educate the public on the civil commitment process for individuals with mental illness**

- **Fully achieved.** The Mental Health Section fulfilled this FY14 initiative by conducting trainings at United Medical Center (UMC) and St. Elizabeth's Hospital (SEH) on the civil commitment process for individuals with mental illness. The Section also conducted guardianship and forensic trainings at SEH. These trainings were held in Ward 8, which has one of the highest percentages of mental health referrals.

**INITIATIVE 5.2: Participate in RED Team Meetings focusing on CFSA hotline referrals**

- **Fully achieved.** The Child Protection Section fulfilled this FY14 initiative by participating in over 90% of CFSA's Hotline RED team meetings over the course of FY14. CPS ensured that an AAG was present and actively participated in each Hotline RED team meetings which was held three times daily, Monday-Friday. Initially, only the Section Chiefs and 3-4 AAGs ensured that each Hotline RED team meeting had OAG representation however by April 2014, Hotline RED team participation became mandatory for all AAGs and CPS implemented a schedule which required all AAGs to sign up for a minimum number of RED teams, thus ensuring that all meetings had participation from CPS. Accordingly, CPS was successful in meeting the performance measure for FY14.

**INITIATIVE 5.3: Implement new criminal contempt prosecution procedures in domestic violence cases.**

- **Fully achieved.** The Domestic Violence Section fulfilled this FY14 initiative by reviewing and making a determination on 336 petitioners' motions alleging violations within two weeks of referral from the DC Superior Court.

**OBJECTIVE 6: Provide legal services and advice for complex and public interest litigation.**

**INITIATIVE 6.1: Increase civil enforcement actions and collection efforts in Unemployment Insurance Compensation cases**

- **Fully achieved.** Pursuant to a Memorandum of Understanding entered into between the agencies, the CES has a full time attorney and paralegal who exclusively prosecute Unemployment Insurance Compensation cases in D.C. Superior Court. In fiscal year 2014, eighty-two (82) cases were referred by DOES and OIG for civil enforcement. Of this number, fifteen (15) enforcement actions were filed, eighteen (18) pre-litigation settlements were executed, fourteen (14) judgments were obtained, thirteen (13) cases were closed, and a total of \$111,572.00 was collected on behalf of the District.



**INITIATIVE 6.2: Stimulate public and governmental reporting of law violations to the Public Advocacy Section by enhancing relevant areas of OAG’s website**

**Fully achieved.** For each of its five primary enforcement areas, the Public Advocacy Section introduced significant new website content, including updated provisions of the District’s False Claims Act and consumer protection laws (reflecting 2013 amendments), selected Antitrust Act provisions, information on the statutory notice requirement for termination of uneconomic charitable trusts, and the text of the Tobacco Master Settlement Agreement (MSA). The new website materials, which total over 350 pages, are easily accessed from the Consumer Protection and Public Advocacy page under the Services tab on OAG’s home page.

**INITIATIVE 6.3: Increase collaboration and exchange of information among attorneys and staff**

**Fully achieved.** Equity held five section meetings during the last fiscal year. Each meeting featured a presentation by at least one attorney in Equity on a subject matter of interest to the section, e.g., the Supreme Court’s decision in Walmart, a case regarding the standards to be applied in certifying class actions. Further, there was ample time in each session to allow attorneys to raise legal issues pertinent to their particular cases in order to seek assistance from their colleagues.

**OBJECTIVE 7: Provide legal research and advice for the Executive Office of the Mayor, Office of the Attorney General, client agencies, and occasionally the Council of the District of Columbia.**

**INITIATIVE 7.1: Improve government efficiency and responsiveness by providing training to attorneys directly involved with the District’s rulemaking process**

**Fully achieved.** Two attorneys from the Legal Counsel Division conducted two rulemaking trainings for the Office of Attorney General and agency counsel. Each rulemaking session lasted 3 hours, during which the attorneys explained significant emerging legal issues involving rulemakings, provided a nuts and bolts outline of how to draft a rulemaking, and described the most common drafting errors and tips for ensuring that rules are drafted in accordance with statutory authority. They also provided an opportunity for participants to edit and draft rules. In total over 145 individuals participated in the sessions. The evaluations of the training were universally positive and many described the trainings as very helpful and interesting. Several agencies advised that they had sent one person to the training to bring back the materials for their colleagues.

**INITIATIVE 7.2: Assist in the implementation of revised Certified Business Enterprise laws and regulations**

**Fully achieved.** In the summer of 2013, a Mayoral task force prepared a series of recommended revisions to District law concerning certified business enterprises, and the Legal Counsel Division converted those proposals into legislative form and worked closely with the Executive Office of the Mayor and the Department of Small and Local Business Development (DSLBD) to ensure that the final bill would be legally sufficient. The Council passed the Mayor’s proposed with a few modifications. The resulting legislation, Enrolled Bill 20-181, was transmitted to the Mayor in March 2014. In our legally sufficiency review, we noted several due process concerns and advised that the bill would need to be implemented in a manner consistent with the Constitution’s Commerce Clause. Because the bill contained a provision stating it would not be applicable until its fiscal effect was included in an approved budget and financial plan, as certified by the Chief Financial Officer, and DSLBD was uncertain when this would occur, Division lawyers worked with attorneys from the Office of the General Counsel to the Council and the Chief Financial Officer to determine whether the necessary certification could be issued and concluded that the bill would be applicable on October 1, 2014.





**INITIATIVE 7.3: Coordinate with the Board of Ethics and Government Accountability (BEGA) and the Office of Partnerships and Grants Services (OPGS) in providing timely and reliable oral and written ethics advice.**

**Fully achieved.** The D.C. Ethics Counselor, David Hyden, is a part of the Legal Counsel Division. During FY2014, he provided approximately 95 oral and 35 written responses to requests for ethics advice from throughout the District government, particularly from OAG and agency counsel. When necessary, he consulted with BEGA to ensure that the advice was accurate and consistent with BEGA's opinions. He also completed an additional 60 written assignments involving such matters as conflict of interest waivers and requests for permission to undertake outside employment. He handled five financial disclosure matters in FY2014, a reduction from the prior year that reflects BEGA's increased ability to handle these issues. Finally, he approved or denied approximately 330 decisions on donation applications.

**OBJECTIVE 8: Provide affirmative and defensive appellate litigation services for the District of Columbia government.**

**INITIATIVE 8.1: Promote provision of training by Office of the Solicitor General attorneys.**

**Fully achieved.** Office of the Solicitor General attorneys provided training sessions to other members of the Office of the Attorney General including: "Pleading Review Training" (Dec. 4, 2013); "Finding the Law of the District" (Dec. 17, 2013); and "Criminal Appeals, Making a Record and Cases a Criminal Prosecutor Should Know" (Mar. 4-5, 2014). In addition, outside of the office, Office of the Solicitor General attorneys provided training at sessions including: "Introduction to Advocacy" (Feb. 2014) (through the George Washington University Law School); and "From the Ground Up: Fundamentals of Practice Before the D.C. Court of Appeals" (Sept. 15, 2014) (through the D.C. Bar).

**INITIATIVE 8.2: Identifying advanced training materials for Office of the Solicitor General attorneys.**

**Fully achieved.** Office of the Solicitor General managers identified well more than three sets of advanced training materials, including: Bryan A. Garner, *The Winning Brief: 100 Tips for Persuasive Briefing in Trial and Appellate Courts*, 2003; Bryan A. Garner, *The Elements of Legal Style*, 2002; Ross Guberman, *Point Made*, 2011; Girvan Peck, *Writing Persuasive Briefs*, 1984; Judge Richard Posner, *How Judges Think*, 2010; Judge Richard Posner, *Reflections on Judging*, 2013; and Justice Antonin Scalia and Bryan A. Garner, *Making Your Case: The Art of Persuading Judges*, 2008.

**INITIATIVE 8.3: Leveraging technical expertise.**

**Fully achieved.** The Office of the Solicitor General held more than three informal sessions for sharing technical knowledge within the measurement period, including tech-tip lunches and tech-tip open-door sessions.

**OBJECTIVE 9: Defend District agencies in personnel-related matters.**

**INITIATIVE 9.1: Provide agencies with training on how to avoid most litigated mistakes in the employment area.**

**Fully achieved.** The Personnel, Labor Relations Division (PLED) /Personnel Labor Relations Section (PLRS) met this goal well before September 30, 2014, by participating in sessions designed to help hearing officers comply with existing regulations and reduce the risk or challenges to employment actions. PLRS also provided training to the Office of Risk Management at monthly round table discussions designed not only to anticipate arguments of opposing counsel in upcoming trials, but also to prevent similar future occurrences. Because of the hard work of the defense team and ORM, this risk management effort reduced payouts from the Public Sector Workers Compensation





Program. PLRS further provided similar instruction to the Department of Fire and Emergency Medical Services which we hope will lead to a measurable reduction in future administrative litigation.

**OBJECTIVE 10: Hire and retain a highly qualified workforce of attorneys and legal support staff.**

**INITIATIVE 10.1: Enhance OAG's Professional Development Program**

- **Not achieved.** Although OAG's professional development program is top-notch and has been described as one of the best programs in the city, PLED did not meet the goal of increasing the average number of CLE hours taken per attorney FTE by 4%. OAG's professional development program consisted of skills and thematic courses offered both in-house and through various organizations such as the National Association of Attorneys General, the DC Bar, the National Employment Law Institute and Georgetown's Continuing Legal Education Program. While OAG offered over 10,000 continuing legal education (CLE) hours for attorneys through both online and in-person courses, the number of training hours taken per attorney FTE was 18.56 hours for FY14. The Legal Service Act requires line attorneys to take 12 hours of CLE; thus, attorneys still took six hours more training than statutorily required.

**OBJECTIVE 11: Enforce District laws and regulations by taking appropriate legal action on behalf of the District government.**

**INITIATIVE 11.1: Successfully prosecute DUI cases utilizing the newly established Alcohol Breath Testing Program for the United States Capitol Police**

- **Fully achieved.** The United States Capitol Police (USCP) Department's new breath test program, with scientific oversight provided by the Pretrial Services Agency (PSA), became operational during FY14. The Criminal Section began to utilize the test results from the USCP breath program on May 1, 2014. For the remainder of FY14, USCP referred approximately 30 DUI cases to the Criminal Section for prosecution. By the conclusion of the fiscal year, the Criminal Section successfully obtained guilty plea convictions in USCP DUI cases relying on admissible USCP breath test results, but await the first DUI trial utilizing USCP breath test results.

**INITIATIVE 11.2: Refer drug/firearm nuisance cases to the District of Columbia Housing Authority, where tenants (or non-tenants) are involved in maintaining or permitting such nuisance in public housing**

- **Fully achieved.** The Neighborhood and Victim Services Section (NVS) sends notice letters, pursuant to D.C. Code § 42-3103(b), when a drug, firearm or prostitution related search warrant is executed at a property in the District. The notice letter instructs the owner of the property to contact NVS within 14 days and inform NVS of the steps that the owner is taking to abate the nuisance. Sometimes during this process, the NVS Assistant Attorney General will learn from the property owner that their tenant is receiving a housing subsidy. NVS, through a pre-arranged agreement with District of Columbia Housing Authority (DCHA), will send the information regarding the search warrant to DCHA. The purpose of this referral is to prevent subsidy recipients from committing crimes that violate DCHA regulations. The idea for the referral program started when NVS learned that the lists for subsidized housing were closed and disadvantaged people were being denied access to housing. NVS referred 24 cases to DCHA in FY 2014.

**INITIATIVE 11.3: Immediately connect juveniles identified as potential victims of human trafficking with service providers**

- **Fully achieved.** The Juvenile Section identified 8 juvenile offenders in FY 14 who may be victims of exploitation as a result of human sex trafficking. The Juvenile Section referred all 8 cases, thereby referring 100% of the eligible cases to service providers.



## Key Performance Indicators – Details

### Performance Assessment Key:

Fully achieved   
 Partially achieved   
 Not achieved   
 Data not reported

	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
<b>Agency Management</b>								
	1.1	Number of case/matter review meetings with senior staff	64	12		94	783.33%	AGENCY MANAGEMENT
	1.2	Percentage of U.S. Mail processed within one business day	97.13	92		100%	108.70%	AGENCY MANAGEMENT
	1.3	Number of summons served per FTE	135.7	70		132.03	188.61%	AGENCY MANAGEMENT
	2.1	Paternity establishment percentage	80.39	88		90.01%	82.51%	CHILD SUPPORT SERVICES DIVISION
	2.2	Number of non-custodial parents enrolled in employment services program	380	19		84	442.11%	CHILD SUPPORT SERVICES DIVISION
	2.3	Number of parents newly registered to access their online payment histories	1,570	1,600		1,706	106.62%	CHILD SUPPORT SERVICES DIVISION
	2.4	Number of child support orders established.	1,946	1,900		2,026	106.63%	CHILD SUPPORT SERVICES DIVISION
	3.1	Number of civil litigation closed cases	656	350		594	169.71%	CIVIL LITIGATION DIVISION



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	3.2	Number of closed Public School System Special Education cases closed per attorney FTE	6.53	6		3.94	65.63%	CIVIL LITIGATION DIVISION
●	4.1	Percent of Legal sufficiency reviews performed by Land Use and Public Works Section completed within 60 days.	79.29%	88%		82.96%	94.28%	COMMERCIAL DIVISION
●	4.2	Percent of Real Estate Transactions Section transactional documents prepared and/or reviewed for legal sufficiency within 60 days.	98.81	96		97.89%	101.97%	COMMERCIAL DIVISION
●	4.3	Number of litigation successes by the Tax and Finance Section per FTE	6.65	4.5		24.08	535.19%	COMMERCIAL DIVISION
●	4.4	Percent of litigation success by the Land Acquisition and Bankruptcy Section.	98.28	96		94.59%	98.54%	COMMERCIAL DIVISION
●	4.5	Percent of Procurement Section non-emergency procurement reviews completed within 60 days.	97.37%	96%		93.75%	97.66%	COMMERCIAL DIVISION



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	5.1	Percent of favorable resolution in all cases which reach adjudication in the division.	97.38%	95.5%		95.17%	99.66%	FAMILY SERVICES DIVISION
●	5.2	Percent of children whose first permanency hearing is held within 12 months of the children's entry into foster care.	94.96%	92.5%		96.93%	104.79%	FAMILY SERVICES DIVISION
●	5.3	Percent of cases filed for termination of parental right by the Child Protection Sections within 45 days of the children's goal becoming adoption.	86.67%	92%		100%	108.70%	FAMILY SERVICES DIVISION
●	5.4	Successfully resolved criminal contempt motions handled by the Domestic Violence Section per FTE per quarter.	4.43	4.75		4.24	89.26%	FAMILY SERVICES DIVISION
●	6.1	Dollar amount collected by the Civil Enforcement Section per Attorney FTE	133,578.26	135,000		115,881.99	85.84%	PUBLIC INTEREST DIVISION



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	6.2	Dollar amount collected by the Public Advocacy Section excluding Tobacco Settlement	7,153,974.49	2,750,000		\$7,762,691.43	281.38%	PUBLIC INTEREST DIVISION
●	6.3	Number of Closed Cases in the Equity Section	52	60		48	80%	PUBLIC INTEREST DIVISION
●	7.1	Number of rulemaking projects completed for client agencies.	58	40		40	100%	LEGAL COUNSEL DIVISION
●	7.2	Percent of written assignments completed by deadline given by client agency, or 30 days if no deadline given.	99.23%	99%		99.33%	100.33%	LEGAL COUNSEL DIVISION
●	7.3	Number of ANC legal issues addressed	12	30		30	100%	LEGAL COUNSEL DIVISION
●	8.1	Percent of favorable resolution in defensive appeals cases.	94.78%	92.5%		88.44%	95.61%	SOLICITOR GENERAL DIVISION
●	8.2	Percent of regular calendar arguments in which a moot court was held.	100%	100%		100%	100%	SOLICITOR GENERAL DIVISION
●	8.3	Motions for summary disposition filed per FTE	2.15	2.2		1.74	79.28%	SOLICITOR GENERAL DIVISION
●	9.1	Number of in-house training hours taken per legal FTE	18.57	25		18.56	74.25%	PERSONNEL LABOR & EMPLOYMENT DIVISION



	KPI	Measure Name	FY 2013 YE Actual	FY 2014 YE Target	FY 2014 YE Revised Target	FY 2014 YE Actual	FY 2014 YE Rating	Budget Program
●	10.1	Number of attorneys who left the agency.	31	34		31	109.68%	PERSONNEL LABOR & EMPLOYMENT DIVISION
●	10.2	Number of interns assisting attorneys and staff on an annual basis	262	250		260	104%	PERSONNEL LABOR & EMPLOYMENT DIVISION
●	11.1	Number of nuisance property prosecutions	10	15		24	160%	PUBLIC SAFETY DIVISION
●	11.2	% of Juveniles presented who are referred for rehabilitation	84.53%	90%		90.59%	100.66%	PUBLIC SAFETY DIVISION
●	11.3	Successful criminal cases per FTE	38.76	60		267	445%	PUBLIC SAFETY DIVISION