

Administrative Unit Name: Attorney General's Office

Please complete this Word document and the accompanying Excel workbook (both of which were provided to your unit via email), and submit them to the Office of Planning & Budgeting (OPB) on or before **Thursday, February 1, 2018**.

Please email your materials to [Jason Campbell](#).

Please note that the responses you provide in this Word document **will** be posted to the OPB website.

1. What is the programmatic vitality of your unit?

Please provide both quantitative and qualitative information, leveraging published materials and [previous submissions](#) where possible. In your response to this question, you may wish to include responses to some or all of the following prompts. Please note that these are suggestions, not requirements.

- What are the top 3-5 strategic goals of your unit? Could any of these goals increase expenditures or decrease revenue for other units?
- What is your unit doing to effectively use resources in a way that benefits your unit and/or other units outside of our own?
- Please describe your unit's emerging or changing personnel needs—prompted by changes that either your unit or the institution is facing—and what your unit will do to meet these needs *without* creating new FTE positions (e.g. redeploying FTE among other functional areas).

Please respond in 500 words or fewer and please use bullets, rather than dense prose.

Units changing personnel needs:

The UW Division currently has three paralegals, three legal assistants, and one office assistant to support the 19 attorneys tasked with providing legal support to the University. (An executive assistant supports the Division Chief and Bothell counsel.) The University has a broad spectrum of legal needs, ranging from lawsuits and litigation support to hospital affairs, contract negotiations, employee discipline, faculty discipline and tenure decisions, intellectual property, global affairs, facilities, athletics, and much more.

The paralegals perform a variety of specialized tasks that supplement and enhance the ability of the Division's attorneys to provide quality client advice and effectively resolve issues of great impact to the University's overall well-being. The paralegal work is critical to the attorneys, helping them with research, organization, writing, and other tasks that allow them to focus more attention on the UW's varied legal needs.

The Division's workload - and that of its paralegals and legal assistants - has increased as the University has grown year by year. The UW Division has been working with three paralegals since 2005. The number of attorneys has gone from 16 to 20 over that period, increasing the ratio of attorneys to paralegals to nearly 7 to 1. By contrast, in the private sector the ratio is about half that number. A survey by Inside Counsel Magazine found an average of 3.57 lawyers for every paralegal in a private law firm.

The UW Division is also understaffed with paralegals compared to other AGO divisions in Washington. For example, the Government Compliance and Enforcement (GCE) Division in Olympia is similar in size compared to our office. The GCE Division is staffed with 25 attorneys, but has 8 paralegals to support their work, giving them a ratio of 3.1 attorneys per paralegal. The Criminal Justice Division (CJD) in Seattle has 24 attorneys and 6 paralegals, giving them a ratio of 4 attorneys per paralegal.

Both the GCE and CJD Divisions are also staffed with legal assistant/legal secretaries tasked with providing a minimum of 25% paralegal support to their assigned attorneys. In GCE, there are 11 legal assistants for the 25 attorneys, thus giving them a ratio of 2.3 attorneys per legal assistant. The CJD Division has 9 legal assistants, a ratio of 2.7 attorneys per legal assistant. The UW Division has just 3 legal assistants, the same nearly 7 to 1 ratio as its paralegals.

The Division is being stretched thin by the lack of paralegal and legal assistant/office assistant support. Attorneys sometimes have to do work that could be performed by paralegals and legal assistants, committing time and effort that would be better spent on the growing number of legal affairs confronting the University.

The Division has gone 12 years with three paralegals and it is unrealistic to expect adequate attorney support without an additional FTE going forward. The existing ratio of 7 attorneys per paralegal is not sustainable, especially given the projected growth of the University and corresponding increase in its legal needs.

We have been working towards solutions to better distribute the work and provide the support our attorney's needs. We have made some temporary changes through the end of FY18 that we are accomplishing *using our existing funding* for FY18 including:

- Reconfiguring the duties and responsibilities of the office Administrator by having our current Administrative Coordinator assist with some of those duties. This involves TSI, which we have been paying out of our existing operating budget for FY18.
- Temporarily changing the duties of a Legal Secretary 2 to those of a Paralegal 2 for 6 months. This requires compensating that person with salary and benefits of a Paralegal 2 through June 30, 2018.
- Temporarily changing the duties of an Office Assistant 3 to those of a Legal Secretary 2. This requires compensating that person with salary and benefits of a Legal Secretary 2 through June 30, 2018.

Moving forward into FY 19, we would like to make the following changes that will require additional funding including:

- Permanently changing the classification of our Administrative Coordinator to an Office Support Supervisor 2. This involves an increase of about \$10,000, depending on placement in the salary range.
- Creating a new Office Assistant 1 position to perform receptionist duties and other lower level office tasks, Range \$31,308 – \$35,988 with the likely start at mid-range
- Permanently add one Paralegal 2 position – Range \$47,820 - \$62,748. Starting salary likely mid-range \$55,476

The cost of these changes is likely around \$110,000 *plus benefit load*.

Additional budget considerations:

We do need to reconcile budgets that carry negative balances associated with outside counsel work performed on behalf of the University such as 01-4220, 64-1432 and 14-1000.

2. What is the fiscal vitality of your unit?

To answer this question, please complete the following tabs in the Annual Review Excel workbook:

- On the **purple tabs, i.e. the “Fiscal Reports,”** please:¹
 - Review the prepopulated FY16 and FY17 fields on each fund source tab. The “Fiscal Vitality References and Tools” workbook (described below) provides information to help with this review.
 - Provide full revenue and expenditure plans for FY18, FY19, FY20, and FY21.
 - If there is an area of your unit that you wish to isolate in more detail (i.e. significant departmental self-sustaining, clinical, etc.), feel free to submit an additional fiscal (i.e. dark purple) tab.
 - Enter totals from each of the tabs into the Summary tab.
- On the **“Alternative Assumptions”** tab, please clearly identify and briefly explain any assumptions used in your calculations that are *different* from the [Central Budget Assumptions](#) on OPB’s [FY19 Annual Review Materials webpage](#). You are encouraged to refine and adjust the central assumptions, which are (in many cases) general and imperfect.
- On the **“Fiscal Vitality Qualitative Assessment”** tab of the Fiscal Vitality Report Excel workbook, please describe your unit’s overall financial health. If your unit’s fiscal data shows any negative (i.e. financially unhealthy) trends, please propose actions that your unit will take to improve its financial position.

The following resources are available to help you complete this work:

- **“Fiscal Vitality References & Tools” Workbook** (available on the [FY19 Annual Review Materials webpage](#)):
 - FVRowByRowDefinitions Tab: row-by-row general and unit specific parameters used to compile data in the Fiscal Vitality Reports Summary and Fund Source tabs.
 - BgtTypeClassInfo Tab: list of budget types, classes, super classes, family, and community that are referenced in the FVRowByRowDefinitions tab.
 - FVExpendituresPivot and FVBudgetRevenue&CarryoverPivot Tabs: budget number detail supporting the Summary and Fund Source data in the purple tabs of the Annual Review Excel workbook.
- **FY18 GOF/DOF Budget Base:** By November 22, OPB will provide FY18 permanent and temporary budgeted values, as of October 2017 fiscal month end. You can build off these for your FY18 plan, but you will need to adjust for any budget revisions that have occurred (or will occur) since October 2017 fiscal month end.
- **BI Portal Reports** (click on the B.I.Portal link under “Products”): Each report has Overview, Technical Information, and Interpretation tabs that describe the report, what is included in the data, the data sources, and how to use the report. Note, data may differ between reports, but they can still be used as resources.
 - Biennium To Date Budget Balances
 - Remaining Balance by OrgCode and Category
 - Forecasting Template by Fiscal Year and OrgCode (please note, this tool will imperfectly forecast expenditures if units employ fund shifts or cost transfers)
- **Central Budget Assumptions** (mentioned above), which includes additional resources and guidelines.
- **Q&A Sessions on November 28 and 30.** See the [FY19 Annual Review Materials webpage](#) for details.

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¹ Please note that grants, contracts, and gifts are included in the report to provide the Provost with a more holistic view of a unit’s financial activities. The amounts can be reconciled to FAS for biennium 2015-17. However, the grants & contracts amounts will differ from the Annual Report, prepared by the Office of Research. Also, grants, contracts and gifts amounts might differ from the BI Portal “Remaining Balance by OrgCode and Category Report.” In both cases, and possibly with other BI Portal reports, this is due to differences in data elements, context, and reporting period parameters. While the information is not perfect, it is included to facilitate discussions about the unit’s overall financial health.

3. Please **update** the carryover usage plan you submitted as part of last year's budget development process. To do so, please complete the **"Updated Carryover Usage Plan"** tab of the Excel workbook. Please note:

- Your worksheet is pre-populated with the carryover usage plan you submitted last year, new estimated carryover totals, and new reserve figures.²
- Please provide updated numbers in the "Updated Plan" column.
- If you have new line items, please add rows, as needed.
- For any major updates, please provide a brief description in the "Explanation of Changes/Updates" column.

If you would like to describe any items from the worksheet in greater detail, please use the space below. **For additional guidance**, please see the example posted at the [FY19 Annual Review Materials webpage](#).

Please note:

- If your unit has a **deficit** instead of a carryover, please confirm that you have an updated deficit mitigation plan in place with OPB. If you do not, please contact [Lisa McDonald](#).
- If you believe the carryover for your unit is negative due to timing and if you anticipate a positive balance soon, please discuss this below and feel free to provide an updated carryover spending plan.
- Since the Office of the President and the Attorney General's Office do not retain carryover funds, as a matter of University policy, those two offices are not expected to complete this question.

The Attorney General's Office do not retain carryover funds.

² As a reminder, carryover balances are calculated at the end of each biennium and unit balances are accurate as of month 25.